

**THE UNITED WORLD COLLEGES (INTERNATIONAL)**  
**(Company limited by guarantee)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**30 APRIL 2017**



UK Company Number: 0908758

UK Registered Charity Number: 313690



**THE UNITED WORLD COLLEGES (INTERNATIONAL)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30 APRIL 2017**

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**Table of Content**

Presidents, Patrons, Directors and Officers	3
Members of the UWC Council	4
Staff of UWC International at Year End	5
Advisers	6
Statement of the Chair	7
Directors' Report	9
Statutory and Financial Information	17
Statement of Directors' Responsibilities	20
Independent Auditor's Report to the Members of the United World Colleges (International)	21
Statement of Financial Activities (Incorporating and Income and Expenditure account)	23
Balance Sheet	24
Statement of Cash Flows	25
Statement of Funds	26
Accounting Policies	28
Notes to the Financial Statements	31

# THE UNITED WORLD COLLEGES (INTERNATIONAL)

## REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

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### President of the United World Colleges

Her Majesty Queen Noor

### Honorary President

Nelson Mandela ( † )

### International Patrons

Mr Antonin Besse ( † )

Mr Shelby M C Davis

Mr Lu Pat Ng

Mr W Galen Weston

### Country of Residence

#### Chair (as at 28 October 2017)

Sir John Daniel

Canada

#### Directors (as at 28 October 2017 and reflecting changes since 1 May 2016)

Mr Pål Brynsrud	Norway	(alumnus, UWC Atlantic College)
Ms Laura Carone	Argentina	from June 2017 (alumna, Waterford Kamhlaba UWC of Southern Africa)
Ms Colleen von Eckartsberg	USA	(alumna UWC-USA)
Mr Arnett Edwards	Hong Kong	
Mr Chris Edwards	Singapore	
Ms Eva Eschenbruch	Germany	observer from June 2016, full voting member from June 2017 (alumna, UWC Adriatic)
Ms Sunita Gomes	UAE	resigned October 2016
Mr Christian Hodeige	Germany	from June 2017 (alumnus, Pearson College UWC)
Ms Maria Inês Kavamura	USA	(alumna, Waterford Kamhlaba UWC of Southern Africa)
Ms Jill Longson (Vice Chair)	Spain	(alumna, UWC Atlantic College)
Ms Nandita Parshad	UK	
Mr Marco Provencio	Mexico	(alumnus, UWC Atlantic College)
Ms Nicole Severino	Philippines	observer (alumna, UWC Pearson College)
Ms Tove Veierød	Norway	(to May 2017)
Mr Wayne Yang (Treasurer)	Hong Kong	
Mr Ulhas Yargop	India	
Ms Veronika Zonabend	Russia	

#### Officers (as at 30 April 2017 and reflecting changes since 1 May 2016)

Jens Waltermann	Executive Director	Company Secretary from October 2016 to March 2017 (alumnus, UWC Pearson College)
Willa Geertsema	Company Secretary	to September 2016
Hannah Tümpel	Company Secretary	from March 2017 (alumna, UWC Adriatic)

# THE UNITED WORLD COLLEGES (INTERNATIONAL)

## MEMBERS OF THE UWC COUNCIL

FOR THE YEAR ENDED 30 APRIL 2017

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### UWC Council members (as at 30 April 2017)

Ms Magel Alcantar	Philippines ( <i>alumna UWC-USA</i> )
Ms Regina Aguirre de Riojas	Guatemala
Mr Quique Bassat	Spain ( <i>alumnus, UWC Atlantic College</i> )
Ms Jasminka Bratić	Bosnia & Herzegovina
Ms Bertha Camacho	Switzerland ( <i>alumna UWC-USA</i> )
Mr Robert Clarence	China
Sir John Daniel ( <i>Chair of Board and Council</i> ))	Canada
Ms Denise Davidson	Armenia
Mr Driek Desmet	Singapore ( <i>alumnus, UWC Atlantic College</i> )
Mr Steve Dichter	USA
Amb Gianfranco Facco Bonetti	Italy
Mr Klaus Hebben	Thailand
Mr Christian Hodeige	Germany ( <i>alumnus, Pearson College UWC</i> )
Mr Peter Howe	UK
Mr Roderick Jemison	Japan
Ms Lin Kobayashi	Japan ( <i>alumna, UWC Pearson College</i> )
Mr Richard Lamont	Norway
Mr Pelham Lindfield Roberts	India
Ms Anna Lord	Singapore
Mr Stephen Lowry	Swaziland
Mr Tony Macoun	Canada
Mr Murray McCartney	Zimbabwe
Ms Désirée McGraw	Canada
Ms Charlotte Meyer	UK ( <i>alumna, UWC-USA</i> )
Mr Jonathan Michie	UK ( <i>alumnus, UWC Atlantic College</i> )
Dr Mark Mills	Swaziland
Ms Valentina Mindoljevic	Bosnia & Herzegovina
Ms Victoria Mora	USA
Mr William Morrison	London
Ms Susan Mullins	Costa Rica
Mr Eric Munoz	Costa Rica
Mr Laurence Nodder	Germany
Mr David Opoku	Ghana ( <i>alumnus, UWC Costa Rica</i> )
Ms Paulina Ponce de Leon	USA ( <i>alumna, UWC Pearson College</i> )
Mr Michael Price	Italy
Mr Fred Rogers	USA
Mr Hein Schreuder	Netherlands
Mr Morten Spenner	UK ( <i>alumnus, Li Po Chun United World College of Hong Kong</i> )
Mr Pär Stenbäck ( <i>Vice-Chair of Council</i> )	Sweden ( <i>alumnus, UWC Atlantic College</i> )
Mr Leon Toh	Singapore ( <i>alumnus, UWC Adriatic</i> )
Mr Robert Tomalin	Colombia ( <i>alumnus, UWC Adriatic</i> )
Mr Anthony Tong	Hong Kong
Mr Mauricio Viales	Costa Rica
Mr Jens Waltermann	Germany ( <i>alumnus, UWC Pearson College</i> )
Mr Mark Wang	China ( <i>alumnus, UWC Red Cross Nordic</i> )
Ms Anja Weiss	Germany ( <i>alumna, UWC Atlantic College</i> )
Mr Julian Whiteley	Thailand

# THE UNITED WORLD COLLEGES (INTERNATIONAL)

## STAFF OF UWC INTERNATIONAL AT YEAR END

FOR THE YEAR ENDED 30 APRIL 2017

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### *Management (as at 30 April 2017)*

Jens Waltermann	Executive Director ( <i>alumnus UWC Pearson</i> )
Kate Turner	Director of National Committee Development & Admissions / Deputy Executive Director
Hannah Tümpel	Director of Communications & Engagement ( <i>alumnus UWC Adriatic</i> )
Linda Morris	Head of Fund Development
Roberto Pitea	Head of Finance and Administration ( <i>alumnus UWC Atlantic</i> )
Semra O'Reilly	Head of Human Resources

### *Staff (in alphabetical order) (as at 30 April 2017)*

Marinella Abbondati	Project Officer, National Committee Fund ( <i>alumna UWC Atlantic</i> )
Sope Adekola	School and College Support and Development Officer
Polly Akhurst	Senior Officer, Alumni Engagement ( <i>alumna of UWC Atlantic, 2006</i> )
Stephen Bwona	Financial Accountant ( <i>maternity cover for Berianne Coutts</i> )
Ellen Clague	Senior Officer Major Gift Programmes ( <i>maternity cover for Natalie Gopall-Garlick to December 2016</i> )
Berianne Coutts	Financial Accountant & Office Coordinator
Emma Dillon	Senior Officer, School & College Support and Development
Kasia Dybek	Executive Officer ( <i>alumna of UWC Red Cross Nordic</i> )
Mia Eskelund Pedersen	Senior Officer National Committee Development ( <i>alumna of UWC Mahindra,</i> )
Natalie Gopall-Garlick	Senior Officer Major Gift Programmes
Skaiste Lazdauskaite	Fund Development Officer
Daniela Lipia	Communications Coordinator
Sheri Uludag	Office Administrator
Jon Warmington	National Committee Development Officer

### *Consultants*

Peter Verhille	Senior Advisor International Fund Development ( <i>alumnus UWC Atlantic</i> )
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The Directors wish to thank employees who have left during the year: Sylvia Malo and Willa Geertsema as well as the interns and volunteers who have made a contribution during the year: Stela Barcelos, Ellie Cox, Marion Daigle, Yue Dong, Christel Forey, Salli Hipkiss, Jed Hull, Martina Jackson, Jessica Rap, Kieran Ruane with special thanks to those interns who supported us so well at the UWC Congress.

