

Barking & Dagenham College

Report and Financial Statement

July 2010





BARKING & DAGENHAM COLLEGE

**Report and Financial Statements
for the year ended 31 July 2010**

Contents	Page
Operating and Financial Review	3
Statement of Corporate Governance and Internal Control	12
Statement of Responsibilities of the Members of the Corporation	16
Independent Auditors' Report to the Corporation of Barking & Dagenham College and the Chief Executive of Skills Funding	17
Independent Auditors' Report to the Corporation of Barking & Dagenham College	18
Income and Expenditure Account	20
Statement of Historical Cost Surpluses and Deficits	21
Statement of Total Recognised Gains and Losses	21
Balance Sheet as at 31 July	22
Cash Flow Statement	23
Notes to the Accounts	24

Operating and Financial Review

NATURE, OBJECTIVES AND STRATEGIES:

The members present their report and the audited financial statements for the year ended 31 July 2010.

Legal status

1. The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Barking & Dagenham College. The College is an exempt charity for the purposes of the Charities Act 1993 as amended by the Charities Act 2006.
2. The Corporation was incorporated as Barking College on the 1st January 1993. On the 1st February 2010, the Secretary of State granted consent to the Corporation to change the College's name to Barking & Dagenham College. The Corporation believes that the new name represents a more cross borough working relationship with our community and our stakeholders.

Mission

3. Governors reviewed the College's mission during 2009/10 and adopted a revised mission statement as follows:

"A truly great college, passionate about success".

4. The college's values are:

- Passion
- Enterprise, innovation and creativity
- Respect, social justice and fairness
- High standards and quality
- Professionalism
- Friendliness and commitment
- Flexibility, responsiveness and ability to change
- Accountability
- Risk-taking

Implementation of strategic plan

5. In July 2010 the College adopted a strategic plan for the period 2010-2013. This strategic plan includes property and financial plans. The Corporation monitors the performance of the College against these plans. The plans are reviewed and updated each year. The College's continuing strategic objectives are to:
 - a. To provide an enriching and transformational experience for learners, wherever they may learn with us, empowering them to develop as good citizens, to contribute to their communities, to achieve their academic and vocational goals and to progress with confidence and self esteem on to the next stage of their career.
 - b. To increase our performance results well above national and regional standards for all the college's customers - learners , trainees, employers and funding contractors - and equally raise their levels of satisfaction with the College, to outstanding.
 - c. To develop our people to be proud of their college and be passionate about providing outstanding services to learners through teaching, learning and assessment practices that are at the forefront of pedagogic practice, with personalised learner services "good enough for our own families".

- d. To be a major active partner in contributing to the economic development of the local and sub-regional economies by working collaboratively and anticipating, responding and delivering outstanding learning pathways that meet the educational and training needs of learners and the skills requirements of employers and communities.
- e. To develop and implement a 15 year Estates Strategy, in order to improve further our industry standard training facilities, with phase one successfully completed by 2013.
- f. To develop models of modern, integrated business support systems, maximising the use of technology and to provide value for money and outstanding levels of service.
- g. To promote positively equality, diversity and community cohesion by being a vibrant college, an active partner within our local communities and a beacon for social justice.
- h. To diversify our income streams and be more enterprising in how we lead our college business through robust and rigorous financial planning and management thereby maximising our efficiency and ensuring that we provide outstanding human, physical and financial resources to deliver our mission and realise our vision.

Financial objectives

6. The College's financial objectives are to:
 - achieve an annual operating surplus
 - pursue alternative sources of funding, on a selective basis, consistent with the College's core competencies, and the need for a financial contribution to the College's overall finances
 - generate sufficient levels of income to support the asset base of the College
 - further improve the College's shorter term liquidity; and
 - fund continued capital investment
7. A series of performance indicators have been agreed to monitor the successful implementation of the policies.

Performance indicators

8. The "Framework for Excellence" has three dimensions:

- Responsiveness
- Effectiveness
- Finance

Each of which has two or three Key Performance Areas. These Areas are further broken down into Performance Indicators supported by Performance Measures which are absolute measures of performance such as the outcome from a learner survey or a qualification success rate. In deriving the overall performance rating, the Framework gives equal weighting to each of the three dimensions.

The College is committed to observing the importance of the measures and indicators within the Framework and is monitoring these through the completion of the annual Finance Record for the Skills Funding Agency/London Borough of Barking and Dagenham. The current rating of Good is considered an acceptable outcome.

FINANCIAL POSITION

Financial results

9. The College generated an operating surplus in the year of £0.067m (2008/09 – deficit of £3.221m).
10. The result in 2009/10 is stated after writing off the investment value for Centre for Engineering and Manufacturing Excellence (CEME) of £0.650m. The college was evicted from CEME premises on the 31st July 2010.
11. During 2009-10 the college underwent further changes to ensure it was well placed to meet current and future funding challenges. Curriculum areas were subject to realignment and thus the accounts include staff restructuring costs of £0.584m (2008-09 - £0.509m).
12. The results also include an actuarial gain in respect of government changes to FRS17 Local Government Pension Scheme (LGPS) calculations of £1.404m arising from the government decision to link pension schemes to Consumer Prices Index (CPI) from Retail Price index (RPI).
13. The College has accumulated reserves of £12.104m (2008-09 £12.222m) and cash balances of £4.728m (2008-09 £6.475m). The College wishes to continue to accumulate reserves and cash balances in order to create a contingency fund.
14. Tangible fixed asset additions during the year amounted to £2.839m. This was split between land and buildings acquired of £1.957m and equipment purchased of £0.882m. The college's front of house, refectory and bistro has undergone major refurbishment with industry standard facilities to enhance the learner experience.
15. The College has significant reliance on the LSC and its successor organisations for its principal funding source, largely from recurrent grants. In 2009/10 the LSC and its successor organisations provided 84.3% of the College's total income.

Treasury policies and objectives

16. Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
17. The College has a separate treasury management policy in place. Short term borrowing for temporary revenue purposes is authorised by the Principal. Such arrangements are restricted by limits in the College's Financial Memorandum previously agreed with the LSC and subsequently transferred to the Skills Funding Agency. All other borrowing requires the authorisation of the Corporation and shall comply with the requirements of the Financial Memorandum.

Cash flows

18. There was a cash inflow from operating activities of £1.003m (2008/09 outflow £1.736m). The net cashflow resulted from capital expenditure the management of liquid resources.

Liquidity

19. During the year the College took out no loans.

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

Student numbers

20. In 2009/10 the College has delivered activity that has produced £22.716m in LSC/SFA/YPLA main allocation funding (2008/09 – £20.926m). The College had approximately 20,549 enrolments (11,915 learners) to its programmes. Of these 3,047 learners aged 16 to 18 and 1,456 adult learners attended on a full time basis and 6,206 adults attended part time or evening courses.

Student achievements

21. Students continue to prosper at the College. Success rates overall have risen from 72% in 2007-08, 75% in 2008-09 and is expected to increase to 78% in 2009-10.

Curriculum developments

22. Methods of teaching and learning are under continuous review and development in order that the curriculum meets the needs of the local population. The college is one of very few colleges that have such a broad range of curriculum offer. A particular strength is the vocational nature of the programmes making learners ready for employment and the next stage of their lives.
23. In response to Widening Participation and Social Inclusion agendas, Barking & Dagenham College has established a number of franchise partnerships with community based charities and other not-for-profit organisations.
24. Barking & Dagenham College continues to offer a very wide range of courses from Entry Level to Higher Education. In keeping with the college strategic objective of providing an inclusive, learner-centred curriculum, Barking & Dagenham College provided full-time education for disaffected and excluded Year 11 pupils from local schools in 2009-2010, and part-time education for groups of school aged young people from the London Boroughs of Barking and Dagenham, Havering and Thurrock Council.
25. Barking & Dagenham College has a work based learning team offering apprenticeships in a number of occupational areas and a business engagement team to better meet the training needs of employers. The college delivers all or part of the training for around 700 apprentices each year.

