



University of  
Central Lancashire  
UCLan

# Financial Statements

For the year ended  
31 July 2024

Where opportunity creates success



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## Legal and Administrative Details

### Members of the Board

- D Taylor (resigned 31 October 2023)
- G Baldwin
- L Fitzgerald
- R Gurjee
- R Hext
- S Ion
- L Lloyd
- R Lowry
- A McCarthy
- L Norris
- M Tynan (resigned 27 November 2023)
- L Smith
- J Baldwin
- J Carter (from 9 November 2023)
- K Rehman (from 9 November 2023)
- F Rayment (from 9 November 2023)
- L Robinson (from 9 November 2023)
- R Frediani (from 15 January 2024)

### Professional Advisors

- Auditor - external: KPMG LLP
- Auditor - internal: RSM Risk Assurance Services LLP
- Tax advisor: Grant Thornton
- Banker: Lloyds Bank plc
- Insurance broker: AON Limited
- Solicitor: Shakespeare Martineau LLP



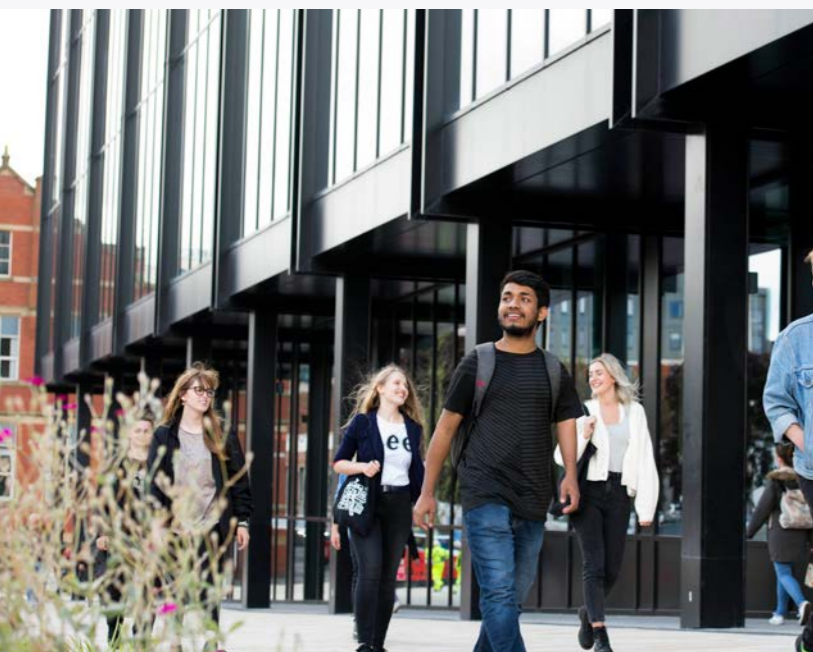
## Introduction

**The 2023/24 academic year was a challenging but transformative and ultimately successful period for the University of Central Lancashire. It was once again marked by significant achievement, strategic progress, and the successful navigation of the significant challenges faced by the wider UK higher education sector.**

The year again started with a considerable buzz on campus generated by the new and returning students who benefitted from a further enhanced Welcome Week and range of activities. The University and the Student Union worked particularly closely to provide support and experiences to commence the year effectively and the centrally coordinated academic school welcome sessions were well attended and once again appreciated. We recognised the celebration of student success by again hosting the Vice-Chancellors dinner with nearly 150 guests acknowledging graduation ceremonies and in particular recognising the awards of Honorary Doctorates and Honorary Fellows.

We consolidated the success of the 2023 National Student Survey (NSS), with results in the 2024 NSS again reflecting the University's commitment to delivering an exceptional student experience. The focus on high-quality teaching, strong academic support, and a nurturing learning environment was recognised by students, with the University receiving high satisfaction ratings across a range of categories. Notably, we excelled in areas such as learning resources, academic feedback, and student support services, demonstrating the University's dedication to ensuring student success. These results underscore the continued efforts to create an inclusive, supportive, and rewarding academic experience for all students. We remained in the top 50 of UK universities for overall positivity.