UWC International would not be able to fulfil its mission without the invaluable help of its many volunteers. Although it is impossible to know exactly, our calculation is that at any point in time the global movement is supported by about 4,000 active volunteers who run UWC national committees, boards, task forces and other working groups. The Directors feel deeply indebted to the passion of these individuals and wish to express gratitude for their ongoing support.

### **Commitment to Diversity**

UWC International aims to reflect its core value of diversity in every possible way, including the structure of its staff and interns. Throughout the year, 33 staff and interns represented a total of the following 20 nationalities and ethnic backgrounds: American, Belgian, Brazilian, Canadian, Caymanian, Chinese (Cantonese), Chinese (Mandarin), Cypriot, Danish, Dutch, English, Finnish, France, German, Irish, Italian, Lithuanian, Nigerian, Polish and Turkish.

**ADVISERS**

**FOR THE YEAR ENDED 30 APRIL 2017**

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**Auditor**

haysmacintyre  
26 Red Lion Square  
London WC1R 4AG

**Solicitors**

Russell Cooke  
2 Putney Hill  
Putney  
London SW16 6AB

**Bankers**

Royal Bank of Scotland plc  
127-128 High Holborn  
London WC1H 9LT

Scottish Widows Bank  
PO Box 12757  
67 Morrison Street  
Edinburgh EH3 8YJ

**Investment Managers**

Cazenove Capital Management  
12 Moorgate  
London EC2R 6DA

**STATEMENT OF THE CHAIR**

**FOR THE YEAR ENDED 30 APRIL 2017**

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I am pleased to introduce the Annual Report and Accounts for the United World Colleges (International) for the year of 1 May 2016 to 30 April 2017.

This has been a period of important developments across UWC, marked by many celebrations: the opening of UWC Thailand, welcoming UWC ISAK Japan as the 17th UWC school, the 10th anniversary celebrations of UWC Costa Rica, seeing UWC Dilijan and UWC Robert Bosch College waving goodbye to their first generation of graduates – and UWC being now represented in 155 countries and territories by national committees.

The other highlight of this period was the UWC Congress which took place at the end of October in Trieste, Italy, and brought together more than 650 members of the UWC community, among them students, alumni, staff, volunteers, donors, partners and friends. “Connect, Challenge, Celebrate” was the theme of the two-day event which brought stakeholders together for an intense programme of panel discussions, workshops, keynote speeches and social events. The event gave participants the opportunity to be informed about the development of the next UWC strategy, and provided plenty of opportunities to provide feedback and input with regard to the direction of the UWC movement in years to come. The UWC Congress was surrounded by various other UWC stakeholder events which, in turn, also focused on the further development of the UWC strategy. A highlight of the time in Italy was a show put on by the current students of UWC Adriatic at the beautiful Teatro Verdi, featuring the story of one of their classmates who came to Europe as an unaccompanied minor refugee. The moving evening underlined the relevance and paramount importance of UWC’s current work and, in particular, the UWC Refugee Initiative.

I would like to personally thank UWC Adriatic for being our local host, and for everybody who was involved in making the UWC Congress the biggest UWC event ever held.

But one session during the Congress also brought the challenging and brutal realities of today’s world to all of our minds: the parents of Giulio Regeni, a UWC USA alumnus from Italy, attended in memory of their son, who was brutally murdered in Egypt in early 2016 because of the research he was doing for his PhD at Cambridge. His senseless death reminds us of the threat that our values of diversity, freedom of speech and movement, openness and tolerance are subjected to.

Broader political developments have also given me cause to reflect on the importance of UWC, and the importance of its mission and values. Diversity, the value at the very heart of the UWC movement, seems to be increasingly under attack. UWC must continue to provide its students with the space to learn the value of diversity.

In the last year, I have had the opportunity to travel to the Gulf in order to develop fundraising contacts for UWC, attended the Heads meeting in Costa Rica in order to hear about the successes and the challenges currently affecting our schools and colleges, and attended a meeting with the International Baccalaureate Organisation to discuss our continuing relationship – an important area for UWC moving forward.

At this occasion, I would like to honour Antonin (Tony) Besse, UWC International’s Patron and honorary Vice-President, who passed away in November 2016. Antonin was instrumental for the foundation of three UWC colleges: UWC Atlantic, UWC Adriatic and UWC Mostar. We are most indebted to his contribution to the UWC movement.

I would like to thank the people who work and volunteer tirelessly for UWC, our many donors who support our work financially and, of course, our students, who so wholeheartedly commit to UWC and inspire us all. Without you all, UWC would not continue to grow and succeed.

**STATEMENT OF THE CHAIR**

**FOR THE YEAR ENDED 30 APRIL 2017**

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Times continue to be busy and exciting for UWC: in the course of the next year we want to finalise the next strategy, and begin to implement it across the UWC movement to ensure that we continue to make education a force for peace and sustainability. UWC now has a very solid base from which to grow, and our new strategy will ensure greater impact across the UWC movement and, of course, beyond.

With all my best wishes for another exceptional year at UWC,



**Sir John Daniel, O.C.**  
*Chair*



**DIRECTORS' REPORT**

**FOR THE YEAR ENDED 30 APRIL 2017**

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The Directors of The United World Colleges (International) (the 'company') present their statutory report for the year ended 30 April 2017. The Directors make up the International Board of Directors (the 'Board') of the United World Colleges ('UWC') international organisation. The members of the company form the UWC Council.

***Identity and constitution***

The company is a United Kingdom company limited by guarantee (Company Number 908758) and a United Kingdom registered charity (Charity Number 313690). The liability of members in the event of the company being dissolved is limited to not more than £1 per member. There is no share capital. The governing document of the company is the Memorandum and Articles of Association, the current version of which is dated 26 October 2015.

***Governance and Management***

The current governance model came into effect on 26 October 2015.

The Articles of Association provide for an Board of Directors of up to 16 members. Of this number, three are required to be chairpersons of the governing bodies of the UWC schools/colleges, two to be heads/principals of the schools/colleges, and up to eleven other individuals of whom at least three will be drawn from national committees according to the policy in force for the election of such members. At least five members of the Board should be UWC alumni. Several Directors fall into more than one of these categories, which allows further scope for Directors with no other role within UWC. Directors serve for a term of three years and may be re-appointed for a second term of three years, and potentially for one extra year in the case of officers and Board committee chairs. The full list of Directors is given on page 3.

The Articles of Association also provide for a UWC Council of up to 60 members, who are the members of the company: the chairpersons and heads/principals of the governing bodies of all the UWC institutions (except those who form part of the International Board), the chairperson of the Board, persons drawn from national committees according to the policy in force for the appointment of such members, the number of which shall be equivalent to the number of UWC schools and colleges, and other members not covered by these categories. At least 12 of all UWC Council members should be UWC alumni. UWC Council members serve for terms of three years and may be re-appointed for one second term of three years.

The full list of members of the UWC Council is given on page 4. The membership of the UWC Council will be rebuilt gradually, so as to provide for natural growth in line with the increase in UWC schools and colleges, as well as to make sure there will not be a disproportionate turnover of members at any particular year.

The Nominating and Governance Committee of the Board has been aware of the need for adjustments to UWC International's governance structure due to growth in the number of UWC institutions. In October 2015, the UWC Council approved to decouple the Board and UWC Council and adjust the membership of school and college representatives on the UWC Council, so as to ensure that as the number of schools and colleges grow, there will not be a disproportionate representation on the UWC Council. In addition to this, in light of the need for a more formal system of representation of national committees, the UWC Council endorsed the forming of a new Board committee, and the Committee of National Committees was approved in 2015. Representatives of the Committee of the National Committees were appointed in an interim capacity in 2016 and a Chair and two Vice-Chairs were elected in an interim capacity and became observers on the Board, one of these Vice-Chairs resigned leaving two observers on the UWC Board as at 30th April 2017.

In 2016-2017, the Board met three times (June 2016 in London; October 2016 at UWC Adriatic in Italy, and February 2017 at UWC Mahindra College in India). The UWC Council met in October 2016 in Trieste, Italy, as well as at the UWC Congress. The Directors are grateful to the various UWC colleges for their involvement in hosting these meetings. A further Board meeting took place in New York after the close of the year in June

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 APRIL 2017

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2017.

The Directors are satisfied that the current pattern of meetings gives sufficient scope to attend to matters of UWC's organisational and strategic development as well as items of governance and financial oversight.