Payment performance

26. The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95 per cent. During the accounting period 1 August 2009 to 31 July 2010, the College paid 86.2 per cent of its invoices within 30 days. The College incurred no interest charges in respect of late payment for this period.

Post-balance sheet events

27. There are no post balance sheet events to report.

Future developments

28. With regard to the improved capacity provided by the new building on main site, the College seeks to significantly increase student numbers over the next 3 years.
29. The College aims to significantly increase contribution by introducing a number of efficiency schemes across the college site. The College would like to reduce dependency on the Skills Funding Agency and is seeking opportunities particularly in the areas where the College currently performs well such as HEFCE.

RESOURCES

30. The College has various resources that it can deploy in pursuit of its strategic objectives. Tangible resources include the main college site and partnerships including Barking Learning Centre and Broadway Theatre.

Financial

31. The College has £15.338m (2008-09 £16.057m) of net assets including £7.080m pension liability (2008-09 £7.878m) and no long term debt.

People

32. The College employs 442 people (expressed as full time equivalents), of whom 338 are teaching staff.

Reputation

33. The College has a good reputation locally and nationally. Maintaining a quality brand is essential for the College's success at attracting students and external relationships.

PRINCIPAL RISKS AND UNCERTAINTIES

34. The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.
35. Based on the strategic plan, the Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College. The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. In addition to the annual review, the Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College.
36. A risk register is maintained at the College level which is reviewed at least annually by the Audit Committee and more frequently where necessary. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. This is supported by a risk management training programme to raise awareness of risk throughout the College.

37. Outlined below is a description of the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

Government funding

38. The College has considerable reliance on continued government funding through the LSC and its successor organisations and HEFCE. In 2009/10, 88% of the College's revenue was ultimately public funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of several issues which may impact on future funding,

- The demand led funding system which applies a series of factors such as guided learning hours and success rates to calculate an amount of funding to be received for each learner. Such funding cannot be guaranteed though.
- The "Machinery of Government" changes which came into force from April 2010 and which saw the LSC dissolved and replaced with successor agencies such as the Young Peoples Learning Agency and the Skills Funding Agency (part of the DBIS).
- The recent Comprehensive Spending Review announcement will impact the college but at this stage it is unclear to what extent, although it is clear there will be reduced funding in the future.

This risk is mitigated in a number of ways:

- Funding is derived through a number of direct and indirect contractual arrangements
- By ensuring the College is rigorous in delivering high quality education and training
- Considerable focus and investment is placed on maintaining and managing key relationships with the various funding bodies
- Ensuring the College is focused on those priority sectors which will continue to benefit from public funding
- Regular dialogue with the LSC and with the successor bodies in due course.
- Focussing on employer engagement and expanding apprenticeship delivery.

Tuition fee policy

39. Ministers have confirmed that the fee assumption will increase from 42.5% in 2008/09, to 47.5% in 2009/10 and 50% in 2010/11. In line with the majority of other colleges, Barking & Dagenham College will seek to increase tuition fees in accordance with the rising fee assumptions. The price elasticity of adult learning is not yet fully understood. The risk for the College is that demand falls off as fees increased. This will impact on the growth strategy of the College.

This risk is mitigated in a number of ways:

- By ensuring the College is rigorous in delivering high quality education and training, thus ensuring value for money for students
- Close monitoring of the demand for courses as prices change

Maintain adequate funding of pension liabilities

40. The financial statements report the share of the pension scheme deficit on the College's balance sheet in line with the requirements of FRS 17.

STAKEHOLDER RELATIONSHIPS

41. In line with other colleges and with universities, Barking & Dagenham College has many stakeholders. These include:

- Students
- Funding Councils
- Staff
- Local employers (with specific links)
- Local Authorities
- Government Offices/ Regional Development Agencies
- The local community
- Other FE institutions
- Trade unions
- Professional bodies

The College recognises the importance of these relationships and engages in regular communication with them through the College Internet site and by meetings.

Equal opportunities and employment of disabled persons

42. Barking & Dagenham College is committed to ensuring equality of opportunity for all who learn and work here. We respect and value positively differences in race, gender, sexual orientation, ability, class and age. We strive vigorously to remove conditions which place people at a disadvantage and we will actively combat bigotry. This policy will be resourced, implemented and monitored on a planned basis.

43. The College's Equal Opportunities Policy, including its Race Relations and Transgender Policies, is published on the College's Internet site. The College considers all applications from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment with the College continues. The College's policy is to provide training, career development and opportunities for promotion, which are, as far as possible, identical to those for other employees. An equalities plan is published each year and monitored by managers and governors.

Disability statement

44. The College seeks to achieve the objectives set down in the Disability Discrimination Act 1995 as amended by the Special Education Needs and Disability Acts 2001 and 2005.

- a) As part of its accommodation strategy the College updated its access audit and has installed lifts and ramps to ensure most of the facilities allow access to people with a disability.
- b) The College has appointed a company that specialises in access advice for disabled students to carry out surveys of the college and provide advice on the needs of disabled people.
- c) There is a list of specialist equipment, such as lighting for audio facilities, which the College can make available for use by students.

- d) The admissions policy for all students is published by the College. Appeals against a decision not to offer a place are dealt with under the complaints policy.
- e) The College has made a significant investment in the appointment of specialist lecturers to support students with learning difficulties and/or disabilities. There are a number of student support assistants who can provide a variety of support for learning. There is a continuing programme of staff development to ensure the provision of a high level of appropriate support for students who have learning difficulties and/or disabilities.
- f) Specialist programmes are described in College prospectuses, and achievements and destinations are recorded and published in the standard College format.
- g) Counselling and welfare services are described in the College Student Planner, which is issued to students at induction and also includes sections covering the Complaints and Disciplinary Procedures.

Disclosure of information to auditors

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by order of the members of the Corporation on 6th December 2010 and signed on its behalf by:



Elaine James
Chair of Corporation

Professional Advisors

Financial Statement and Regularity Auditors:

Baker Tilly UK Audit LLP
Marlborough House
Chelmsford
Essex
CM1 1LN

Internal Auditors:

RSM Tenon
Vantage
Victoria Street
Basingstoke
Hampshire
RG21 3BT

Bankers:

Barclays Bank
Canary Wharf
London
E14 5HP

Solicitors:

Mills & Reeve
Norwich
Norfolk

VAT Advisors:

Davies-Mayers
Pillar House
Bath Road
Gloucestershire
GL53 7LS

Statement of Corporate Governance and Internal Control

The College is committed to exhibiting best practice in all aspects of corporate governance. This summary describes the manner in which the College has applied the principles set out in the revised Combined Code on Corporate Governance issued by the London Stock Exchange. Its purpose is to help the reader of the accounts understand how the principles have been applied.

In the opinion of the governors, the College complies with all the provisions of the Combined Code in so far as they apply to the Further Education Sector, and it has complied throughout the year ended 31 July 2010.

The Corporation

The members who served on the Corporation during the year and up to the date of signature of this report were as listed below:

Governors serving on the College Board during 2009/10

	<i>Date of appointment</i>	<i>Term of Office</i>	<i>Date of resignation</i>	<i>Committees served</i>
Selena Bolingbroke	12.10.09	4 years		Corporation, Policy and Resources,
Joan Brandon	07.12.00 (Re-appointed 7.12.04 & 28.07.09)	4 years		Vice Chair of Corporation, Performance & Standards, Search, Audit,
Jon Cruddas	Re-appointed 12/10/10	4 years		Corporation
Cllr Evelyn Carpenter	26.02.08	4 years		Corporation
Joan Davies	30.6.05 (Re-appointed 28.07.09)	4 years		Corporation, Audit
Stephen Daly	12.10.10	4 years		Corporation
Selena Bolingbroke	11.11.09	4 years		Corporation, Policy and Resources,
John Fagan	02.06.08	4 years		Corporation, Audit, Remuneration
Rod Hewett	30.6.05 (Re-appointed 28.07.09)	4 years		Corporation
Brendan James	03.04.08	4 years		Corporation, Chair Policy and Resources, Chair Performance and Standards
Elaine James	29.6.99 (Re-appointed 29.6.03, 29.06.07)	4 years		Chair of Corporation, Performance & Standards, Policy & Resources, Remuneration, Chair Search
Manso Kargbo	7.10.08	1 year	31.08.09	
Tenisia Rodney	26.02.08 (Re-appointed 28.07.09,)	1 year		Corporation
Stephen Thompson	10.03.02 (Re-appointed 10.03.06, 11.11.09)	4 years		Corporation, Chair Audit, Remuneration
Cathy Walsh	01.09.08	Ex-officio		Corporation, Policy and Resources, Search, Performance and Standards,
Jenni Williams	12.10.09	4 years		Corporation
Jane Stroud acted as Clerk to the Corporation until June 2010 and Stewart Hyde acted as clerk to the Corporation for July 2010.				