A major milestone of the year was the successful introduction of the University's new 10-school structure, a strategic move designed to reduce bureaucracy, enhance collaboration, streamline operations, and foster academic innovation.





This restructuring very much strengthened the University's ability to deliver high-quality education and research across its broad range of disciplines. The Deans appointed to lead each of the schools have played a key role in driving academic excellence, aligning their delivery with the University's strategic objectives, and enriching the student experience. In addition, the University saw a leadership change with the appointment of Professor Janice Allan as the new Pro Vice-Chancellor (Academic Leadership), following the departure of her predecessor to assume the role of Vice-Chancellor of the University of Wolverhampton. The latter was a source of great pride to the University as our departed colleague had worked at the University for over 20 years and evidenced that it was possible to progress to the most senior roles irrespective of individual background. There was also a leadership change at Board level where David Taylor stepped down after a nine year commitment as Chair of the Board. He was replaced by Dame Sue Ion, an existing member of the Board and the previous Chair of Resources Committee.



Beyond leadership changes, the University of Central Lancashire celebrated a series of achievements in both academic advancement and infrastructure development. One of the year's major successes was the successful delivery to the first cohort of students on the Veterinary Medicine programme, a further milestone in the University's expansion into high-demand professional fields. The establishment of Veterinary Medicine put the University into a unique position offering medicine, dentistry, pharmacy, optometry, veterinary medicine along with nursing and the allied health professions. This 'one health approach' is distinctive and provides benefits through both teaching and research. As the Veterinary programme has established and progressed, so too has the development of our new state-of-the-art Veterinary Medicine building, which is well underway and will soon provide world-class facilities for both students and researchers. This programme represents not only an academic success but also a strategic investment in the future of veterinary science and related disciplines in the UK.



Meanwhile, the University of Central Lancashire's Burnley campus also witnessed further progress, with a new building nearing completion that will support the continued growth of our presence in East Lancashire. The new facilities will provide a considerably enhanced capacity enabling new educational offerings and the expansion of opportunities for students in the region, further cementing the University's role as a key driver of economic and social development in the North West. The development was made possible due to close collaboration with the Local Council and the support of key stakeholders in Burnley. Close cooperation with our council partners was again a characteristic of the year. We continued to play a leading role as one of the members of the Preston Regeneration Board along with Preston City Council, Lancashire County Council and the Preston Partnership and continued to explore opportunities with Blackburn with Darwen Council. Other councils have supported our work including those in Cumbria where we have our Westlakes campus.



As alluded to at the beginning of this introduction, the year has been challenging for the university sector with considerable uncertainty and financial pressure from which we were not immune. Rising inflation and operating costs, combined with frozen tuition fees have significantly reduced the unit of resource creating an extremely challenging financial environment. This was further exacerbated by the changes the Government made to visa requirements for international students which resulted in a significant in-year drop in international student enrolments. Enrolments were down by approximately 35% at the University when compared with the previous year. This created both in-year financial challenges as well as a potential financial shortfall for future years. We acted quickly and made cost reductions both in-year and for future years, but this unfortunately meant undertaking a staff cost reduction exercise which completed on the 31st July. Such processes are regrettable and not undertaken without considerable consideration and understanding of the wider impact of such an exercise. However, it is also understood that without taking such action the problems will worsen in the future with bigger impact on students and staff. The multi-million pound savings enabled the University to set an approved budget for 2024/25 that will be manageable and cash generative, should student recruitment proceed to plan or at least within the contingency set. As a consequence of the recruitment challenges, the University has diversified its recruitment strategies and continued to

maintain a strong international presence with increasing emphasis on transnational education (TNE). However, we expect on-going challenges if a review of university funding isn't completed soon and we don't rule out the requirement for future cost reductions. The current financial circumstances for universities are probably as challenging as they have ever been and a large number of universities have been involved in cost cutting and are projected to report a financial deficit. Reports by the Office for Students and by PWC have presented analysis and evidence of the very real financial challenges that universities face.