***Appointment and Induction of Directors and Company Members***

The Articles of Association stipulate that the Directors are elected by the UWC Council and give the Board responsibility for appointing members of the UWC Council. The Nominating and Governance Committee is responsible for making recommendations for election and appointment, usually following an annual nominating process preceded by a public call for nominations.

In making recommendations for election and appointment, the Nominating and Governance Committee seeks to achieve a level of diversity that goes some way to reflecting the diversity of the UWC International movement. The Committee also monitors the mix of skills, attributes, experience and backgrounds and identifies gaps.

Potential nominees to the Board and UWC Council are provided with information about the work of both bodies, together with a copy of a policy on the expectations and responsibilities of membership. The Nominating and Governance Committee has further responsibility for issues associated with the induction, training and evaluation of Board Members.

***Committees***

The Board has nine sub-committees:

- Finance and Audit
- Community Engagement Committee
- Committee for Governance of the National Committee System
- Committee of National Committee
- Development Committee
- Personnel and Remuneration
- Nominating and Governance
- College Chairs' Committee
- College Heads' Committee

***Day-to-day Management***

The Directors have delegated day-to-day management responsibilities to the Executive Director based at the company's office (the 'UWC International Office') in London and the staff team is listed on page 5.

The company's activities are funded in part through annual payments from the UWC schools and colleges and in part through investment income and individual donations. For several years, the Directors have been conscious of the need to identify a more secure income stream to replace a major donation in 2010 that provided surplus funds to build more organisational capacity. In 2013, representatives of the schools and colleges agreed to increase their annual fees to UWC International from 1.4% of gross expenditure to 1.8% in 2014-2015, and to 1.9% from 2015-2016 onwards. This level is being reviewed on an annual basis and given the natural growth of the number of institutions paying this fee, it is deemed sufficient for the foreseeable time.

Following the successful registration of the UWC trademark in all EU membership countries in 2015, the process to register the trademark in most countries that host a UWC school/college is still on-going. With regard to the other pending trademark applications, the processes are on-going and the speed within which they will be filed for opposition depends on the speed of the individual registries. In parallel, UWC Changshu has taken the lead in having the trademark for "United World Colleges" and "UWC" in Chinese letters protected in China.

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 APRIL 2017

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UWC International has continued to upgrade its use of technology not only within its own London office, but across the many volunteers and constituent organisations. UWC International is extremely grateful to UWC SEA in Singapore for the generous support it has given to achieve this important shift in technological capacity.

***Memoranda of Understanding***

The relationship between the schools and colleges and UWC International is set out in Memoranda of Understanding (MoU). These define mutual responsibilities and expectations and set down UWC International's responsibilities on behalf of the organisation as a whole. A similar MoU is currently being rolled out between UWC International and the national committees.

***Strategy and Development***

The final indicators on progress on the strategic plan for 2010-2015 were presented to the Board after the year end in June 2016 and the Board felt satisfied that the objectives had been sufficiently met. Some indicators had been de-prioritised or taken over by newly emerging strategic issues of importance, leading into the next strategy cycle.

***Objectives and activities***

The object of the company is to advance the purposes of the UWC International movement and its constituent parts in line with the UWC mission:

***UWC makes education a force to unite people, nations and cultures for peace and a sustainable future.***

This mission gives the UWC organisation an overall aim and sense of purpose and direction. The mission is embraced throughout the organisation and the Directors believe that it encapsulates the commitment of UWC's members and supporters while at the same time articulating a continuing challenge.

The UWC international movement seeks to achieve its mission and ambitions through 16 UWC schools and colleges (17 from August 2017) and UWC national committees, currently in 155 countries (159 from August 2017). The total number of students in the schools and colleges in 2016-17 was approximately 9,500. There are some 57,000 UWC alumni.

The Directors confirm that they have had due regard to the Charity Commission guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities and setting policies.

***Strategy process***

In 2016 a strategy drafting group was formed with members of all constituencies of UWC including school/college Heads, Chairs, national committee representatives, Board members, new school / college taskforce members and UWC International Office staff. Continuous work took place on the development of the strategy and included feedback from the International Board and Council and each of the constituencies. Feedback from members of the wider movement was received at the UWC Congress in October 2016 from the 650 people in attendance. Following on from the Congress a request was made for further feedback from individuals and all constituency groups. The strategy remains under development with expected sign-off in October 2017 by the Board.

***UWC Schools/Colleges and Admissions***

An important part of UWC International's responsibilities is to co-ordinate the schools and colleges so that they are able to support each other and work more effectively together although they are based all over the World. It is clear that an issue in one part of the UWC movement can rapidly have an impact elsewhere and that UWC International will act on behalf of the wider movement both proactively and as and when issues are identified.

There have been a number of activities that took place to ensure collaboration amongst the UWC schools and

colleges over this period examples of which are referred to below:

Policies that have an effect on the UWC movement have been developed such as the 'Addressing significant changes in schools/colleges policy' agreed by the Board in February 2016. This policy was put in place to address changes that not only affect a single school/college but also the rest of the movement. A change in any specific area (such as a new year group) can have a major effect on, for example, the national committee system or other UWC schools/colleges so needs to be considered and agreed by the Board.

The 'Ensuring Safe UWC Campuses Paper' was developed to address common expectations that should be considered across all schools/colleges. This paper lays out the expectation with regards to principles, policies and training that is required. School and college staff, along with the UWC International Office developed a paper on safe campus recommendations across all UWC schools/colleges which was subsequently presented to the International Board in February 2017. The paper was developed following on from a pastoral conference attended by all UWC schools/colleges in June 2016 with participation from the UWC International Office. Following the meeting, pastoral care teams have remained communicating, sharing best practice and a number of staff were also present at the UWC Congress held in October 2016.

Fifteen of the schools and colleges took part in the first year of the "Aurora Humanitarian Project for UWC Schools and Colleges", a new initiative of the Aurora Foundation in Armenia supporting students to work on projects addressing humanitarian concerns.

UWC International developed and recruited a new position and hired Proserpina Dhalmini-Fisher as Director of Education starting in August 2017. Amongst other areas of work, she will be responsible for the UWC longitudinal Impact Study starting in the same month.

An admissions induction manual has been produced for use across the UWC schools/colleges explaining the policies, procedures and processes required to be followed across the movement.

An adjusted process for admissions and offers was agreed at the Heads meeting in March 2017, and as a result the full offers picture will be now finalised annually at the October Heads meeting.

#### ***Growth of the movement***

The Directors welcome the addition of new schools and colleges, but are also determined that this growth should strengthen the overall UWC movement both financially and in terms of its educational mission. In February 2016, the Board approved a set of criteria against which new school and college proposals, submitted to UWC International, would be measured. Since their approval, the Criteria have been applied both to newly submitted enquiries, as well as to proposals which were already in the UWC Approvals Process with an aim to ensuring that each proposal meet the newly set standards. The two most recent UWC schools, UWC Thailand and UWC ISAK Japan, were both measured against the Criteria. The upshot of this has been that the number of enquiries which turn into submitted proposals has reduced, but that the quality of Initial Notification proposals has significantly improved. Whilst the first stage of approval does not require the same level of financial commitment, we have also seen an increase in the timeline of projects, particularly in between stages one and two, as Preliminary Approval requires proof of financial commitments, which are significantly tightened in the Criteria compared to previously applied standards. The criteria update was also enhanced by a clarification of the process for approving new schools/colleges.

In light of the much more robust and detailed 'Criteria for New Schools and Colleges' there is now a recognition that more support can, and should, be given to new UWCs after final approval and that the criteria allow for a structured and more formal monitoring over an initial period of three years after opening. As is current practice, the new schools and colleges will be measured against their Preliminary and Final Approval documentation, as

**DIRECTORS' REPORT**

**FOR THE YEAR ENDED 30 APRIL 2017**

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well as the Criteria document. One designated member of the task force becomes the “primary monitor” of the school or college’s development. He/she will be supported by UWC International Office staff and all data collection and checking will be done by the support team.

The aim of the 3-year monitoring regime will be to ensure adherence to the particulars in the proposal documentation and New School and College Criteria and report to the Executive Director annually on the state of compliance. The group will be working on behalf of the International Board and the Executive Director who will inform the Board regularly on the state of compliance. After three years, assuming there are no issues, the monitoring will be brought into the regular monitoring of developments and significant changes at UWC schools and colleges.

Two additional schools/colleges were welcomed to the UWC movement, in June 2016: In June 2016, the Board granted final approval to Phuket International Academy to become UWC Thailand from August 2016. In October 2016, the Board granted final approval to ISAK International School of Asia, Karuizawa in Japan to become UWC ISAK Japan. A number of school projects remain on Initial Notification: Markham College in Peru, International School Moshi in Tanzania and UWC West Africa Initiative in Ghana. Other proposals in various countries remain under consideration but have not yet formally entered the Board’s approval process.