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed

capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Corporation meets each term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are finance and general purposes, remuneration, search and audit. Full minutes of all meetings, except those deemed to be confidential by the Corporation, are available from the clerk to the Corporation at:

Barking & Dagenham College
Dagenham Road
Romford
Essex
RM7 0XU

The Clerk to the Corporation maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address.

All governors are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Clerk to the Corporation, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to governors in a timely manner, prior to Board meetings. Briefings are also provided on an ad hoc basis.

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision-making process. The Corporation considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the roles of the Chairman and Principal are separate.

Appointments to the Corporation

Any new appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a search committee, consisting of three members of the Corporation, which is responsible for the selection and nomination of any new member for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

Members of the Corporation are appointed for a term of office not exceeding four years.

Remuneration committee

Throughout the year ending 31 July 2010, the College's remuneration committee comprised three members of the Corporation. The committee's responsibilities are to make recommendations to the Board on the remuneration and benefits of the Principal and other senior post-holders. Details of remuneration for the year ended 31.7.10 are set out in note 7.

Audit committee

The Audit Committee comprises four members of the Corporation (excluding the Principal and Chair). The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit Committee meets on a termly basis and provides a forum for reporting by the College's internal, regularity and financial statements auditors, who have access to the Committee for

independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business. The College's internal auditors monitor the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations and internal audit undertakes periodic follow-up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal, regularity and financial statements auditors and their remuneration for both audit and non-audit work.

Internal control

Scope of responsibility

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Corporation has delegated the day-to-day responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which she is personally responsible, in accordance with the responsibilities assigned to her in the Financial Memorandum between Barking & Dagenham College and the LSC and its successor organisations. The Principal is also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all 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 and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Barking & Dagenham College for the year ended 31 July 2010 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The Corporation has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ending 31 July 2010 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Corporation.

The risk and control framework

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the governing body
- regular reviews by the governing body of periodic and annual financial reports which indicate financial performance against forecasts
- setting targets to measure financial and other performance

- clearly defined capital investment control guidelines
- the adoption of formal project management disciplines, where appropriate.

Barking & Dagenham College has an internal audit service, which operates in accordance with the requirements of the LSC's *Audit Code of Practice*. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the audit committee. At minimum annually, the Head of Internal Audit (HIA) provides the governing body with a report on internal audit activity in the College. The report includes the HIA's independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

Review of effectiveness

As Accounting Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. The review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors
- the work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework
- comments made by the College's financial statements auditors, the regularity auditors (for colleges in plan-led funding), the appointed funding auditors (for colleges outside plan-led funding) in their management letters and other reports.

The Principal has been advised on the implications of the result of the review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of the internal auditor and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The strategic management team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The senior management team and the Audit Committee also receive regular reports from internal audit, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior management team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2010 meeting, the Corporation carried out the annual assessment for the year ended 31 July 2010 by considering documentation from senior management team and internal audit and taking account of events since 31 July 2010.

Going concern

After making appropriate enquiries, the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

Approved by order of the members of the Corporation on 6th December 2010 and signed on its behalf by:

Signed: 

Chair: Elaine James

Date: 6th December 2010

Signed: 

Principal and CEO: Cathy Walsh

Date: 6th December 2010

Statement of Responsibilities of the Members of the Corporation

The members of the Corporation are required to present audited financial statements for each financial year.

Within the terms and conditions of the Financial Memorandum between the Skills Funding Agency, London Borough of Barking and Dagenham and the Corporation of the College, the Corporation, through its Principal, is required to prepare financial statements for each financial year in accordance with the 2007 *Statement of Recommended Practice – Accounting for Further and Higher Education Institutions* and with the Accounts Direction issued jointly by the Skills Funding Agency and the Young Peoples Learning Agency, and which give a true and fair view of the state of affairs of the College and the result for that year.

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare financial statements on the going concern basis, unless it is inappropriate to assume that the College will continue in operation.

The Corporation is also required to prepare a Members Report which describes what it is trying to do and how it is going about it, including the legal and administrative status of the College.

The Corporation is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the College, and which enable it to ensure that the financial statements are prepared in accordance with the relevant legislation of incorporation and other relevant accounting standards. It is responsible for taking steps that are reasonably open to it in order to safeguard the assets of the College and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the College website is the responsibility of the Corporation of the College; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition they are responsible for ensuring that funds from the LSC and the Skills Funding Agency are used only in accordance with the Financial Memorandum with the LSC and the Skills Funding Agency and any other conditions that may be prescribed from time to time. Members of the Corporation must ensure that there are appropriate financial and management controls in place in order to safeguard public and other funds and to ensure they are used properly. In addition, members of the Corporation are responsible for securing economical, efficient and effective management of the College's resources and expenditure, so that the benefits that should be derived from the application of public funds from the LSC and the Skills Funding Agency are not put at risk.

Approved by order of the members of the Corporation on 6th December 2010 and signed on its behalf by:



Elaine James
[Chair]

Independent report to the Corporation of Barking & Dagenham College ('the Corporation') and the Chief Executive of Skills Funding

In accordance with the terms of our engagement letter dated 27th April 2007 and further to the requirements of the Skills Funding Agency, we have carried out a review to obtain assurance about whether, in all material respects, the expenditure (disbursed) and income (received) of Barking & Dagenham College ('the College') during the year ended 31 July 2010 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to the Corporation and the Chief Executive of Skills Funding. Our review work has been undertaken so that we might state to the Corporation and the Chief Executive of Skills Funding those matters we are required to state to them in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation and the Chief Executive of Skills Funding, for our review work, for this report, or for the opinion we have formed.

Respective responsibilities of the Members of the Corporation of Barking & Dagenham College and Auditors

The College's Corporation is responsible, under the requirements of the Further & Higher Education Act 1992, subsequent legislation and related regulations, for ensuring that expenditure disbursed and income received are applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

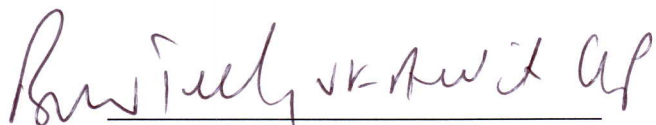
Our responsibilities for this review are established in the United Kingdom by our profession's ethical guidance and the audit guidance set out in the Audit Code of Practice and the Regularity Audit Framework 2006/07 issued by the LSC. We report to you whether, in our opinion, in all material respects, the College's expenditure disbursed and income received during the year ended 31 July 2010 have been applied to purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Basis of opinion

We conducted our review in accordance with the Audit Code of Practice and the Regularity Audit Framework 2006/07 issued by the LSC. Our review includes examination, on a test basis, of evidence relevant to the regularity and propriety of the College's income and expenditure.

Opinion

In all material respects the expenditure disbursed and income received during the year ended 31 July 2010 have been applied to purposes intended by Parliament and the financial transactions conform to the authorities which govern them.



BAKER TILLY UK AUDIT LLP

Chartered Accountants
Marlborough House
Victoria Road South
Chelmsford
Essex
CM1 1LN



Date

Independent Auditors' Report to the Corporation of Barking & Dagenham College

We have audited the financial statements on pages 20 to 46.

