

FINANCIAL STATEMENTS

2005 - 2006

Financial statements for the year ended 31 July 2006

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| Report of the auditors to the Council of B | |

Brunel University Annual financial report for the year ended 31 July 2006

Scope of the financial statements

Details of the University's majority shareholdings in other companies are setje5.03999 0

Brunel University Annual financial report (continued)

Capital expenditure

Investment performance

Borrowings

Future Developments

J McGrath Chair of Finance

Brunel University Corporate Governance

The University's Council is the executive governing body, and is responsible for setting the strategic direction of the University, responsible for the finance, property, investments and general business of the University. It has a majority of members from outside the University (described as independent members), from whom its chair and deputy chair must be drawn. Members also include representatives of the staff of the University, and the student body. None of the independent members receive any payment, apart from the reimbursement of expenses, for the work they do for the University.

The Senate is the academic authority of the University, and draws its membership entirely from the academic staff and the students of the University. Its role is to direct and regulate the teaching and research work of the University.

The principal academic and administrative officer of the University is the Vice-Chancellor, who has a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University. Under the terms of the formal Financial Memorandum between the University and the Higher Education Funding Council for England, the Vice-Chancellor is the accounting officer of the University and, in that capacity, can be summoned to appear before the Public Accounts Committee of the House of Commons.

Council conducts ordinary business at four meetings in each year, and much of its detailed work is initially handled by way of standing committees, in particular the Finance Committee, the Nominations Committee, the Remuneration Committee and the Audit Committee. The decisions of these committees are reported formally to the Council.

As chief executive of the University, the Vice-Chancellor exercises considerable influence upon the development of institutional strategy, the identification and planning of new developments, and shaping of the institutional ethos. The Td (I)Tj 2.03999ce Tdi(ش)Tja5.9399ce-Tch(m)Tje15063888 the s(th)Tjr2a0200/Tj2660313(@thintities) Tdi(c))Tj2520399(th)Tj65.0399(th)Tj65.0399(th)Tj65.0399(th)Tj6503888 the state of the s

The statutes of the University specify that there shall be a Secretary to Council, who shall be appointed by the Council after it has considered a joint report from the Vice-Chancellor and Chair of the Council. The Secretary shall be responsible to the Council. Any enquiries about the constitution and governance of the University should be addressed to the Secretary to Council.

Brunel University Corporate Governance (cont'd)

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks, and to manage them efficiently, effectively and economically.

The Council has adopted a risk management policy, and has identified where the principal management responsibility rests for risk management. The Council is of the view that an ongoing process for identifying, evaluating and managing the University's significant risks has been in place, and operating e

Brunel University Statement of Primary Responsibilities of the Council

The principal responsibilities of the Couof Primary Responsibili

Council's responsibilities for the Financial Statem

Independent auditors' report to the Council of Brunel University

Respective Responsibilities of the University's Council and the auditors

The Universit

Basis of audit opinion

Independent auditors' report to the Council of Brunel University (cont'd)

Opinion

In our opinion:

i.

ii.

- iii. in all material respects, income from the Higher Education Funding Council for England and the Teacher Development Agency, and grants and income for specific purposes and from other restricted funds administered by the University during the year ended 31 July 2006 have been applied for the purposes for which they were received; and,
- iv. in all material respects, income received during the year ended 31 July 2006 has been applied in accordance with the University's Statutes and, where appro

KPMG LLP Chartered Accountants and Registered Auditors Birmingham

December 2006

Brunel University Statement of principal accounting policies (continued)