An additional financial challenge is faced by universities, like the University of Central Lancashire, which offer the Teachers' Pension Scheme to academic staff members. The five-percentage point increase in the employer contribution to over 28% was unknown at the start of the financial and academic year and created a considerably increased financial burden. Despite these challenges the University of Central Lancashire achieved an operating financial outturn that was better than budget, cash generative and which would have been better than break-even without the restructuring costs incurred to enable staff cost reductions. This outcome again built on the financial discipline showed by the University in recent years and reflects on-going responsible financial stewardship.



The successful cost-reduction exercise, aimed at achieving the necessary financial savings was significantly facilitated by the new academic structure. The streamlined operations and removal of faculty administration helped to identify cost savings and the streamlined objectives, that closely align to the University's strategy, enabled savings to be more easily identified. Consequently, the required savings were realised while maintaining a strong operating performance again reflecting the University's commitment to prudent financial management and long-term sustainability. Despite external economic pressures, the University's sound financial governance enabled it to deliver an operating performance that ensured that the University remains resilient in the face of ongoing challenges.

In the research arena, The University continued to make strides, particularly in health and care sciences, environmental sustainability, and advanced manufacturing. The University's research continues to advance innovation that benefits industry, communities, and the environment. Strong industry partnerships

have been crucial in translating research into real-world applications, further contributing to the regional and national agenda for economic growth. The in-year development of a key strategic alliance with a major North West Manufacturer is a particularly good example of such activity, directly reflecting Government priorities for development and growth.

Looking ahead, the University of Central Lancashire remains focused on delivering an exceptional educational experience, advancing research excellence, and ensuring financial sustainability. With a strengthened leadership team, successful cost-management initiatives, strategic investments in infrastructure and agile responses to the uncertain times the University is positioned to weather the financial uncertainties in the coming years, continuing to deliver value to its students, staff, and the wider community while contributing to the regional economy and society at large.