This report is made solely to the Corporation, as a body, in accordance with statutory requirements. Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of the Members of the Corporation of Barking & Dagenham College and Auditors

The College's Corporation's responsibilities for preparing the Operating and Financial Review and Statement of Corporate Governance and Internal Control and financial statements in accordance with the 2009/10 Accounts Direction issued jointly by the Skills Funding Agency and the Young Peoples Learning Agency, the Statement of Recommended Practice – Accounting for Further and Higher Education 2007, applicable law, and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the 2009/10 Accounts Direction issued jointly by the Skills Funding Agency and the Young Peoples Learning Agency and the Statement of Recommended Practice – Accounting for Further and Higher Education 2007. We also report to you if, in our opinion, the Operating and Financial Review and the Statement of Corporate Governance and Internal Control is not consistent with the financial statements, if the College has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read the Operating and Financial Review and the Statement of Corporate Governance and Internal Control and consider the implications for our report if we become aware of any apparent misstatement within it.

The maintenance and integrity of Barking & Dagenham College website is the responsibility of the governing body of the college; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Basis of Audit Opinion

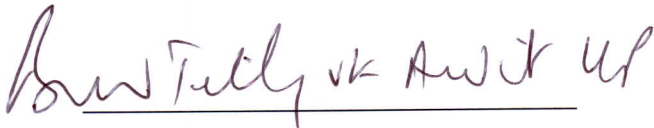
We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board and the Audit Code of Practice issued by the Learning and Skills Council. An audit includes examination, on a test basis, of evidence relevant to amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the College's Corporation 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 which we considered necessary in order to provide us with sufficient evidence to give us 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;

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the College as at 31 July 2010 and of the College's surplus of income over expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the 2009/10 Accounts Direction issued jointly by the Skills Funding Agency and the Young Peoples Learning Agency and the Statement of Recommended Practice – Accounting for Further and Higher Education 2007.



BAKER TILLY UK AUDIT LLP

Registered Auditor
Chartered Accountants
Marlborough House
Victoria Road South
Chelmsford
Essex
CM1 1LN



Date

Barking & Dagenham College

Income and Expenditure Account

	Notes	2010		2009	
		£'000	£'000	£'000	£'000
INCOME					
Funding body income	2		27,051		25,164
Tuition fees and education contracts	3		2,337		2,513
Other grants and contracts	4		1,193		1,271
Investment income	5		29		289
Total income			30,610		29,237
EXPENDITURE					
Staff costs	6	18,467		18,165	
FRS 17 pension gain	6	(1,404)		-	
Exceptional restructuring costs	6	584		509	
Other operating expenses	8	10,279		10,428	
Depreciation and amortisation	12/13	1,584		2,176	
Interest and other finance costs	9	383		208	
Total expenditure			29,893		31,486
Exceptional items:					
CEME investment write off	13	(975)		-	
CEME grant write off	18	325		-	
Total exceptional items			(650)		-
Surplus/(deficit) on continuing operations prior to costs relating to the property strategy and exceptional items			67		(2,248)
Property strategy costs	27		-		(972)
Surplus/(deficit) on continuing operations after depreciation of assets at valuation and before exceptional items and disposal of assets but before tax			67		(3,221)
Taxation	10		-		-
Surplus/(deficit) on continuing operations after depreciation of assets at valuation and tax	11		67		(3,221)
Surplus/(deficit) for the year retained within the general reserves			67		(3,221)

The income and expenditure account is in respect of continuing activities

There were no operations that were acquired or discontinued by Barking & Dagenham College during the year.

Barking & Dagenham College
Statement of Historical Cost Surpluses and Deficits

	Notes	2010 £'000	2009 £'000
Surplus/(deficit) on continuing operations before taxation		67	(3,221)
Difference between historical cost depreciation and the actual charge for the year calculated on the revalued amount	19	417	417
Historical cost surplus/(deficit) for the year before taxation		<u>484</u>	<u>(2,804)</u>
Historical cost surplus/(deficit) for the year after taxation		<u>484</u>	<u>(2,804)</u>

Statement of Total Recognised Gains and Losses

	Notes	2010 £'000	2009 £'000
Surplus/(deficit) on continuing operations after depreciation of tangible assets at valuation and tax		67	(3,221)
Actuarial loss in respect of pension scheme	28	(185)	(3,881)
Total recognised losses relating to the year		<u>(118)</u>	<u>(7,102)</u>
Reconciliation			
Opening reserves		12,222	19,324
Total recognised losses for the year		(118)	(7,102)
Closing reserves		<u>12,104</u>	<u>12,222</u>

Barking & Dagenham College
Balance sheets as at 31 July

	Notes	2010 £'000	2009 £'000
Fixed assets			
Tangible assets	12	19,021	17,503
Investments	13	2,836	4,074
Total fixed assets		21,857	21,577
Current assets			
Stocks		10	4
Debtors	14	1,349	1,167
Accrued income and prepayments	14	79	171
Investments	25	-	4,007
Cash at bank and in hand	25	4,728	2,468
Total current assets		6,166	7,817
Less: Creditors – amounts falling due within one year	15	(3,590)	(3,116)
Net current assets		2,576	4,701
Total assets less current liabilities		24,433	26,278
Less: Creditors – amounts falling due after more than one year	16	387	466
Less: Provisions for liabilities	17	1,628	1,877
Net assets excluding pension liability		22,418	23,935
Net pension liability	28	(7,080)	(7,878)
NET ASSETS INCLUDING PENSION LIABILITY		15,338	16,057
Deferred capital grants	18	3,234	3,835
Income and expenditure account excluding pension reserve	20	12,580	13,079
Pension reserve	28	(7,080)	(7,878)
Income and expenditure account including pension reserve	20	5,500	5,201
Revaluation reserve	19	6,604	7,021
Total reserves		12,104	12,222
TOTAL FUNDS		15,338	16,057

The financial statements on pages 20 to 46 were approved by the Corporation on the 6th December 2010 and were signed on its behalf on that date by:

Elaine James 
Chair

Cathy Walsh 
Principal & CEO

Barking & Dagenham College
Cash Flow Statement

	Notes	2010 £'000	Restated 2009 £'000
Cash inflow/(outflow) from operating activities	21	1,003	(1,736)
Returns on investments and servicing of finance	22	29	289
Capital expenditure and financial investment	23	(2,779)	(2,789)
Management of liquid resources	24	4,007	4,007
		<u>2,260</u>	<u>(229)</u>
Increase / (decrease) in cash in the year		<u>2,260</u>	<u>(229)</u>
Reconciliation of net cash flow to movement in net funds			
Decrease in cash in the period		2,260	(229)
Cash inflow from liquid resources	24	<u>(4,007)</u>	<u>(4,007)</u>
Movement in net funds in the period		(1,747)	(4,236)
Net funds at 1 August		6,475	10,711
Net funds at 31 July	25	<u>4,728</u>	<u>6,475</u>

Notes to the Accounts

1. Accounting policies

Statement of accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with the *Statement of Recommended Practice: Accounting for Further and Higher Education 2007* (the SORP) and in accordance with applicable Accounting Standards. They conform to guidance published jointly by the Skills Funding Agency and the Young Peoples Learning Agency in the 2009/10 Accounts Direction Handbook.

True and Fair Override

These financial statements have been prepared including a departure from the requirements of the Financial Reporting Standard 3 (FRS 3) – *Reporting Financial Performance* and the reporting of exceptional items in connection with the separate disclosure of items in relation to the College's Property Strategy on the face of the Income and Expenditure Account in accordance with the requirements of the Accounts Direction Handbook published by the LSC/SFA. This departure has been necessary in order for the financial statements to give a true and fair view, as it more fairly presents the accumulated impact of the material items associated with the property strategy.

FRS 3 requires that as exceptional items the property strategy items are part of the normal activities of the college and therefore should be included under the face of the Income and Expenditure Account in accordance with the requirements of the 2009/10 Accounts Direction Handbook published jointly by the Skills Funding Agency and Young Peoples Learning Agency.