Leased assets

Investments

Stocks

Consolidated income and expenditure account for the year ended 31 July 2006

| | | 2005-06 £000 | 2004-05 £000 |
|--|----|-----------------|-----------------|
| Income | | | |
| Funding Council grants | 1 | 48,302 | 45,979 |
| Tuition fees and education contracts | 2 | 33,145 | 31,186 |
| Research grants and contracts | 3 | 11,385 | 8,622 |
| Other income | 4 | 24,645 | 21,727 |
| Endowment and investment income | 5 | 780 | 1,889 |
| Total income | | 118,257 | 109,403 |
| Expenditure | | | |
| Staff costs | 6 | 73,426 | 62,377 |
| Other operating expenses | 7 | 43,887 | 39,066 |
| Depreciation | 12 | 6,712 | 5,062 |
| Interest payable | 8 | 2,483 | 1,395 |
| Total expenditure | | 126,508 | 107,900 |
| (Deficit)/Surplus on continuing operations after depreciation of fixed | | | |
| assets at valuation and before taxation | 11 | (8,251) | 1,503 |
| Income from disposal of assets | | 4,940 | 0 |
| | | (3,311) | 1,503 |
| Taxation recoverable/(payable) | 10 | 0 | 0 |
| | | | |
| | 25 | (3,311) | 1,503 |
| (Deficit)/Surplus for the year retained within general reserves | | (3,311) | 1,503 |

All results are from continuing operations.

Note of historical cost surplus for the year ended 31 July 2006

| | Note | Group 2005-06 £000 | Group 2004-05 £000 |
|---|------|--------------------------|--------------------------|
| | | (3,311) | 1,503 |
| Difference bet | | | |
| | 24 | 169 | 169 |
| Realisation of property revaluation gains of previous years | 24 | 0 | 0 |
| Historical cost (deficit)/surplus before taxation | | (3,142) | 1,672 |
| Historical cost (deficit)/surplus after taxation | | (3,142) | 1,672 |

Consolidated statement of total rlment o

Balance sheets

as at 31 July 2006

| | | Group | | Unive | rsity |
|--|----------|----------|-----------|----------|----------|
| | | 2006 | 2005 | 2006 | 2005 |
| | Note | £000 | £000 | £000 | £000 |
| Fixed assets | | | | | |
| Tangible fixed assets | 12 | 199,642 | 168,359 | 191,007 | 159,697 |
| Investments | 13 | 123 | 98 | 33 | 33 |
| | _ | 199,765 | 168,457 | 191,040 | 159,730 |
| Endowment assets | 14 | 1,863 | 1,836 | 1,863 | 1,836 |
| Current assets | | | | | |
| Stock | 15 | 95 | 86 | 80 | 71 |
| Debtors | 16 | 12,540 | 11,691 | 21,308 | 19,630 |
| Investments | 17 | 15,172 | 8,188 | 15,172 | 8,188 |
| Cash at bank and in hand | | 92 | 4,182 | 0 | 4,172 |
| | _ | 27,899 | 24,147 | 36,560 | 32,061 |
| Creditors: | | | | | |
| amounts falling due within one year | 18 | (32,439) | (31,718) | (31,314) | (30,072) |
| Net current assets/(liabilities) | _ | (4,540) | (7,571) | 5,246 | 1,989 |
| Total assets less current liabilities | | 197,088 | 162,722 | 198,149 | 163,555 |
| Creditors: | 10 | (50.240) | (00.70.4) | (50.244) | (00.770) |
| amounts falling due after more than one year | 19 21 | (59,249) | (22,784) | (59,244) | (22,779) |
| Provisions for liabilities and charges | 21 | (1,103) | (1,171) | (1,103) | (1,171) |
| Net assets excluding pension liability | 32 | 136,736 | 138,767 | 137,802 | 139,605 |
| Pension liability | 52 _ | (20,282) | (18,948) | (20,282) | (18,948) |
| Net assets including pension liability | = | 116,454 | 119,819 | 117,520 | 120,657 |
| Deferred capital grants Endowments | 22 | 23,764 | 23,590 | 23,764 | 23,590 |
| Specific | 23 | 1,288 | 1,272 | 1,288 | 1,272 |
| General | 23 | 575 | 564 | 575 | 564 |
| | _ | 1,863 | 1,836 | 1,863 | 1,836 |
| Reserves | _ | | | | |
| Revaluation reserve | 24 | 12,242 | 12,410 | 12,242 | 12,410 |
| Income and expenditure reserve excluding | 05 | 00.007 | 400.004 | ~~~~~ | 404 700 |
| pension liability | 25 | 98,867 | 100,931 | 99,933 | 101,769 |
| Pension reserve | 41 | (20,282) | (18,948) | (20,282) | (18,948) |
| Income and expenditure reserve including pension liability | - | 78,585 | 81,983 | 79,651 | 82,821 |
| Total funds | - | 116,454 | 119,819 | 117,520 | 120,657 |
| Total funds | = | 116,454 | 119,819 | 117,520 | 120,65 |