***National Committee Development***

National committees in 155 countries ensure that UWC reaches students from diverse backgrounds to send to UWC schools/colleges. The national committees are made up of volunteers including alumni, parents, educators and other experts who understand the local educational context. Activities conducted by national committees are: promotion, selection of students, fundraising, alumni engagement, working with local communities, and running educational programmes. These volunteers spend approximately 52,000 hours per year in total on UWC activity, which saves UWC an estimated USD 2.6 million, if we had to pay the volunteers for the critical work that they do on behalf of UWC. The global online application system that was purchased by UWC International on behalf of the UWC movement is now being used by almost a third of national committees, with take up expected to increase further over following years.

The National Committee Fund was established through utilising 1.5% of funds raised by national committees in the first year, rising to 3% per year from 2017 (from national committee fundraising and parental contributions). The Fund, managed independently by UWC International, funds activities relating to national committee fundraising, national committee support and capacity-building through grants.

As a new activity, UWC International will begin to distribute grants to national committees as of August 2017. National committees will be able to apply for grants between £2,000 and £20,000, and we expect to give up to 30 grants in 2017, totalling up to £70,000. There is a rigorous approval and monitoring process. The purpose of the grant programme is to enable the volunteers in each country to build capacity in their individual national committees, so that each entity can become stronger and more sustainable in delivering the UWC mission of achieving a peaceful and sustainable future through education. With a grant, national committees will be able to cover core costs of their operations as they scale up to select more students, increase engagement of their alumni as well as increase local fundraising for scholarships. The grants cover a one-year project period, although some may apply for renewal up to three times. National committees who receive grants will be required to report periodically, and disbursement of funds will be contingent on successful progress and delivery of the key objectives and desired outcomes, set out in the project plan.

A regional meeting of national committees from the Americas meeting took place in February 2017 with 42 participants from 28 national committees and staff from three of the UWC schools/colleges. The meeting energised volunteers to work together more closely and to focus on the areas of community engagement and fundraising in their countries for scholarships. UWC Guyana, Somalia and Taiwan were welcomed as UWC

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 APRIL 2017

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national committees in February 2017.

*Funding and Finance*

The Fund Development Team at the UWC International Office is being strengthened and reorganised during the latter part of 2017 to deliver greater fundraising results. Fundraising at UWC International focuses on specific areas of activity, including Ultra High Net Worth individuals, Trusts and Foundations around the World. Achievements have included:

The Davis-UWC IMPACT programme completed its first annual cycle on 31 July 2016 and delivered excellent results all around. Thanks to the combined efforts of schools and colleges, some national committees and UWC International, a total of nine colleges have secured the full eligible match of USD 1 million. Six colleges, all of which have unlocked partial match funds during the first year, will continue to fundraise under the campaign in the coming year with a further USD 4.1 million in matched funds to unlock.

UWC International's fundraising drive has focused on pursuing funding opportunities in support of refugee scholarships under the banner of the Refugee Initiative (aiming to fund 100 refugee scholarships per year) approximately 40 scholarships have been pledged to date. A milestone for the Refugee Initiative was the signing of a Cooperation Agreement with UNHCR which will support refugees students with safe pathways into UWC as well as a joint approach to funding sources for refugee scholarships such as the EU. A fundraising event for the Refugee Initiative was planned in New York for June 2017.

Several serious donor prospects, located mostly in the Gulf, are in the final stages of decision-making this includes developing a national committee fundraising hub. Further hubs for national committee fundraising have been developed in India and Latin America. The Fund Development team is also working to secure a continuation of existing donor relationships, such as the Horizon Foundation and the Cogito Scholarship Foundation, to sustain and hopefully increase their donations in future years. Support continued for the national committees involved in externally funded scholarship programmes, currently in Pakistan, across Central and Eastern Europe and the Middle East.

UWC International continues to prioritise fundraising among wealthy private individuals. Several individuals identified through the 2016 wealth screening project facilitated by UWC International, have been added to the list of potential major donors for whom a personalised fundraising approach is being deployed in conjunction with the schools or colleges that are the primary conduit to them. Additionally during 2017, a dedicated effort will be made to identify and pursue major grants among international foundations.

The work on the financial strategy and forecast for UWC International has picked up pace, with presentations held at the Heads meeting in March 2017 and Chairs of the schools/colleges meeting in April 2017. Finance directors from all schools/colleges, as well as members of the finance taskforce, will meet in July at UWC Robert Bosch to work face-to-face on refining the forecast for each school/college, as well as the constituencies across the movement as a whole.

The annual data request from schools/colleges was launched in May 2017 with a deadline for completion for July 2017. Feedback from the previous years was taken on board, and the data collection tools were refined with the help of school heads. Compared to previous years, data requests have been centralized into two annual request to avoid overlap and excessive workload for schools and colleges.

Evidence during 2016 showed that the college had been able to make significant improvements to its capacity to raise funds and an agreement was reached with the London-based UWC Mostar Endowment Fund "Bridge to the Future" securing a total of US\$ 7.5m including US\$ 1m contributed by the Davis Philanthropies under the

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 APRIL 2017

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Davis UWC IMPACT Match program as endowment funding for the exclusive use of UWC Mostar going forward.

A further transfer of €66,008 was made from UWC International to UWC Mostar in August 2016 under the second tranche of the Mostar Guarantee of up to €150,000 to cover the remaining operating deficit of UWC Mostar in financial year 2015-2016 it was agreed that once UWC Mostar are in a financially sustainable position the College would return the gift to the UWC International Office drawing on funds raised with the support of UWC International.

*Communications and Community Engagement*

The Communications team is working on a 'one team approach' across the UWC schools/colleges. Communications are now developed to ensure the wider UWC movement is kept well informed of developments across UWC with over 11,000 people receiving this information through a bi-monthly newsletter. A further 80,000 are engaged via social media through UWC International's channels alone.

The finalisation of the new [uwc.org](http://uwc.org) website and the new national committee websites has been a major part of the Communications Team's focus with the aim of launching all new website presences in the course of summer 2017. As part of this overhaul, all national committees whose websites hosted by UWC International will be given a new template available in UWC's four main languages (Arabic, English, French, Spanish).

On UWC Day in September 2016, the first UWC wide online platform, the UWC Hub was launched. The uptake from the UWC community was very positive, with over 7,000 community members having registered at the end of April 2017. UWC International is working with the schools and colleges to ensure that the process of bringing graduating students on board is as smooth and effective as possible, and there is an aspiration for 50% of the class of 2017 to join by the end of 2017.

At the meeting of the UWC Heads in March, it was agreed that current IBDP students will be given access to the UWC Hub as of autumn 2017. As current students will be under the age of 18, the UWCIO has also sought legal advice to revise the Terms of Use to the UWC Hub and ensure full legal compliance with regards to privacy protection for minors.

The Communications team also launched two short movies about UWC – one focusing on the UWC educational experience with footage taken at UWC Pearson college, and one featuring UWC Mostar and its role as a school for peace in a post-conflict zone. Both films were developed together with the Earth Network and their Skool Project.

In October, the Community Engagement Committee approved the first projects under the new "UWCx" initiative and branding. By April 2017, nine initiatives in total were approved, all of them community driven projects in line with the UWC mission.

UWC International has developed partnerships with the following global organisations, Teach for All, Ellen MacArthur Foundation and Ashoka, alongside several more informal cooperation with a wide variety of organisations.

A major achievement that took place following months of work and planning was the UWC Congress in October 2016. The UWC Congress 2016 took place on 28 and 29 October in Trieste, Italy, and saw the participation of 650 UWC members from all over the world. Inspired by the words "Connect, Challenge, Celebrate", the UWC Congress represented two days of celebration, challenging discussions and connecting and reconnecting with new and old friends, and the UWC mission and values.

The programme included more than 60 sessions along four thematic streams: Education, National Committees,

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 APRIL 2017

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Engagement & Outreach and Growth & Financial Sustainability. Participants reflected about the role of diversity and education in today's world, discussed key issues and questions UWC is facing today, including challenges and opportunities for the movement, and fed into relevant parts of the next UWC strategy.