In the Income and Expenditure Account shown on page 20, property strategy transactions which include:

- Property strategy costs
- Grant support for property strategy costs

have been shown separately below (deficit)/surplus on continuing operations prior to costs relating to the property strategy and before (deficit)/surplus on continuing operations after depreciation of assets at valuation and before exceptional items and tax, as set out in the 2009/10 Accounts Direction Handbook. The comparatives in the Income & Expenditure Account have been re-stated where applicable in order to present the true and fair override on a consistent basis.

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention modified by the revaluation of certain fixed assets and in accordance with applicable United Kingdom accounting standards.

Basis of consolidation

Barking & Dagenham College has no subsidiary operations.

Recognition of income

The recurrent grant from HEFCE represents the funding allocations attributable to the current financial year and is credited direct to the income and expenditure account.

LSC/SFA/YPLA recurrent grants are recognised in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the adult learner responsive funding allocation outside of permitted tolerance levels and within adjustment caps is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body at the end of November following the year end. Employer responsive grant income is recognised based on a year end reconciliation of income claimed and actual delivery. 16-18 learner-responsive funding is not normally subject to a reconciliation and is therefore not subject to contract adjustments.

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

Income from tuition fees is recognised in the period for which it is received and includes all fees payable by students or their sponsors.

Income from grants, contracts and other services rendered is included to the extent the conditions of the funding have been met or the extent of the completion of the contract or service concerned.

All income from short-term deposits is credited to the income and expenditure account in the period in which it is earned.

Post retirement benefits

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit schemes, which are externally funded and contracted out of the State Earnings-Related Pension Scheme (SERPS).

Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations using a prospective benefit method. As stated in Note 28 the TPS is a multi employer scheme and the College is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

A liability is recognised in the balance sheet in respect of the defined benefit scheme which represents the present value of the defined benefit obligation at the balance sheet date less the fair value of scheme assets. The assets of the LGPS are measured at current bid price. A full valuation of the liability is calculated by an independent actuary every 3 years and updated on an annual basis using the projected unit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high quality corporate bond of equivalent term and currency to the liability. The increase in the present value of the liabilities of the scheme expected to arise from employee service in the period is charged to the operating surplus. The expected return on the scheme's assets and the increase during the period in the present value of the scheme's liabilities, arising from the passage of time, are included in pension finance costs. Past-service costs are recognised immediately in income, unless the changes to the pension scheme are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period. Actuarial gains and losses are recognised in reserves in the year in which they arise.

Enhanced Pensions

The actual cost of any enhanced ongoing pension to a former member of staff is paid by a college annually. An estimate of the expected future cost of any enhancement to the ongoing pension of a

former member of staff is charged in full to the college's income and expenditure account in the year that the member of staff retires. In subsequent years a charge is made to provisions in the balance sheet using the enhanced pension spreadsheet provided by the LSC and its successor organisations.

Tangible fixed assets

Land and buildings

Land and buildings inherited from the local education authority and buildings acquired since incorporation are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. The difference between depreciation charged on the historic cost of assets and the actual charge for the year calculated on the revalued amount is released to the income and expenditure account reserve on an annual basis. Land and buildings acquired since incorporation are included in the balance sheet at cost. Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College of between 10 and 60 years. It should be noted previous to 2009-10 buildings were being depreciated over between 10 and 20 years as it was anticipated that the college would have successfully started its campus redevelopment project. However, as the LSC capital funding ceased the college was unable to begin the project and thus the depreciation life in 2009-10 has been reinstated to 40 years. This reinstatement resulted in a £0.129m reduced depreciation charge in the 2009-10 accounts.

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account, and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Finance costs, which are directly attributable to the construction of land and buildings, are not capitalised as part of the cost of those assets.

On adoption of FRS 15, the College followed the transitional provision to retain the book value of land and buildings, which were revalued in 1996, but not to adopt a policy of revaluations of these properties in the future. These values are retained subject to the requirement to test assets for impairment in accordance with FRS 11.

Assets under construction

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs, incurred to 31 July. They are not depreciated until they are brought into use.

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets it is charged to the income and expenditure account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

- Asset capacity increases
- Substantial improvement in the quality of output or reduction in operating costs
- Significant extension of the asset's life beyond that conferred by repairs and maintenance

Buildings owned by third parties

Where land and buildings are used, but the legal rights are held by a third party, for example a charitable trust, they are only capitalised if the College has rights or access to ongoing future economic benefit.

These assets are then depreciated over their expected useful economic life.

Equipment

Equipment costing more than £2,000 or more per individual item and all computer hardware and software is capitalised at cost. All other equipment is written off to the income and expenditure account in the period of acquisition.

All other equipment is depreciated over its useful economic life as follows:

- | | | |
|--|---|--------------------------|
| • Motor vehicle | - | three years |
| • General equipment | - | five years and ten years |
| • Computer equipment | - | three to eight years |
| • Equipment acquired for specific projects | - | project life |

It should be noted that Governors approved in 2009-10 to extend the life of computer equipment from three years up to eight years. Due to the high cost of replacing computer equipment the college is now replacing computer equipment between every five to eight years and thus is now reflected in the depreciation life.

Where equipment is acquired with the aid of specific grants, it is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a deferred capital grant account and released to the income and expenditure account over the expected useful economic life of the related equipment.

Investments

Listed investments held as fixed assets or endowment assets are stated at market value. Current asset investments, which may include listed investments, are stated at the lower of their cost and net realisable value.

Stocks

Stocks are stated at the lower of their cost and net realisable value. Where necessary, provision is made for obsolete, slow-moving and defective stocks.

Foreign currency translation

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the end of the financial period with all resulting exchange differences being taken to the income and expenditure account in the period in which they arise.

Taxation

The College is an exempt charity within the meaning of Schedule 2 of the Charities Act 1993 as amended by the Charities Act 2006 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 capital 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. For this reason the College is generally unable to recover input VAT it suffers on goods and services purchased. Capital costs and

non-pay expenditure is therefore shown inclusive of VAT with any partial recovery netted off against these figures.

Liquid resources

Liquid resources include sums on short-term deposits with recognised banks, building societies and government securities.

Provisions

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event. It is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Agency arrangements

The College acts as an agent in the collection and payment of Discretionary Support Funds, Education Maintenance Allowances and Adult Learning Grants. Related payments received from the LSC or its successor organisations and subsequent disbursements to students are excluded from the Income and Expenditure account and are shown separately in Note 33, except for the 5 per cent of the grant received which is available to the College to cover administration costs relating to the grant. The College employs one member of staff dedicated to the administration of Learner Support Fund applications and payments.

Golden Hellos

The College acts as an agent in the collection and payment of Golden Hellos. Related payments received from the LSC or successor organisation and subsequent disbursement to employees are excluded from the Income and Expenditure account and are shown separately in note 34.

Barking & Dagenham College
Notes to the Accounts (continued)

2 Funding council income

	2010 £'000	Restated 2009 £'000
Recurrent grant - main funding body	22,716	20,926
Recurrent grant - HEFCE	912	914
Non recurrent grants - main funding body	3,085	2,921
Releases of deferred capital grants (note 18)	338	371
HE development grant	-	32
Total	27,051	25,164

The 2008-09 income has been restated to reflect funding streams consistently between categories.

The income shown above includes that earned by the College in its capacity both as a provider and the consortium lead for Train to Gain Essex project. Total income in the year under this arrangement and the related payments to partners was as follows:

	2010 £'000	2009 £'000
Train To Gain income	-	13
Payments to College partners	-	(13)
Net income	-	0

3 Tuition fees and education contracts

	2010 £'000	2009 £'000
Tuition fees	1,317	1,993
Education contracts	1,020	520
Total	2,337	2,513

4 Other income grants and contracts

	2010 £'000	2009 £'000
Other income	1,036	1,077
Grants	157	194
Total	1,193	1,271

5 Investment income

	2010 £'000	2009 £'000
Other interest receivable	29	289
Total	29	289

Barking & Dagenham College **Notes to the Accounts (continued)**

6 Staff costs

The average number of persons (including senior post-holders) employed by the College during the year, described as full-time equivalents, was:

	2010 No.	2009 No.
Teaching staff	338	321
Non teaching staff	104	113
	442	434

Staff costs for the above persons

	2010 £'000	2009 £'000
Wages and salaries	13,638	13,108
Social security costs	1,074	1,028
Other pension costs (including FRS17 adjustments of £38,000cr, (2009: £28,000cr)	1,617	1,943
Payroll sub total	16,329	16,079
Contracted out staffing services	2,138	2,086
	18,467	18,165
Exceptional restructuring costs	584	509
	19,051	18,674

The number of senior post-holders and other staff who received emoluments, including pension contributions and benefits in kind, in the following ranges was:

	Senior post-holders		Other staff	
	2010 No.	2009 No.	2010 No.	2009 No.
£130,001 to £140,000	1	1	-	-
£120,001 to £130,000	-	-	-	-
£110,001 to £120,000	-	-	-	-
£100,001 to £110,000	2	2	-	-
	3	3	-	-

During the year 2009-10 college Governors did not receive any financial reimbursement.