The financial statements on pages 10 to 35 were approved by the Council on 20 December 2006 and signed on its behalf by:

T Webb Deputy Chair of Council Prof. C Jenks Vice-Chancellor & Principal Dr. T Holloway Director of Finance

| Brunel Unive | rsity |
|---------------------|-------|
|---------------------|-------|

Consolidated cash flow statement

for the year ended 31 July 2006

2005-06 2004-05

Ν

Notes to the accounts

| | 2005-06 £000 | 2004-05 £000 |
|--|-----------------|-----------------|
| 1 Funding Council grants | | |
| Recurrent grant | | |
| Higher Education Funding Council for England | 41,367 | 39,701 |
| Teacher Development Agency | 2,540 | 2,735 |
| Learning and Skills Council | 0 | 7 |
| Specific grants (HEFCE) HE Reach out to Business & Community | 0 | 25 |
| Learning & teaching development | 155 | 170 |
| Rewarding & Developing Staff | 373 | 214 |
| Higher Education Innovation Fund | 1,959 | 1,308 |
| Joint Information Systems Committee | 0 | 0 |
| Other grants | 655 | 354 |
| Specific grants (TDA) | 100 | 007 |
| Other grants | 109 | 207 |
| Specific grants (LSC) Other grants | 0 | 0 |
| Deferred capital grants released in year | Ū | 0 |
| Buildings | 691 | 761 |
| Equipment | 453 | 497 |
| | 48,302 | 45,979 |
| 2 Tuition fees and education contracts | | |
| Full-time students charged home fees | 11,492 | 11,464 |
| Full-time students charged overseas fees | 12,644 | 11,203 |
| Part-time fees | 2,479 | 2,614 |
| Doctoral Training Grant * | 180 | 79 |
| Research training support grants | 15 | 10 |
| Short course fees | 877 | 581 |
| Other fees | 61 5 207 | 0 |
| NHS education contracts | 5,397 | 5,235 |
| | 33,145 | 31,186 |
| * Doctoral Training Grant previously shown in Note 3 | | |
| 3 Research grants and contracts | | |
| OST Research Councils | 4,705 | 3,222 |
| UK-based charities | 285 | 439 |
| UK central & local govt., health & hospital authorities | 2,970 | 2,325 |
| UK industry, commerce & public corporations European Commission | 891 1,445 | 879 1,218 |
| EU other | 121 | 42 |
| Other overseas | 175 | 66 |
| Other sources | 793 | 431 |
| | 11,385 | 8,622 |
| | | |

| Notes to the accounts | |
|--|-------|
| | |
| 2005-06 200 | 04-05 |
| | £000 |
| 4 Other income | |
| | 4,444 |
| Science Park 787 | 613 |
| Libraries 130 | 45 |
| Sports Centre 671 | 563 |
| Rent and room hire 121 | 341 |
| Released from deferred capital grants 69 | 202 |
| Other services rendered 642 | 737 |
| | 4,782 |
| 24,645 2 | 1,727 |
| 5 Endowment and investment income | |
| Transferred from specific endowments 53 | 56 |
| Income from general endowment asset investments 24 | 27 |
| Income from current asset investments 703 | 1,806 |
| | 1,889 |
| 6 Staff numbers and costs Number Nu | ımber |
| Average staff numbers during the year by major category: | |
| Academic and hourly paid lecturers 909 | 866 |
| Technical 79 | 80 |
| Administrative & academic support 331 | 285 |
| Other, including clerical and manual 1,104 | 1,006 |
| 2,423 | 2,237 |