*Plans for Future Periods*

An action plan for the next three to five years is being developed in line with the UWC Strategy for Beyond 2017. The action plan will detail areas of priority in the areas detailed in the strategy of Education, National Committees, Engagement and Outreach, Finance, Fundraising, Communications, Governance and Administration. Specific areas of focus will include:

- Development and roll-out of a leadership development programme in 2017 for talented teachers aspiring to become Deputy Heads and Heads over the next three years.
- Developing cooperation with the IB (International Baccalaureate Organisation).
- Continuing to implement the NC Fund to support national committees in the areas of capacity-building, fundraising and grant giving.
- The development of a centralised interim international selection process to be run by the Committee of the National Committees.
- The development and implementation of a coordinated approach across all schools/colleges and national committees.
- Ensuring a successful UWC Refugee Initiative programme in terms of funding and appropriate support.
- Increase the impact of UWC through conducting more short courses.
- Strengthening UWC's voice in international education discourse.
- Further developing UWCx and the UWC Hub.
- Developing and roll-out of a generational contract across UWC Schools and Colleges.
- Developing a financial model for UWC International.
- Initiate the recruitment process for a new Chair and Vice-Chair of the Board.



**DIRECTORS' REPORT**

**FOR THE YEAR ENDED 30 APRIL 2017**

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**Statutory and Financial Information**

***Activities***

The activities of the company did not change significantly during the year and all the activities reported in the financial statements are continuing activities.

***Results***

The financial results for the year are set out in the Statement of Financial Activities. Total income amounted to £4,727,000 compared with £2,958,000 in the previous year. Unrestricted income amounted to £2,354,000 (2016: £1,631,000) of which fees from schools and colleges amounted to £ 2,062,000 (2016: £1,504,000), a net increase of over 35% compared with 2015-2016, thanks to growth in the size of the movement and favourable exchange rate of the pound sterling.

Total expenditure including grants made was £3,812,000 compared with £2,750,000 in 2015-2016. Total expenditure from unrestricted funds totalled £1,836,000 (2016: £1,556,000) while expenditure from restricted funds was £1,976,000 (2016: £1,193,000).

Total funds increased by £1,237,000 (2016: increase of £31,000) to a total of £5,219,000 (2016: £3,982,000). This includes £518,000 surplus on unrestricted funds (2016: £75,000); £322,000 unrealised gains on investments for the year (2016: loss of £177,000); and £397,000 net surplus on restricted funds (2016: £133,000) due to expenditures on scholarship programmes and NC Fund to be incurred in the second half of 2017.

***Reserves***

At 30 April 2017, £1,954,000 was held in cash and cash equivalents, of which £317,000 was held in a special, interest-bearing reserve account. As of 30 April 2017, the company's reserve policy requires £459,000, representing three months of gross expenditure at the year end. In order to meet the requirements of the organisation moving forward, the board decided in October 2017 to increase the level of reserves to six months of gross expenditure, equivalent to £918,000. After the conclusion of the financial year, it is the intention of UWC International to transfer £601,000 into the reserve account to meet our revised reserve policy requirements.

***Finance & Audit Committee***

The company's Articles of Association stipulate that an Audit Committee needs to be in place. The Auditors communicate with the Committee about their annual audit of the company and about any matters arising from their audit in respect of the company's financial controls and procedures.

***Risk Management***

The major risks to which the company is exposed have been identified by the Directors and are kept under regular review. The four principal risks are:

1. **Operational/People:** The UWC movement's relies heavily on a network of volunteers. The current growth of the UWC movement is placing additional pressure on the volunteer network and the Directors are currently actively seeking to strengthen the support systems for those volunteers by allocating available funds. However, with the creation of the NC Fund new mechanisms and resources have been put forward to support the work of volunteers.
2. **Governance/Regulatory:** as a federated movement of legally and financially independent constituents, the Board gives great priority to strengthening the governance models that govern the entire movement, as well as establishing best practice in areas such as governance, child protection, health and safety, and financial/legal compliance.
3. **Management/Strategic:** given the wide-spread nature of the UWC movement, having the right management, personnel and clear strategies in place is essential to mitigate above risks, and therefore this continues to be an important focus of the Directors.

**DIRECTORS' REPORT**

**FOR THE YEAR ENDED 30 APRIL 2017**

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4. **Financial/Funding:** UWC has been putting a strong focus on enhancing the financial sustainability of the entire movement, not only in terms of income generation, but also in terms of cost controls and ensuring socio-economic diversity of our student body. A process of collection, analysis and dissemination of schools and colleges' financial data has begun in the financial year 2016-2017 in order to start providing financial and operational benchmarks to our constituents, for their own internal planning purposes.

Other risks recognised are reputational risks and technology/information's risks. A risk manager (the Executive Director) manages the mitigation of risk.

In light of the uncertainty surrounding Brexit, exchange rates fluctuations have been identified as a major risk for the organization in the next few years. While these fluctuations have been largely in UWC's favour for the financial year 2016-2017, mitigation measures have been put in place in the form of shorter accounts receivables and payable dates. A cash-flow forecast process for the year 2017-2018 has been put in place to also monitor and minimise the impact of currency fluctuations. As income is largely determined by factors independent from EU politics and economy, the Directors believe there is no immediate risk to UWC International beyond the risks already considered.

The company does not actively use financial instruments as part of its financial risk management. It is exposed to the usual credit risk and cash flow risk associated with operations and manages this through credit control procedures. The nature of its financial instruments means that they are not subject to material price risk or liquidity risk.

***Management of Investments***

Pursuant to the company's Memorandum of Association, management of investments, including cash deposits, is delegated to experienced investment managers on a discretionary basis. The delegation arrangements and investment policy are reviewed annually.

***Pay Grade System***

The company has established a clear policy on salary development, which will be considered on an annual basis after a performance review. The entire system is benchmarked against the Central London not-for-profit market and is reviewed by management on a regular basis. In February 2016, the International Board approved a review and standardisation of staff contracts which resulted in the number of working hours increasing from 35 to 38.5 per week, with a commensurate 10% increase in staff remuneration, effective from 1 May 2017.

***Directors' Interests***

Chairpersons and principals of the governing bodies of the 17 UWC schools and colleges are members of the company and three school and college chairpersons and two principals serve as Directors; chairpersons or other officers of national committees may also be appointed as company members or elected as Directors. Grants, donations and financial support are provided by the company to UWC schools and colleges and national committees in which these Directors may have an interest, although not a financial interest; the principals are employees of their schools and colleges but the Directors are confident that this does not represent a conflict of interest.

**DIRECTORS' REPORT**

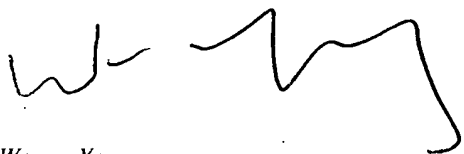
**FOR THE YEAR ENDED 30 APRIL 2017**

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***Information made available to auditors***

Each of the Directors has confirmed that so far as they are aware, each Director has no relevant audit information of which the company's auditors are unaware and that they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

On behalf of the Board,

A handwritten signature in black ink, appearing to be 'Wayne Yang', written over a horizontal line.

*Wayne Yang*  
*Treasurer*

29/10/2017

**DIRECTORS' REPORT**

**FOR THE YEAR ENDED 30 APRIL 2017**

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**Statement of Directors' Responsibilities**

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Directors are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# THE UNITED WORLD COLLEGES (INTERNATIONAL)

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE UNITED WORLD COLLEGES (INTERNATIONAL)

FOR THE YEAR ENDED 30 APRIL 2017

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We have audited the financial statements of The United World Colleges (International) for the year ended 30 April 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 April 2017 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE  
UNITED WORLD COLLEGES (INTERNATIONAL)

FOR THE YEAR ENDED 30 APRIL 2017

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- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to [prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report incorporating the Strategic Report.



Murtaza Jessa (Senior statutory auditor)  
for and on behalf of Haysmacintyre, Statutory Auditor

26 Red Lion Square  
London  
WC1R 4AG

29/10/2017.