Barking & Dagenham College

Notes to the Accounts (continued)

7 Senior post-holders' emoluments

Senior post-holders are defined as the Principal and holders of the other senior posts whom the Governing Body has selected for the purposes of the articles of government of the College relating to the appointment and promotion of staff who are appointed by the Governing Body.

	2010 No.	2009 No.
The number of senior post-holders including the Principal was:	3	3

Senior post-holders' emoluments are made up as follows:

	2010 £'000	2009 £'000
Salaries	249	250
Benefits in kind	-	-
Pension contributions	36	36
Total emoluments	285	286

The above emoluments include amounts payable to the Principal (who is also the highest paid senior post-holder) of:

	2010 £'000	2009 £'000
Salaries	121	120
Benefits in kind	0	0
	121	120
Pension contributions	17	17

The pay award for the Principal in 2009-10 was 0.9%

The pension contributions in respect of the Principal and senior post-holders are in respect of employer's contributions to the Teachers' Pension Scheme and are paid at the same rate as for other employees.

Compensation for loss of office paid to a former senior post-holder or higher paid employee

	2010 £'000	2009 £'000
Compensation paid to the former post holder	67	-
Estimated value of other benefits, including provisions for pension benefits	-	-

Barking & Dagenham College
Notes to the Accounts (continued)

8 Other operating expenses

	2010 £'000	2009 £'000
Teaching costs	2,849	2,704
Non teaching costs	5,718	6,081
Premises costs	1,712	1,643
Total	10,279	10,428

Other operating expenses include:

	2010 £'000	2009 £'000
Auditors' remuneration:		
Financial statements audit	34	28
Internal audit	30	26

9 Interest and other finance costs

	2010 £'000	2009 £'000
Pension finance costs (note 28)	383	208
Total	383	208

10 Taxation

The members do not believe the College was liable for any Corporation Tax arising out of its activities during this year.

11 Surplus/(deficit) on continuing operations for the year

The surplus/(deficit) on continuing operations for the year is made up as follows:

	2010 £'000	2009 £'000
College's surplus/(deficit) for the year	67	(3,221)
Total	67	(3,221)

Barking & Dagenham College
Notes to the Accounts (continued)

12 Tangible fixed assets

	Freehold Land and Buildings £'000	Equipment £'000	Total £'000
Cost or valuation			
At 1 August 2009	25,902	13,373	39,275
Additions	1,957	882	2,839
At 31 July 2010	27,859	14,255	42,114
Depreciation			
At 1 August 2009	10,039	11,733	21,772
Charge for the year	721	600	1,321
At 31 July 2010	10,760	12,333	23,093
Net book value at 31 July 2010	17,099	1,922	19,021
Net book value at 31 July 2009	15,863	1,640	17,503

During 2009-10 Governors approved to extend the life of computer equipment from 3 to up to 8 years to reflect that the college is replacing computer equipment between every 5 to 8 years. Thus depreciation is calculated on the revised asset life.

The transitional rules set out in FRS 15 Tangible Fixed Assets have been applied on implementing FRS 15. Accordingly the book values at implementation have been retained.

If inherited land and buildings had not been valued they would have included at the following amounts:

	£'000
Cost	Nil
Aggregate depreciation based on cost	Nil
Net book value based on cost	Nil

The College was incorporated in January 1993. At that time the London Borough of Barking and Dagenham gave permission for Barking College to value inherited land, property and building assets at £9.606m. The assets were last revalued at £12.545m in 1995.

Barking & Dagenham College
Notes to the Accounts (continued)

13 Investments

	Year Ended 31st July 2010		Year Ended 31st July 2009	
	£000	£000	£000	£000
CEME (including grant) at cost	1,500		1,500	
Less amortisation	<u>(525)</u>	975	<u>(450)</u>	1,050
Broadway Theatre	1,800		1,800	
Less amortisation	<u>(540)</u>	1,260	<u>(450)</u>	1,350
Barking Learning Centre	1,772		1,772	
Less amortisation	<u>(196)</u>	1,576	<u>(98)</u>	1,674
Total		<u>3,811</u>		<u>4,074</u>
<u>Exceptional item</u>				
Write off of CEME investment		(975)		-
Total write off		<u>(975)</u>		-
Total		<u>2,836</u>		<u>4,074</u>

Investments represents the interest of the College in the following:

Centre of Excellence for Manufacturing and Engineering Limited (CEME)

Up until the 31st July 2010, the College was a member of the Centre of Excellence for Manufacturing and Engineering Limited (CEME), a company limited by guarantee. The company is a provider of vocational based education and training in the Thames Gateway area. It has an accounting reference date of 31 December. The investment represented capital contributions made to the company in accordance with a member's agreement. Up until the 31st July 2010, the College, together with Havering College, had one Director on the Board of CEME. There are a total of seven directors, five of which are non-executive, including representatives from Ford Motor Company, the London Borough of Havering, the local business community and the higher education sector.

Up until the 31st July 2010 the amortisation of the investment in the CEME reflected the terms under which the land for the CEME building was provided by Ford Motor Company. This included a provision, in certain circumstances, for the land to revert to Ford Motor Company after twenty years. The investment was therefore being amortised over that period. The deferred capital grant attributable to that investment of £500,000 was also being released over a similar period.

However, during 2009-10 the investment was written off due to the college vacating the premises on the 31st July 2010.

Barking & Dagenham College

Notes to the Accounts (continued)

13 Investments (continued)

Broadway Theatre

The College has entered into a Development Agreement by which it has agreed to make capital contributions of £1,800,000 to refurbish with Barking & Dagenham Council the Broadway Theatre building. The College has exclusive use of one part of the building, for the purposes of delivering vocational courses, and shares common services with other users for a period of no less than twenty years.

The investment will be amortised on a straight line basis over a period of twenty years from the 1st August 2004.

Barking Learning Centre

The College has entered into a lease and memorandum of understanding by which it has agreed to make capital contributions of £1,772,000 towards the cost of the Barking Learning Centre. The college has exclusive use of parts of the building for the purposes of delivering a range of courses and shares common services with the other users, London Borough of Barking and Dagenham and University of East London for a period of not less than twenty years.

The investment will be amortised on a straight line basis over a twenty year period. The college has received LSC grant approval for a sum of £167,000 towards the cost of the investment which is being released over a similar period.

14 Debtors

	2010 £'000	2009 £'000
Amounts falling due within one year:		
Trade debtors	1,265	1,037
Prepayments and accrued income	79	171
Amounts owed by the SFA/LSC	84	130
Total	1,428	1,338

Barking & Dagenham College
Notes to the Accounts (continued)

15 Creditors: amounts falling due within one year

	2010 £'000	2009 £'000
Payments received in advance	250	185
Trade creditors	1,670	1,369
Other taxation and social security	345	377
Payments on account	226	46
Accruals	1,099	1,139
Total	3,590	3,116

16 Creditors: amounts falling due after one year

	2010 £'000	2009 £'000
VAT Liability	387	466
Total	387	466

17 Provisions for liabilities and charges

	Restructuring £'000	Enhanced pensions £'000	Total £'000
At 1 August 2009	36	1,841	1,877
Expenditure in the year	(36)	(113)	(149)
Transferred from income and expenditure account	-	(100)	(100)
At 31 July 2010	0	1,628	1,628

The restructuring provision relates to the exceptional restructuring of costs arising from service areas which was announced in March and July 2009 for which redundancy notices were served in June and July 2009.