Staff numbers are based on headcount, and other staff numbers for 2005-06 include students recruited through the University's Job Shop.

| Staff costs for the above persons: | £000 | £000 |
|--|--------|--------|
| Wages and salaries | 58,449 | 50,606 |
| Social security costs | 5,170 | 4,397 |
| Contributions to occupational pension schemes | 6,765 | 5,899 |
| Pension liabilities | 791 | 560 |
| Restructuring costs | 2,251 | 915 |
| | 73,426 | 62,377 |
| | £000 | £000 |
| Employment costs for staff on permanent contracts | 54,621 | 60,902 |
| Employment costs for staff on short-term contracts | 15,763 | 0 |
| Pension liabilities | 791 | 560 |
| Restructuring costs | 2,251 | 915 |
| | 73,426 | 62,377 |

Notes to the accounts

6 Staff numbers and costs (cont'd)

Emoluments of the Vice-Chancellor, excluding employer's National Insurance Contributions, were:

| | | | | | 2004-05 |
|---------------------------------------|-----------|-----------|------------|-------|---------|
| | Former | Interim | Current | Total | |
| | (Aug-Dec) | (Oct-Feb) | (Feb-July) | | £000 |
| | £000 | £000 | £000 | £000 | |
| Salary | 75 | 63 | 83 | 221 | 166 |
| Performance related pay | 0 | 0 | 6 | 6 | 12 |
| Cash equivalent benefit in kind (car) | 4 | 0 | 0 | 4 | 10 |
| Other benefits in kind | | | | | |
| (accommodation and private health | | | | | |
| insurance) | 6 | 0 | 0 | 6 | 8 |
| | 85 | 63 | 89 | 237 | 196 |
| Pension contributions | 11 | 9 | 12 | 32 | 25 |
| | 96 | 72 | 101 | 269 | 221 |

| | 2005-06 | 2004-05 |
|---------------------|---------|---------|
| £70,000 - £79,999 | 32 | 26 |
| £80,000 - £89,999 | 15 | 11 |
| £90,000 - £99,999 | 4 | 3 |
| £100,000 - £109,999 | 5 | 2 |
| £110,000 - £119,999 | 3 | 1 |
| £120,000 - £129,999 | 2 | 1 |
| £130,000 - £139,999 | 0 | 1 |
| £140,000 - £149,999 | 3 | 0 |
| £150,000 - £159,999 | 0 | 1 |
| | | |
| | 2005-06 | 2004-05 |

£000

£000

Notes to the accounts

| | 2005-06 £000 | 2004-05 £000 |
|---|-----------------|-----------------|
| 7 Other operating expenses (cont) | | |
| Heat, light, power and water | 3,237 | 2,279 |
| Repairs and maintenance | 4,294 | 4,361 |
| Premises costs | 1,759 | 2,022 |
| Telephones and postage | 754 | 818 |
| Catering supplies | 1,261 | 1,094 |
| Grants to Union of Brunel Students | 840 | 795 |
| Auditors' remuneration - external audit * | 42 | 51 |
| - internal audit | 42 | 45 |
| Insurance | 604 | 535 |
| Contribution to provisions | 4 | 1,703 |
| Other expenditure | 1,573 | 1,338 |
| | 43,887 | 39,066 |
| | | |

*includes £38,129 (£41,595 for 2005/06 less £3,466 over provision for 2004/05) in respect of the University (2004/05 £47,210)