**THE UNITED WORLD COLLEGES (INTERNATIONAL)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating and Income and Expenditure account)

**FOR THE YEAR ENDED 30 APRIL 2017**

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2017 £'000	Total 2016 £'000
<b>Income from:</b>						
<b>Donations and legacies</b>						
Fees from schools and colleges	1	2,062	319	-	2,381	1,504
Grants and donations	2	8	2,019	-	2,027	1,302
<b>Investment income</b>						
Interest and investment income	3	245	35	-	280	141
<b>Other income</b>		39	-	-	39	11
<b>Total income</b>		<b>2,354</b>	<b>2,373</b>	<b>-</b>	<b>4,727</b>	<b>2,958</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Fundraising costs	4	302	-	-	302	277
<b>Charitable activities</b>						
Grants towards scholarships and other disbursements	5	114	1,953	-	2,067	1,273
Communications and publications	6	376	-	-	376	203
Services to national committees, schools and colleges	7	486	23	-	509	428
Strategy and development	8	558	-	-	558	569
<b>Total expenditure</b>		<b>1,836</b>	<b>1,976</b>	<b>-</b>	<b>3,812</b>	<b>2,750</b>
<b>Net income before other recognised gains and losses</b>		<b>518</b>	<b>397</b>	<b>-</b>	<b>915</b>	<b>208</b>
Transfers between funds		(9)	9	-	-	-
Unrealised gains on investment assets	10	-	-	322	322	(177)
<b>Net income</b>		<b>509</b>	<b>397</b>	<b>322</b>	<b>1,237</b>	<b>31</b>
<b>Net movement in funds</b>		<b>509</b>	<b>406</b>	<b>322</b>	<b>1,237</b>	<b>31</b>
<b>Total funds brought forward</b>	22	<b>852</b>	<b>394</b>	<b>2,736</b>	<b>3,982</b>	<b>3,951</b>
<b>Total funds carried forward</b>	19	<b>1,361</b>	<b>800</b>	<b>3,058</b>	<b>5,219</b>	<b>3,982</b>

The notes form part of these financial statements. Details of comparative figures by fund are given in note 22.

THE UNITED WORLD COLLEGES (INTERNATIONAL)

BALANCE SHEET

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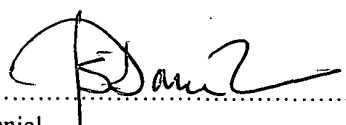
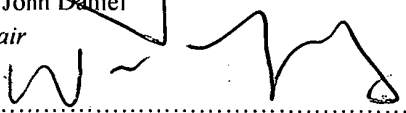
AT 30 APRIL 2017

		2017		2016	
	Note	£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible fixed assets	9		25		27
Investment fixed assets	10		3,058		2,736
<b>Current assets</b>					
Debtors	11	574		184	
Cash at bank, and in hand	12	1,954		1,315	
		<u>2,528</u>		<u>1,499</u>	
<b>Creditors (amounts falling due within one year)</b>	13	<u>(392)</u>		<u>(280)</u>	
<b>Net current assets</b>			2,136		1,219
<b>Net assets</b>			<u>5,219</u>		<u>3,982</u>
<b>Unrestricted funds</b>	19		1,361		852
<b>Restricted funds</b>	19		800		394
<b>Endowment funds</b>	10		3,058		2,736
			<u>5,219</u>		<u>3,982</u>

The notes form part of these financial statements.

The financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved and authorised for issue by The Board of Trustees on 29 October 2017 and were signed below on its behalf by:

  
 .....  
 Sir John Daniel  
 Chair  
  
 .....  
 Wayne Yang  
 Treasurer



THE UNITED WORLD COLLEGES (INTERNATIONAL)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 APRIL 2017

	2017	2016
	£'000	£'000
<b>Cashflow from operating activities:</b>		
<i>Net cash provided by (used in) operating activities</i>	372	168
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	280	141
Purchase of property, plant and equipment	(13)	(17)
<i>Net cash provided by (used) in investing activities</i>	267	124
<b>Change in cash and cash equivalents in the reporting period</b>	639	292
<b>Cash and cash equivalents at the beginning of reporting period</b>	1,315	1,023
<b>Cash and cash equivalents at the end of reporting period</b>	1,954	1,315
<b>RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	1,237	31
<i>Adjustments for:</i>		
Depreciation charges	15	15
(Gains)/losses on investments	(322)	177
Dividends, interest and rents from investments	(280)	(141)
Increase in debtors	(390)	(61)
Increase/(decrease) in creditors	112	147
<b>Net cash provided by/(used) in operating activities</b>	372	168
<b>ANALYSIS OF CASH AND CASH EQUIVALENTS</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Cash in hand	1,954	1,315
<b>Total cash and cash equivalents</b>	1,954	1,315

THE UNITED WORLD COLLEGES (INTERNATIONAL)

STATEMENT OF FUNDS

FOR THE YEAR ENDED 30 APRIL 2017

	At 1 May 2016 £'000	Income £'000	Expenditure £'000	Unrealised losses on investment assets £'000	Transfers and other movements £'000	At 30 April 2017 £'000
<b>Unrestricted Funds</b>						
General Fund (see note 19)	779	2,321	(1,672)	-	(67)	1,361
Designated fund						
Special projects	23	-	(23)	-	-	-
UWC Congress	50	33	(141)	-	58	-
<b>Total Unrestricted Funds</b>	<b>852</b>	<b>2,354</b>	<b>(1,836)</b>	<b>-</b>	<b>(9)</b>	<b>1,361</b>
<b>Restricted Funds</b>						
Scholarship Funds						
Velux Scholarship Fund	176	191	(289)	-	-	78
Andresen/UWC Scholarship Fund	59	22	(14)	-	-	67
Kelly Income Fund	9	2	-	-	-	11
HM Queen Noor Fund	12	-	-	-	-	12
International Scholarship Fund	22	6	-	-	-	28
Mountbatten Income Fund	18	5	-	-	-	23
Sudan Scholarship Support Fund	9	-	(1)	-	-	8
Haggar Scholarship Fund	6	-	(6)	-	-	-
Gildred Income Fund	6	2	-	-	-	8
United X Fund	8	1	(4)	-	-	5
MECT Scholarship Fund	-	393	(393)	-	-	-
Aman Foundation Scholarship Fund	61	552	(407)	-	-	206
Mohn Scholarship Fund	-	19	(18)	-	-	1
Horizon Scholarship Fund	-	357	(323)	-	-	34
100 Lives Scholarship Fund	-	242	(251)	-	9	-
Refugee Initiative Scholarship Fund	-	9	-	-	-	9
Other Funds	2	-	-	-	-	2
	<b>388</b>	<b>1,801</b>	<b>(1,706)</b>	<b>-</b>	<b>9</b>	<b>492</b>
Project Funds						
Gourlay Fund	3	-	-	-	-	3
NC Fund	-	320	(24)	-	-	296
	<b>3</b>	<b>320</b>	<b>(24)</b>	<b>-</b>	<b>-</b>	<b>299</b>
Other Restricted Funds						
Donations for schools & colleges	-	251	(246)	-	-	5
Donations for nat. committees	3	1	-	-	-	4
Other Funds	-	-	-	-	-	-
	<b>3</b>	<b>252</b>	<b>(246)</b>	<b>-</b>	<b>-</b>	<b>9</b>
<b>Total Restricted Funds</b>	<b>394</b>	<b>2,373</b>	<b>(1,976)</b>	<b>-</b>	<b>9</b>	<b>800</b>

**THE UNITED WORLD COLLEGES (INTERNATIONAL)**

**STATEMENT OF FUNDS**

**FOR THE YEAR ENDED 30 APRIL 2017**

**Endowment Funds**

UWCI Endowment Fund	1,999	-	-	235	-	<b>2,233</b>
Andresen/UWC Scholarship Fund	461	-	-	54	-	<b>515</b>
Mountbatten Fund	96	-	-	11	-	<b>107</b>
UWCI Scholarship Fund	99	-	-	12	-	<b>111</b>
Gildred Fund	34	-	-	4	-	<b>38</b>
Kelly Fund	48	-	-	6	-	<b>54</b>
<b>Total Endowment Funds</b>	<b>2,736</b>	<b>-</b>	<b>-</b>	<b>322</b>	<b>-</b>	<b>3,058</b>
	<b>3,982</b>	<b>4,727</b>	<b>(3,812)</b>	<b>322</b>	<b>-</b>	<b>5,219</b>

ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 APRIL 2017

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The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

***Basis of preparation***

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

***Preparation of accounts on a going concern basis***

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives trustees confidence the charity remains a going concern for the foreseeable future.

***Income and expenditure account***

To satisfy the requirements of the Companies Act 2006, an income and expenditure account has been incorporated in the Statement of Financial Activities (SOFA).

***Income***

Dentations and legacies are included in full in the SOFA when receipt is probable.

Revenue grants are credited to the SOFA when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the company's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the company can meet such conditions the income is deferred.

Other income in relation to sale of services is recognized in the year where the services are delivered.

***Expenditure***

All expenditure is recognised in the SOFA. Expenditure is recognised on an accruals basis and is categorised and aggregated under headings which reflect the nature of the expenditure and the activities of the company.