The enhanced pension provision relates to the cost of staff who have already left the College's employment. This provision has been recalculated in accordance with the guidance issued by the LSC and its successor organisations.

The principal assumptions for this calculation are:

	2010	2009
Interest	5.40%	3.02%
Net Interest	3.00%	2.00%

Barking & Dagenham College
Notes to the Accounts (continued)

18 Deferred capital grants

	Funding body grants £'000	Other grants £'000	Total £'000
At 1 August 2009	3,683	152	3,835
Cash received	21	39	60
Released to income and expenditure account	(293)	(43)	(336)
Total	3,411	148	3,559

Exceptional Item:

Write off of CEME grant	(325)	-	(325)
Total	3,086	148	3,234

During 2009-10 the grant pertaining to the CEME investment was written off due to the college vacating the premises on the 31st July 2010.

19 Revaluation reserve

	2010 £'000	2009 £'000
At 1 August	7,021	7,438
Depreciation on revalued assets	(417)	(417)
At 31 July	6,604	7,021

20 Movement on general reserves

	2010 £'000	2009 £'000
Income and expenditure account reserve		
At 1 August	5,201	11,886
Surplus/(deficit) retained for the year	67	(3,221)
Transfer from revaluation reserve	417	417
Actuarial loss in respect of pension scheme	(185)	(3,881)
At 31 July	5,500	5,201
Balance represented by:		
Pension reserve	(7,080)	(7,878)
Income and expenditure account reserve excluding pension reserve	12,580	13,079
At 31 July	5,500	5,201

Barking & Dagenham College
Notes to the Accounts (continued)

21 Reconciliation of consolidated operating (deficit)/surplus to net cash inflow from operating activities

	2010 £'000	2009 £'000
Surplus/(Deficit) on continuing operations after depreciation of assets at valuation	67	(3,221)
Depreciation and amortisation (notes 1, 12 and 13)	1,584	2,176
CEME investment write off	975	-
CEME grant write off	(325)	-
Deferred capital grants released to income (note 18)	(336)	(371)
Interest payable (note 9)	383	208
Interest receivable (note 5)	(29)	(289)
FRS 17 pension cost less contributions payable (note 28)	(1,366)	(28)
(Increase)/decrease in stocks	(6)	4
(Increase)/decrease in debtors	(90)	192
Increase/(decrease) in creditors	395	(462)
(Decrease)/increase in provisions	(249)	55
Net cash inflow/(outflow) from operating activities	1,003	(1,736)

22 Returns on investments and servicing of finance

	2010 £'000	2009 £'000
Other interest received	29	289
Net cash inflow from returns on investment and servicing of finance	29	289

23 Capital expenditure and financial investment

	2010 £'000	2009 £'000
Purchase of tangible fixed assets	(2,839)	(1,304)
Purchase of investment	-	(1,772)
Deferred capital grants received	60	287
Net cash outflow from capital expenditure and financial investment	(2,779)	(2,789)

Barking & Dagenham College
Notes to the Accounts (continued)

24 Management of liquid resources

	2010 £'000	2009 £'000
Withdrawal of deposits	4,007	4,007
Net cash inflow from management of liquid resources	4,007	4,007

25 Analysis of changes in net funds

	At 1 August 2009 £'000	Cash flows £'000	At 31 July 2010 £'000
Cash in hand, and at bank	2,468	2,260	4,728
Current asset investment	4,007	(4,007)	-
	6,475	(1,747)	4,728

26 Major non-cash transactions

During the year the college released a provision of £100,000 for future pension costs.

27 Property Strategy Costs

	2010 £'000	2009 £'000
Expenditure during the year	-	972
Grant support	-	-
Total	0	972

During 2008-09 the college incurred £0.972m on professional fees on the planning and design of a major project to redevelop the college's Rush Green estate. Although outline planning permission for the scheme was received an application for funding to the LSC was not successful and as a result the progress of this scheme was suspended pending a review of alternative options based on the reduced levels of grant funding available to the sector. It was confirmed in 2009-10 by the SFA/LSC that there would be no government funding available to colleges for campus redevelopment projects.

Barking & Dagenham College

Notes to the Accounts (continued)

28 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by the London Borough of Barking and Dagenham and CAPITA respectively. Both are defined-benefit schemes.

Total pension cost for the year	2010 £'000	2009 £'000
Teachers Pension Scheme: contributions paid	935	979
Local Government Pension Scheme:		
Contributions paid	757	862
FRS 17 charge	(1,366)	(28)
Charge to the Income and Expenditure Account (staff costs)	(609)	834
Enhanced pension charge to Income and Expenditure Account (staff costs)	(113)	130
Total Pension Cost for Year	213	1,943

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was 31 March 2004 and of the LGPS 31 March 2007.

Teachers' Pension Scheme

The TPS is an unfunded defined benefit scheme. Contributions on a "pay-as-you-go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. A notional asset value is ascribed to the scheme for the purpose of determining contribution rates.

The pensions cost is normally assessed no less than every four years in accordance with the advice of the Government Actuary. The assumptions and other data that have the most significant effect on the determination of the contribution levels are as follows:

Latest actuarial valuation (under the new provisions)	31 March 2004
Actuarial method	Prospective benefits
Investment returns per annum	6.5 per cent per annum
Salary scale increases per annum	5.0 per cent per annum
Notional value of assets at date of last valuation	£162,650 million
Proportion of members' accrued benefits covered by the notional value of the assets	98.88%

Following the implementation of Teacher's Pension (Employers' Supplementary Contributions) Regulations 2000, the Government Actuary carried out a further review on the level of employer contributions. For the period from 1 August 2009 to 31 July 2010 the employer contribution was 14.1%. The employee rate was 6.4% for the same period. An appropriate provision in respect of unfunded pensioners' benefits is included in provisions.

Barking & Dagenham College

Notes to the Accounts (continued)

28 Pension and similar obligations (continued)

FRS 17

Under the definitions set out in Financial Reporting Standard (FRS 17) Retirement Benefits, the TPS is a multi-employer pension scheme. The College is unable to identify its share of the underlying assets and liabilities of the scheme.

Accordingly, the College has taken advantage of the exemption in FRS17 and has accounted for its contributions to the scheme as if it were a defined-contribution scheme. The College has set out above the information available on the scheme and the implications for the College in terms of the anticipated contribution rates.

Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2010 was £1,061,000, of which employer's contributions totalled £757,000 and employees' contributions totalled £304,000. The agreed contribution rates for future years are 17.3 per cent for employers and 6 per cent for employees.

FRS 17

Principal Actuarial Assumptions	At 31 July 2010	At 31 July 2009
Rate of increase in salaries	4.90%	5.20%
Rate of increase for pensions in payment / inflation	2.90%	3.70%
Discount rate for scheme liabilities	5.40%	6.00%
Expected return on assets	6.30%	6.80%

The expected return on the scheme assets was determined by considering the expected returns available of the assets underlying the current investment portfolio. Expected yields on bonds are based on gross redemption yields at the balance sheet date whilst the expected returns on the equity and property investment reflect the long term real rates of return experienced in the respective markets.