8 Interest payable

| Loans wholly repayable by instalments within five years | 4 | 7 |
|---|-------|-------|
| Loans wholly repayable by instalments after five years | 2,192 | 1,254 |
| Net loss on pension scheme | 287 | 134 |
| | 2,483 | 1,395 |

| 9 Analysis of 2005-06 expenditure by | | Other | | | |
|---|------------|----------------|-----------------|----------|---------|
| activity | Staff | operating | | Interest | |
| - | costs | expenses | Dep'n | payable | |
| | £000 | £000 | £000 | £000 | £000 |
| Academic departments | 40,737 | 10,651 | 696 | - | 52,084 |
| Academic services | 5,024 | 5,825 | 392 | 15 | 11,256 |
| Research grants and contracts | 5,499 | 5,003 | 285 | 0 | 10,787 |
| Residences, catering, conferences & Science Park | 5,241 | 7,088 | 1,552 | 2,170 | 16,051 |
| Premises | 3,880 | 8,188 | 3,458 | 0 | 15,526 |
| Administration | 7,519 | 4,792 | 299 | 4 | 12,614 |
| Other services | 5,526 | 2,340 | 30 | 294 | 8,190 |
| Total per Income and Expenditure Account | 73,426 | 43,887 | 6,712 | 2,483 | 126,508 |
| The depreciation charge has been funded by: | | | | | |
| Deferred capital grants released (Note 22) | | | 1,499 | | |
| Revaluation reserve released (Note 24) | | | . 169 | | |
| General income | | | 5,044 | | |
| | | - | 6,712 | | |
| 10 Taxation | | | | | |
| UK corporation tax (recoverable)/payable on the profits of and by Brunel University Enterprises Ltd group | | 0 | | 0 | |
| 11 (Deficit)/Surplus on continuing operations | 5 | | | | |
| The (deficit)/surplus on continuing operations for the | year is ma | de up as folle | ows: | | |
| Linivaraity (deficit)/ournlys for the year | | (0.000) | | 1 550 | |

| University (deficit)/surplus for the year | (8,023) | 1,553 |
|--|---------|-------|
| Surplus on sale of asset | 0 | 0 |
| Retained deficit generated by the subsidiary | | |
| undertakings | (228) | (50) |
| Surplus generated by the subsidiary undertakings | | |
| and transferred to the University by Gift Aid | 0 | 0 |
| | (8,251) | 1,503 |



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| Brunel University | | |
|-----------------------------------|-------|--------|
| Notes to the accounts | | |
| 18 Creditors: amounts falling due | Group | Univer |

Notes to the accounts

| | Group and |
|---|------------|
| 21 Provisions for liabilities and charges | University |
| | Pensions- |
| | related |
| | £000 |
| At 1 August 2005 | 1,171 |
| Expenditure in the year | (68) |
| Transferred from income and expenditure account | 0 |
| At 31 July 2006 | 1,103 |
| All provisions relate to the University. | |

22 Deferred capital grants

Group and University Funding Other grants &

Notes to the accounts

| 27 Returns on investments and servicing of finance | 2005-06 £000 | 2004-05 £000 |
|--|--|--|
| Income received from endowment asset investments (Note 5) Income received from current asset investments (Note 5) Interest paid (Note 8) Net cash (outflow)/inflow from returns on investments and servicing of finance | 77 703 (2,483) (1,703) | 83 1,806 (1,261) 628 |
| 28 Capital expenditure and financial investment | | |
| Tangible fixed assets acquired (Note 12) Proceeds on disposal of tangible fixed assets (Note 12) Fixed asset investment (acquired)/redeemed (Note 13) Payments to acquire endowment assets (Note 23) Deferred capital grants received (Note 22) Endowments received (Note 23) | (52,230) 4,940 (25) (102) 2,286 102 | (54,734) 0 10 (143) 8,063 143 |
| Net cash outflow from capital expenditure and financial investment | (45,029) | (46,661) |
| 29 Management of liquid resources | | |
| Sale of investments Withdrawals from deposits | 3,188 4,063 | 961 23,900 |
| Net cash inflow from management of liquid resources | 7,251 | 24,861 |
| 30 Financing | | |
| Debt due beyond a year: New other loans (Notes 18 and 19) New bank loans/(Capital repayments) (Notes 18 and 19) Net cash inflow/(outflow) from financing | 28 <u>36,637</u> 36,665 | 122 (352) (230) |
| | , | () |