Expenditure which cannot be attributed directly to a single heading is apportioned and allocated on a basis which reflects the use of the resources the expenditure represents. In most instances, apportionment is by reference to head-count and employment costs; in other cases apportionment is related to the specific objectives and outcomes of the expenditure.

Expenditure includes attributable VAT which cannot be recovered.

***Transactions in foreign currencies***

Transactions denominated in foreign currencies are translated into sterling at the exchange rate prevailing at or about the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated at the rates ruling at that date. Translation differences are dealt with in the SOFA.

ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 APRIL 2017

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***Taxation***

The company is a charity within the meaning of Paragraph 1, Schedule 6 of the Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income within categories covered by Chapter 3 of Part II of the Corporation Tax Act 2010, to the extent that such income is applied exclusively to charitable purposes. No tax charge arose in the period.

***Tangible fixed assets***

Tangible fixed assets are stated at cost less provision for depreciation. Assets costing more than £1,000 are capitalised.

Depreciation is provided on cost in equal annual instalments over the estimated useful economic lives of the assets. The rates of depreciation are:

Office furniture and equipment	20%
Computer equipment and software	33%

***Investments***

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Investments held as fixed assets are stated at market value at the balance sheet date.

Net gains and losses arising on revaluations and disposals are recognised in the SOFA.

***Debtors***

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

***Cash at bank and in hand***

Cash at bank and cash in hand includes cash and short term highly liquid investments.

***Creditors and provisions***

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

***Operating Leases***

Operating lease rentals are charged in the SOFA on a straight line basis over the year of the lease.

***Funds accounting***

Funds held by the company are:

- *Unrestricted general funds* are funds which may be expended in the furtherance of the objects of the company at the discretion of the Directors.
- *Designated funds* are unrestricted general funds which have been identified by the Directors for specific purposes.
- *Restricted funds* are funds subject to specific trusts or undertakings and may only be used for particular purposes consistent with those trusts or undertakings. Restrictions may arise, for example, when specified by a donor or when funds are being raised and a particular purpose is stated.
- *Endowment funds* are restricted funds where the assets of the fund are required to be invested and only the resulting income may be expended in support of the purposes.

Further information about the aim and use of the company's funds is contained in the Statement of Funds.

***Employee benefits***

**Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

**Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

**Pension scheme**

The charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

**THE UNITED WORLD COLLEGES (INTERNATIONAL)**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30 APRIL 2017**

<b>1</b>	<b>Annual fees of schools and colleges:</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total 2017</b>	<b>Total 2016</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	UWC Atlantic College	172	45	-	217	194
	UWC South East Asia College	632	2	-	634	431
	UWC Pearson College	112	14	-	126	69
	Waterford KaMhlaba UWC of Southern Africa	47	16	-	63	28
	UWC of the USA	169	34	-	203	153
	UWC of the Adriatic	73	21	-	94	58
	Li Po Chun UWC of Hong Kong	129	24	-	153	89
	UWC Red Cross Nordic College	102	14	-	116	79
	Mahindra UWC of India	49	29	-	78	34
	UWC Costa Rica	58	44	-	102	37
	UWC Mostar College	22	13	-	35	16
	UWC Maastricht	112	20	-	132	76
	UWC Robert Bosch	100	6	-	106	54
	UWC Dilijan	87	26	-	113	63
	UWC Changshu	143	11	-	154	82
	New Applications	55	-	-	55	40
		<b>2,062</b>	<b>319</b>	<b>-</b>	<b>2,381</b>	<b>1,504</b>

The basic formula for calculating Annual Fees is 1.9% of the audited expenditure of each existing school or college, with a variant in the formula for the schools with students below the IB Diploma or equivalent years.

<b>2</b>	<b>Grants and donations receivable</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total 2016</b>	<b>Total 2016</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<i>toward scholarships</i>					
	Int'l Scholarship Fund	-	1	-	1	2
	MECT Scholarship Fund	-	393	-	393	400
	Sudan - Haggard Ltd UWC Scholarship Fund	-	-	-	-	20
	Velux Scholarship Fund	-	191	-	191	237
	UWC Aman Partnership Fund	-	553	-	553	417
	United X Polish Alumni Fund	-	1	-	1	6
	Mohn UWC Scholarship Fund	-	19	-	19	18
	Scholae Mundi Foundation (CIO)	-	242	-	242	-
	100 LIVES	-	-	-	-	-
	UWC Refugee Scholarship Fund	-	9	-	9	-
	Horizon Foundation	-	357	-	357	-
	Giulio Regeni Scholarships	-	5	-	5	-
	Other Scholarship Funds	-	1	-	1	5
	<i>for other purposes</i>					
	Donations for schools & colleges	-	246	-	246	185
	Donations for national committees	2	1	-	3	7
	General fund	6	-	-	6	5
		<b>8</b>	<b>2,019</b>	<b>-</b>	<b>2,027</b>	<b>1,312</b>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

<b>3</b>	<b>Interest and investment income</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
	Dividends and investment distributions	96	35	-	131	112
	Deposit fund and bank interest	149	-	-	149	29
		<b>245</b>	<b>35</b>	<b>-</b>	<b>280</b>	<b>141</b>
<b>4</b>	<b>Fundraising Costs</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
	Staff costs	95	-	-	95	74
	Other allocated Costs	45	-	-	45	29
	Direct costs	162	-	-	162	174
		<b>302</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>277</b>
<b>5</b>	<b>Grants and Donations disbursed:</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
	Scholarship Grants	22	1,706	-	1,728	999
	Donations to schools and colleges	1	247	-	248	191
	Staff Costs	62	-	-	62	61
	Other allocated costs	29	-	-	29	23
		<b>114</b>	<b>1,953</b>	<b>-</b>	<b>2,067</b>	<b>1,273</b>
<b>6</b>	<b>Communications and Publications</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
	Staff costs	178	-	-	178	95
	Other allocated costs	82	-	-	82	36
	Design and production	28	-	-	28	21
	Distribution	4	-	-	4	13
	Website and database development	70	-	-	70	35
	Other direct costs	14	-	-	14	3
		<b>376</b>	<b>-</b>	<b>-</b>	<b>376</b>	<b>203</b>
<b>7</b>	<b>Services to national committee, schools and colleges:</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
	Staff costs	243	-	-	243	203
	Non-staff allocated costs	112	-	-	112	75
	Regional meetings	33	-	-	33	55
	Training & Development	53	-	-	53	82
	Other	45	23	-	68	11
		<b>486</b>	<b>23</b>	<b>-</b>	<b>509</b>	<b>428</b>



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

8	Strategy and development	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2017 £'000	Total 2016 £'000
	Cost of meetings and Directors' expenses reimbursements	64	-	-	64	7
	Other direct costs	5	-	-	5	171
	Governance costs	13	-	-	13	51
	UWC Congress costs	141	-	-	141	3
	Staff costs	229	-	-	229	243
	Other allocated costs	106	-	-	106	93
		<b>558</b>	<b>-</b>	<b>-</b>	<b>558</b>	<b>569</b>

9	Tangible fixed assets	Furniture & Fixtures £'000	Equipment £'000	IT Hardware £'000	Data Systems £'000	Total £'000
	<i>Cost</i>					
	At 1 May 2016	78	5	71	84	238
	Additions	3	-	10	-	13
	At 30 April 2017	<b>81</b>	<b>5</b>	<b>81</b>	<b>84</b>	<b>251</b>
	<i>Accumulated depreciation</i>					
	At 1 May 2016	(74)	(5)	(49)	(83)	(211)
	Depreciation for the year	(2)	(-)	(12)	(1)	(15)
	At 30 April 2017	<b>(76)</b>	<b>(5)</b>	<b>(61)</b>	<b>(84)</b>	<b>(226)</b>
	<i>Net book value</i>					
	At 1 May 2016	4	-	22	1	27
	At 30 April 2017	<b>5</b>	<b>-</b>	<b>20</b>	<b>-</b>	<b>25</b>

<b>10</b>	<b>Investments</b>	<b>£'000</b>
	Carrying value (market value) as at 1 May 2016	2,736
	Net gains on revaluation	322
	<b>Carrying value (market value) as at 30 April 2017</b>	<b>3,058</b>

Schroder Charity Multi-Asset Fund	Units	£'000
UWCI Office Endowment Fund	4,017,601	2,233
Andresen/UWC Norway Scholarship Fund	926,629	515
UWCI Scholarship Endowment Fund	200,049	107
Mountbatten Scholarship Endowment Fund	192,161	111
Gildred Capital Fund	96,835	54
Kelly Capital Fund	67,805	38
	<b>5,501,080</b>	<b>3,058</b>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

<b>11 Debtors and prepayments</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Due from Colleges	264	123
Other debtors	274	50
Prepayments	36	11
	<b>574</b>	<b>184</b>

<b>12 Cash on deposit, at bank and in hand</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Interest bearing accounts at banks	1,952	1,313
Cash in hand	2	2
	<b>1,954</b>	<b>1,315</b>

<b>13 Creditors</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Trade and other creditors	394	167
Taxation and social security	2	15
Grants payable to schools and colleges	1	-
Accruals	40	97
	<b>392</b>	<b>280</b>

- 14 Indemnity Insurance**  
Indemnity insurance on behalf of the Directors has been embedded in a Comprehensive Charity Insurance which the company has purchased.