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 July 2010	At 31 July 2009
<i>Retiring today</i>		
Males	20.80	20.70
Females	24.10	23.60
<i>Retiring in 20 years</i>		
Males	22.80	20.70
Females	26.20	23.60

Barking & Dagenham College
Notes to the Accounts (continued)

28 Pension and similar obligations

Local Government Pension Scheme (continued)

The estimated college's share of the assets and liabilities in the scheme and the expected rates of return were:

	Long-term rate of return expected at 31 July 2010	Value at 31 July 2010 £'000	Long-term rate of return expected at 31 July 2009	Value at 31 July 2009 £'000
Equities	7.30%	7,880	7.30%	8,344
Bonds	4.80%	3,668	5.30%	1,780
Property	5.30%	951	5.30%	779
Cash	4.40%	1087	4.30%	223
Fair value of scheme assets		13,586		11,126
Present value of scheme liabilities				
- Funded		(20,650)		(18,987)
- Unfunded		(16)		(17)
Related deferred tax liability		-		-
Deficit in the scheme recognised in the balance sheet		(7,080)		(7,878)

Analysis of the amount charged to income and expenditure account

	2010 £'000	2009 £'000
Current service cost (net of employee contributions)	796	692
Past service gain	(1,404)	-
Loss on curtailment	-	143
Adjustment	(1)	(1)
Total operating charge	(609)	834

Analysis of pension finance income / (costs)

	2010 £'000	2009 £'000
Expected return on pension scheme assets	(779)	(821)
Interest on pension liabilities	1,162	1,029
Pension finance income	383	208

The actual return on the scheme assets was £1,783,000 (2009:£880,000)

Amount recognised in the statement of total recognised gains and losses (STRGL)

	2010 £'000	2009 £'000
Actuarial gains/(losses) on pension scheme assets	999	(1,705)
Actuarial (losses) on scheme liabilities	(1,184)	(2,176)
Actuarial loss recognised in STRGL	(185)	(3,881)

Cumulative actuarial losses recognised in the Statement of Total Recognised Gains and Losses are £4,185,000 (2009: £4,000,000)

Barking & Dagenham College
Notes to the Accounts (continued)

28 Pension and similar obligations

Local Government Pension Scheme (Continued)

Movement in surplus/(deficit) during year

	2010 £'000	2009 £'000
Deficit in scheme at 1 August	(7,878)	(3,817)
Movement in year:		
Employer service cost (net of employee contributions)	(796)	(692)
Employer contributions	757	862
Past service gain	1,404	-
Loss on curtailment	-	(143)
Net interest/return on assets	(383)	(208)
Actuarial loss	(185)	(3,881)
Adjustment	1	1
Deficit in scheme at 31 July	(7,080)	(7,878)

Asset and Liability Reconciliation

	2010 £'000	2009 £'000
Reconciliation of Liabilities		
Liabilities at start of period	19,004	14,944
Current service cost	796	692
Interest cost	1,162	1,029
Employee contributions	304	318
Actuarial loss	1,184	2,176
Losses on curtailments	796	143
Benefits paid	(379)	(297)
Estimate of unfunded benefits	(1)	(1)
Past Service gain	(1,404)	-
Liabilities at end of period	21,462	19,004
Reconciliation of Assets		
Assets at start of period	11,126	11,127
Expected return on assets	779	821
Actuarial gain/(loss)	999	(1,705)
Employer contributions	757	862
Employee contributions	304	318
Unfunded benefits contributions	1	1
Unfunded benefits paid	(1)	(1)
Benefits paid	(379)	(297)
Assets at end of period	13,586	11,126

The estimated value of employer contributions for the year ended 31st July 2011 is £804,000.

In its June 2010 budget, the Government announced that it intended for future increases in public sector pension schemes to be linked to changes in the Consumer Prices Index (CPI) rather than, as previously, the Retail Price Index (RPI). The college has considered the LGPS scheme rules and associated members' literature and has concluded that this change is a change in benefits and so has recognised the resulting credit in the Income and Expenditure account as this change has created a constructive obligation. The Urgent Issues Task Force (UITF) consulted widely on the accounting treatment for this change and will issue a final Abstract towards the end of 2010. Should the Abstract call for a different accounting treatment it may be necessary to reflect any change as a prior period adjustment in the financial statements for the following year.

Barking & Dagenham College
Notes to the Accounts (continued)

28 Pension and similar obligations

Local Government Pension Scheme (continued)

Amounts for the current and previous four periods are as follows:

	2010 £000's	2009 £000's	2008 £000's	2007 £000's	2006 £000's
Defined benefit obligation	(20,666)	(19,004)	(14,944)	(14,105)	(13,774)
Scheme assets	13,586	11,126	11,127	11,976	10,336
(Deficit)/surplus	(7,080)	(7,878)	(3,817)	(2,129)	(3,438)
Experience adjustments on scheme liabilities	-	-	444	-	(1)
Experience adjustments on scheme assets	999	(1,705)	(2,362)	341	486

29 Capital commitments

	2010 £'000	2009 £'000
Commitments contracted for at 31 July	<u>1,011</u>	<u>1,553</u>

30 Financial commitments

At 31 July 2010 the College had no commitment under non-cancellable operating leases.

31 Contingent liability

The college has no contingent liabilities.

Barking & Dagenham College

Notes to the Accounts (continued)

32 Related party transactions

Owing to the nature of the College's operations and the composition of the board of governors 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 board of governors may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures. Transactions with the Skills Funding Agency are disclosed in notes 2, 14 and 18.

Stephen Thompson

Stephen Thompson is a member of Barking & Dagenham College Corporation. He is married to the Deputy Principal of Havering College. Barking & Dagenham and Havering College are partners in Thames Gateway College (TGC), the brand name under which the two colleges deliver engineering and motor vehicle training under a partnership arrangement at the Centre of Excellence for Manufacturing and Engineering Limited (CEME). This includes joint delivery of the Ford apprenticeship programme.

Each college meets its own share of CEME related costs and income and expenditure and joint provision is shared equally between the two colleges. In 2009-10 Barking & Dagenham College received £521,600 (2009: £328,621) in respect of the Fords Apprenticeship programme and paid £260,800 (2009: £164,311) to Havering College. Havering College received £362,755 (2009: 368,526) in respect of the Ford Apprenticeship programme and paid Barking & Dagenham College £181,378 (2009:184,263). The amount owed to Barking & Dagenham College at the year end and included in debtors was £50,208 (2009: £83,079). The amount owed to Havering at the year end and included in creditors was £174,991 (2009: £147,104).

Centre of Excellence for Manufacturing and Engineering Limited (CEME)

During the year ending 31 July 2010 the College paid £355,006 (2009: £351,857) to CEME Ltd as a contribution to operating costs. These are not repayable to the College and have been charged as a cost in the College's accounts. The amount owed to CEME at the year end was £NIL (2009: £NIL).

Broadway Theatre

During the year ending 31 July 2010 the College paid £115,000 (2009: £117,000) towards the cost of meeting common services with other users. These are not repayable to the College and have been charged as a cost in the College's accounts. The amount due from Broadway Theatre at the year end was £NIL (2009: £NIL).

Barking Learning Centre

During the year ending 31 July 2010 the College paid £210,077 (2009: £172,000) to Barking Learning Centre as a contribution to operating costs. These are not repayable to the College and have been charged as a cost in the College's accounts. The amount owed to Barking Learning Centre at the year end was £54,197 (2009: £NIL).

Barking & Dagenham College
Notes to the Accounts (continued)

33 Amounts disbursed as agent

Discretionary support funds

	2010 £'000	2009 £'000
LSC/SFA grants – hardship funds	313	323
LSC/SFA grants – childcare	83	126
LSC/SFA grants – discretionary ESOL	26	25
LSC/SFA grants – supplementary discretionary	-	21
Interest earned	-	1
	<u>422</u>	<u>496</u>
Disbursed to students	(398)	(446)
Administration costs	(21)	(25)
Balance unspent as at 31 July	<u>3</u>	<u>25</u>

LSC/SFA grants are available solely for students. In the majority of instances, the College only acts as a paying agent. In these circumstances, the grants and related disbursements are therefore excluded from the income and expenditure account.

34 Golden hellos

	2010 £'000	2009 £'000
LSC/SFA grants	16	3
Disbursed to employees	(16)	(3)
	<u>-</u>	<u>-</u>

The college acts as agents to disburse payments to employees received from the LSC/SFA. These payments are excluded from the income and expenditure account.

Barking & Dagenham College

Report and Financial Statement

July 2010





INVESTOR IN PEOPLE



Barking & Dagenham College, Dagenham Road, Romford, Essex RM7 OXU.
Tel: 020 8090 3020 Fax: 020 8090 3021
www.barkingdagenhamcollege.ac.uk

“ A truly great college, passionate about success”

Designed by Fabio Carvelho Graphic Design Learner