**Dame Sue Ion**  
Pro-Chancellor and  
Chair of the Board

**Graham Baldwin**  
Vice-Chancellor



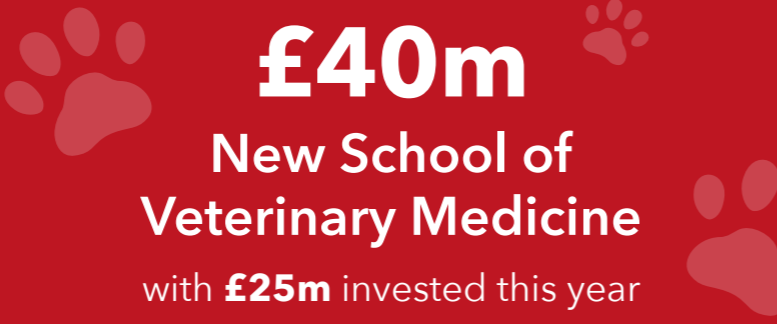
# Highlights of the Year



Opening of summergrove accommodation, at Westlakes Campus



**39,000+** students



**£40m**  
New School of Veterinary Medicine  
with **£25m** invested this year


**Opening 2025**  
Newtown Mill, Burnley

**550+** courses



**£15.7m**  
Research grant income

**Top 7%**  
of universities in the World  
Centre for World University Rankings 2024



**£4.3m**  
faster, smarter, and more reliable IT network



**240,000+** alumni



**3,000+** staff



**Over 120** partner insitutions worldwide



**£7.6m**  
spent on bursaries to support our students



Electricity cost reduced by **45%**

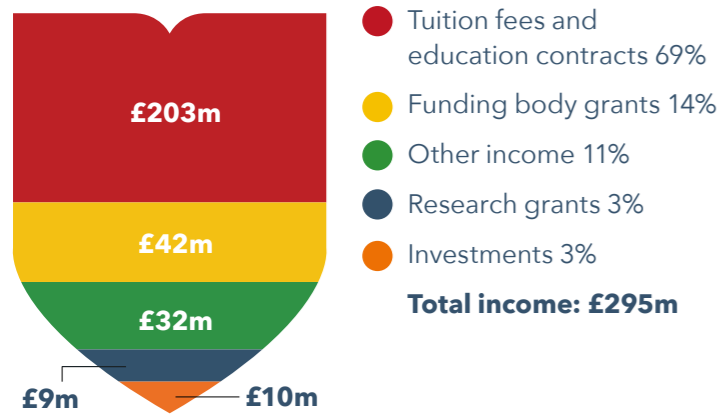


Gas cost reduced by **37%**

# Operating and Financial Review

The University has maintained strong financial performance during the year ended 31 July 2024, and continued to operate at a planned operating deficit of £3.9m (2023: deficit £5.9m). The small deficit also includes £10.5m of restructuring costs as the University ensures that its structure remains fit for purpose in a changing sector facing significant financial challenges.

## Income



Tuition fees and education contracts remain the most significant income stream for the University, accounting for 69.8% (2023: 70.5%) of all income. Overall tuition fee income has increased by £0.5m for the year and was £202.0m (2023: £201.5m). UK student fee income reduced by £4.4m to £113.3m (2023: £117.7m). The University has experienced falling income from UK students in recent years due to small reductions in student numbers compounded by no increases to tuition fees. International student income has fallen by £1.7m (2%) compared to the previous year. This is the product of the uncertainty generated by the change in government policy surrounding visa arrangements for students and graduates. Education contracts increased by £4.5m to £7.6m and £2.1m was received from non-credit bearing course fees in the period.

Recurring grant income from the Office for Students reduced by £1.1m (7.0%) and apprenticeship income grew by £0.6m (6.5%). Selective initiatives grew by £1.2m in the period.

Research grants and contracts, including grants from Research England, are £15.7m, down by £1.6m compared to 2023.

Other income reduced by £1.7m, this was driven by a fall in £4.2m of Education and knowledge exchange contracts whilst partially offset by an increase in other income of £1.2m. Investment income grew by £5.6m, £3.9m of this was due to a return on the LGPS pension asset held by the University. A further increase of £1.7m was due to improved interest rates on the significant cash and investment balances the University has at 31 July 2024 which were £92.0m (2023: £125.1m).