Notes to the accounts

31 Analysis of changes in ne

Notes to the accounts

32 Pension schemes (cont'd)

SSAP 24

It is not possible to identify the University's share of the underlying assets and liabilities in the USS scheme and hence, using the exemption under SSAP 24, contributions to the scheme are accounted for as if it were a defined contribution scheme, with the cost recognised in the Income and Expenditure account being equal to the contributions payable to the scheme.

The assumptions and other data which have the most significant effect on the determination of future contribution levels together with the employers contribution rate, are as follows:

| Date of most recently published actuarial valuation | 31 March 2002 |
|---|-----------------|
| Investment returns per annum | 6.0% |
| Salary scale increases per annum | 3.7% |
| Pension increases per annum | 2.7% |
| Market value of assets at last valuation date | £19,938 million |
| Proportion of members' accrued benefits | |
| covered by the actuarial value of the assets | 101% |
| Employer's contribution rate | 14% |

FRS 17

It is not possible to identify the University's share of the underlying assets and liabilities in the USS scheme and hence, using the exemption under FRS 17, contributions to the scheme are accounted for as if it were a defined contribution scheme, with the cost recognised in the Income and Expenditure account being equal to the contributions payable to the scheme.

Teachers Pension Scheme

TPS is an unfunded defined benefit scheme administered by the Teachers Pensions Agency in accordance with the Teachers' Superannuation (Consolidation) Regulations 1988. Contributions on a 'pay-as-you-go' basis are paid to the Exchequer under arrangements governed by the Superannuation Act 1972.

SSAP 24

It is not possible to identify the University's share of the underlying assets and liabilities in the TPS scheme and hence, using the exemption under SSAP 24, contributions to the scheme are accounted for as if it were a defined contribution scheme, with the cost recognised in the Income and Expenditure account being equal to the contributions payable to the scheme.

The pensions costs are assessed not less than every five years in accordance with the advice of the government actuary, using the prospective benefits method. The assumptions and other data which have the most significant effect on the determination of future contribution levels, together with the employers' contribution rate, are as follows:

| Date of most recently published actuarial valuation | 31 March 2001 |
|---|------------------|
| Investment returns per annum | 7.0% |
| Salary scale increases per annum | 5.0% |
| Pension increases per annum | 3.5% |
| Market value of assets at last valuation date | £142,880 million |
| Proportion of members' accrued benefits | |
| covered by the actuarial value of the assets | 97% |
| | |

The employer contribution rate has been 13.5% since 1 April 2003.

Notes to the accounts

32 Pension schemes (con

Notes to the accounts

32 Pension schemes (cont'd)

Long

Notes to the accounts

32 Pension schemes (cont'd)

| | Year ended | Year ended |
|--|--------------|--------------|
| | 31 July 2006 | 31 July 2005 |
| | £000 | £000 |
| Current service cost (net of employee contributions) | 2,181 | 1,628 |
| Past service cost | 38 | 6 |
| Curtailments and Settlements | 83 | 61 |
| Total operat | | |

| Notes to the accounts | |
|-------------------------------------|-----------------|
| 38 SSSS* hardship funds (TDA) | 2005-06 £000 |
| Balance brought forward at 1 August | 0 |
| Funding Council grants received | 36 |
| Disbursed to students | (22) |

Balance carried forward at 31 July * Secondary Shortage Subject Scheme

| 39 Teacher Training Bursaries | 2005-06 £000 | 2004-05 £000 |
|---|-----------------|-----------------|
| Teacher Development Agency grant received | 2,141 | 2,160 |
| Disbursed to students | (1,856) | (2,007) |
| Balance due to Teacher Development Agency | 285 | 153 |