**15 Directors remuneration and reimbursed expenses:**

Directors do not receive remuneration but they are entitled to reimbursement of expenses in connection with the company's activities.

During the year seven Directors (including the Chair) received £13,507.84 by way of reimbursement of expenses (2016: five Directors and £12,848) and three Directors received £19,383.59 by way of expenses paid for by the company (2016: £32,148). All expenses related to travel and accommodation. No donations were received from Trustees for the year (2016: £7,882).

<b>16 Staff costs and number:</b>	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
<b>Aggregate payroll costs were as follows</b>		
- salaries	747	619
- social security costs	66	51
- pension contributions	10	6
- taxable benefits	2	-
	<b>825</b>	<b>676</b>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

The company contributes to employees' individual pension schemes and has auto-enrolled its staff to a pension scheme from 1<sup>st</sup> January, as required. The cost of contributions by the company to the scheme during the year is shown above.

Three employee earning in excess of £60,000 received pension contributions of £3,683 during the year (2016: two employees and £4,486). Termination payments were made for a total of £30,000 (2016: no payments were made).

	2017	2016
The average number of persons employed by the company during the year was:	20	16

The number of employees earning in excess of £60,000 in gross remuneration during the year was:

£140,000-£149,999	1	-
£130,000-£139,999	-	1
£70,000-£79,999	2	-
£60,000-£69,999	-	2

Total remuneration for key management personnel for the year was £430,284 (2016: £323,236).  
Key management personnel include the Trustees, who are all volunteers.

**17 Net income/(expenditure) for the period:**

	2017 £'000	2016 £'000
This is stated after charging:		
- operating lease rentals of land and buildings	110	64
- operating lease rentals of equipment	13	6
- depreciation	15	15
- auditors' remuneration	16	12

**18 Lease commitments**

	2017		2016	
	Land and Buildings	Other	Land and Buildings	Other
	£'000	£'000	£'000	£'000
Operating leases are:				
- leases expiring in the first year, inclusive	105	3	105	2
- leases expiring in the second to fifth years, inclusive	104	10	209	10
	<b>209</b>	<b>13</b>	<b>314</b>	<b>12</b>

**Analysis of net assets by fund category:**

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

19

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total £'000
Funds at 30 April 2017				
Represented by:				
Tangible fixed assets	25	-	-	25
Investment fixed assets	-	-	3,058	3,058
Net current assets	1,345	791	0	2,136
	<b>1,370</b>	<b>791</b>	<b>3,058</b>	<b>5,219</b>

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total £'000
Funds at 30 April 2016				
Represented by:				
Tangible fixed assets	27	-	-	27
Investment fixed assets	-	-	2,736	2,736
Net current assets	825	394	-	1,219
	<b>852</b>	<b>394</b>	<b>2,736</b>	<b>3,982</b>

**Unrestricted Funds**

Unrestricted funds may be applied at the discretion of the Directors in furtherance of the objects of the company. The General Fund is available to finance the day-to-day operations of the company.

At present there is one designated fund. The Special Projects fund holds monies available for special projects. There were no expenses generated during the year 2015-2016.

**Restricted Funds**

Restricted funds are subject to trusts or undertakings and may be used only for purposes consistent with those trusts or undertakings. Restricted funds are classified in the Statement of Funds according to their principal purposes. The scholarship funds hold monies to be disbursed to schools and colleges as scholarship awards. In the case of endowed scholarship funds, the monies held are the investment earnings on the capital of the related scholarship endowment funds. All other scholarship funds hold donated monies.

The UWC International Scholarship Fund, Mountbatten Scholarship Fund and Gildred Scholarship Fund hold both investment income and donated monies, and can be used for scholarship awards at the discretion of the Directors. The Kelly Scholarship Fund meets the needs of students from the Bahamas and can be used at the discretion of the Bahamas National Committee. The Andresen/UWC Norway Scholarship Fund generates income towards scholarships for students from low income and/or conflict-ridden countries, and is disbursed at the discretion of the International Office subject to approval of the donors.

The principal donated funds that are currently active are the MECT Fund, which funds scholarships at UWC-USA; the Velux Scholarship Fund, which funds students from marginalised communities in central and eastern European countries through its Young Change Makers programme; the Aman Foundation Scholarship Fund, which funds Pakistani students; the Sudan Scholarship Support Fund, which meets the needs of students from Sudan and South Sudan; the Weickart Fund, which funds students from Germany; HM Queen Noor Fund, which holds scholarship monies that can be disbursed at the discretion of the Directors; the Ahmad Magdy Fund, which funds a scholarship for UWC Maastricht; and the United X Fund, which funds students from Poland. The Prince of Wales' International Scholarships Fund has made

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

a last contribution towards scholarships and will now be closed.

Project funds hold donated monies towards the costs of specific projects. The Gourlay Fund is available to meet emergency needs of national committees and UWC students and alumni, and the UWC Forum finances periodic thematic gatherings and fundraising events for alumni.

**Endowment Funds**

The company owns, and is the beneficiary of, the UWC International Endowment Fund. The capital of the fund may not be expended. The investment earnings on the capital are transferred to the General Fund and are utilised to finance day-to-day operations. The company's other endowment funds are the scholarship endowment funds. The capital may not be used and the investment earnings are credited to the related scholarship income funds, as mentioned above.

**Dormant funds**

Funds on which no movement has occurred for a period of one year or longer are reviewed to determine whether or not they could have become dormant. No funds were considered dormant at 30 April 2017.

**20 Information about allocated costs**

			2017 £'000	2016 £'000
<b>Allocated costs</b>				
<b>Payroll costs</b>			808	676
<b>Other costs</b>				
Rent			115	64
Other premises costs			27	27
Computer and equipment costs			37	21
Telephone, post and other communication costs			27	18
Recruitment and other staff cost			66	9
Other management and admin costs			101	117
			<b>1,181</b>	<b>932</b>
	<b>Staff costs</b>	<b>Other costs</b>	<b>Total</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>2017</b>	<b>2016</b>
<b>Allocation</b>			<b>£'000</b>	<b>£'000</b>
Fundraising	95	44	140	103
Grants and donations	62	29	90	83
Communications and publications	178	82	261	131
Services to national committees, schools and colleges	243	112	355	278
Strategy and development	229	106	335	337
	<b>808</b>	<b>373</b>	<b>1,181</b>	<b>932</b>

The basis of cost allocations is staff time, applied to overhead costs across all activities.

**21 Business names**

The company carries on business in its own name and other names which include "UWC", "UWC Int.", "UWCIO", and "UWCI".

None of the names is registered whether in the United Kingdom or elsewhere.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2017

## 22 Activities by Fund in Previous Year

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2016 £'000
<b>Income from:</b>				
<b>Donations and legacies</b>				
Fees from schools and colleges	1,504	-	-	1,504
Grants and donations	5	1,297	-	1,302
<b>Investment income</b>				
Interest and investment income	110	30	-	141
<b>Other Income</b>	11	-	-	11
<b>Total income</b>	<u>1,631</u>	<u>1,327</u>	<u>-</u>	<u>2,958</u>
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Fundraising costs	277	-	-	277
<b>Charitable activities</b>				
Grants towards scholarships and other disbursements	83	1,189	-	1,273
Communications and publications	203	-	-	203
Service to National Committees, Schools and Colleges	424	4	-	428
Strategy and development	569	-	-	569
<b>Total expenditure</b>	<u>1,556</u>	<u>1,193</u>	<u>-</u>	<u>2,750</u>
<b>Net income/(expenditure) before losses on investment assets</b>	75	133		208
Net losses on investment assets	-	-	(177)	(177)
Transfers between funds				
<b>Net movement in funds</b>	75	133	(177)	31
Total funds brought forward	777	261	2,913	3,951
<b>Total funds carried forward</b>	<u>852</u>	<u>394</u>	<u>2,736</u>	<u>3,982</u>