40 Financial Commitments

2005-06 2004-05

2004-05

14

£000

(1)

31

(30)

0

Brunel University

Notes to the accounts

41 Pension reserve

Group University £000

5 year summary of consolidated financial statements (unaudited)

| | 2006 | 2005 | 2004 | 2003 | 2002 |
|--------------------------------------|---------|--------|--------|--------|--------|
| | £000 | £000 | £000 | £000 | £000 |
| | | | | | |
| Funding Council grants | 48,302 | 45,979 | 42,944 | 40,005 | 39,362 |
| Tuition fees and education contracts | 33,145 | 31,186 | 28,129 | 26,487 | 22,192 |
| Research grants and contracts | 11,385 | 8,622 | 8,675 | 9,076 | 9,523 |
| Other income | 24,645 | 21,727 | 20,257 | 16,906 | 16,795 |
| Endowment and investment income | 780 | 1,889 | 1,737 | 614 | 849 |
| Total income | 118,257 | 10 | | | |

Brunel University Membership of Council during the 2005-06 year

| | Status of Appointment | Date appointed in-year | Date resigned in year | Committees Served |
|-----------------------------|-------------------------------|------------------------------|-----------------------------|---|
| The Rt Hon. Lord Wakeham DL | Chancellor | | | |
| Dr D Kingsmill | Pro Chancellor | | | Remuneration Committee, Nominations Committee |
| Professor C Jenks | Vice-Chancellor and Principal | 16.2.2006 | | |
| Professor S Schwartz | Vice-Chancellor and Principal | | 31.12.2005 | |
| Professor M Sarhadi | Vice-Principal | | | |
| Mr J Ellwood | Independent Member | | | |
| Mr V Allport | Independent Member | | | |
| Cllr R Cadbury | Independent Member | | 1.8.2005 | |
| Mr J Fallow | Independent Member | | 22.3.2006 | |
| Cllr A Haas | Independent Member | | 1.8.2005 | |
| Mrs J Kelly | Independent Member | 8.2.2006 | 1.0.2000 | |
| Mr A Kilkerr | Independent Member | 0.2.2000 | | Audit Committee |
| Mrs M Lenton | Independent Member | 1.8.2005 | | |
| Mr R Lougee | Independent Member | | | Audit Committee |
| Dr J McGrath | Independent Member | | | |
| Mr J Mitchell | Independent Member | | | Finance Committee |
| Dr J Murphy | Independent Member | | | |
| Revd. S Orchard | Independent Member | | 1.8.2005 | Finance Committee |
| Dr D Payne | Independent Member | | 1.8.2005 | |
| Dr D Rimmer | Independent Member | | | |
| Cllr G J Samuel | Independent Member | | 1.8.2005 | |
| Mr J M Sheasby | Independent Member | | | Chair: Audit Committee |
| Mr P M Smith | Independent Member | | | |
| Mrs S Staples | Independent Member | | 1.8.2005 | Finance Committee |
| Mr T A C Webb | Independent Member | | | |
| Mrs R Wingrove | Independent Member | | 1.8.2005 | Finance Committee |
| Professor J Beasley | Appointed by Senate | 1.8.2005 | | Finance Committee |
| Professor L De Souza | Appointed by Senate | | | Finance Committee |
| Professor A Olowofoyeku | Appointed by Senate | | | |
| Professor P Wiegold | Appointed by Senate | 1.8.2005 | | |
| Professor K Darby-Dowman | Elected Academic Member | | | Finance Committee |
| Dr M Rand-Weaver | Elected Academic Member | | | |
| Lady K Chisholm | Elected Staff Member | 1.8.2005 | | |
| Mr D Snowden | Elected Staff Member | 1.8.2005 | | |
| Mr J Baines | Student Member | | | Finance Committee |

Professional Advi