## Expenditure

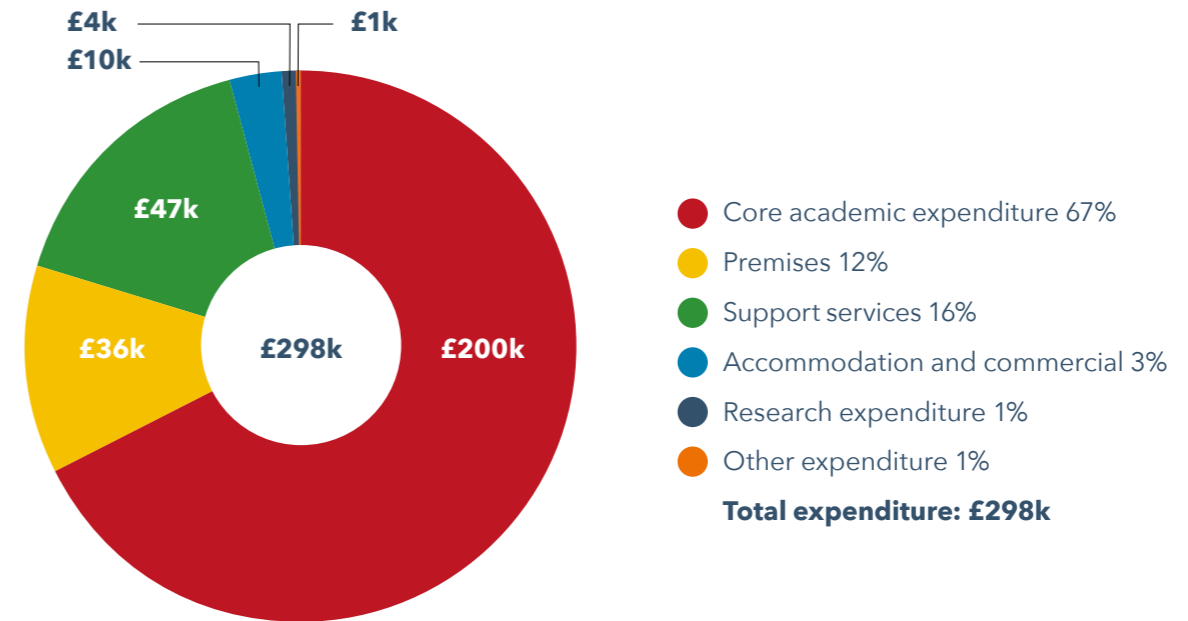
Total expenditure increased by £1.5m on last year. Staff costs increased by £5.9m, which included restructuring costs of £10.5m relating to the cost saving exercise implemented to reduce head count and streamline services. Depreciation costs also increasing by £1.2m as the University continues to invest in its Estate and infrastructure. Other operating expenses decreased by £5.1m along with a reduction of finance costs of £0.4m due to the Local Government Pension Scheme (LGPS) pension generating net interest income rather than a charge.

Within staff costs the salary costs were £146.8m (2023 £137.4m). Pension costs reduced by £3.4m to £22.8m; there had been a £4.5m reduction in service costs relating to the Local Government Pension Scheme driven by an increase in the associated discount factor. Restructuring costs were £10.5m compared to £4.7m in the prior year. Overall staff costs were 63.2% of income (2023: 62.0%). Staff numbers fell by 40 to 3,128 with 97 fewer full time equivalent staff in academic or academic support roles across the year.

Operating expenses have fallen by £5.1m within the year. A key factor has been a fall in utilities costs of £5.8m, the University has a range of energy reduction initiatives underway and is also changing the way in which it purchases energy, moving to a long-term hedging approach that will provide price stability and budget certainty.

Student bursaries and expenses decreased by £3.6m to £7.6m due to a reduction in student eligibility. International student recruitment costs also dropped significantly by £3.8m to £8.4m which, given the decline in Student fees is expected.

Depreciation costs increased primarily because of the continued investment in the UCLan Estate Masterplan as well as ongoing investments in training equipment and IT infrastructure. Total capital expenditure was £36.4m, £31.1m in fixed assets and £5.3m in intangible assets.



## Going Concern

The higher education sector continues to face significant challenges arising from changes and uncertainty in the external environment. The global political and economic landscape is marked by turbulence and shifting dynamics. The recent U.S. elections have set the tone for debates on democracy and international leadership, while the new UK government grapples with economic challenges and the post-Brexit reality. Global tariffs remain a contentious issue, with the U.S. and China locked in a strategic competition; China's responses to U.S. policies increasingly reflect its broader ambitions in trade and geopolitical influence. Europe is witnessing political shifts, including the rise of populist movements and recalibrations within the EU amid economic and energy crises exacerbated by the ongoing war in Ukraine. Meanwhile, the Middle East remains unstable, with renewed conflicts and power struggles drawing global attention. Together, these developments underscore an era of uncertainty and realignment on the world stage. The University continues to work on ensuring that its provision is aligned to the needs of students and employers, that it attracts and retains excellent employees and operates in a sustainable manner. The University's published strategic plan that runs from 2021-2028 is underpinned by six key priorities that add assurance to the going concern assessment. These are:

- Student Opportunity and Success
- Leading the Way in Modern Learning
- Our People Experience
- Real-world Research and Innovation
- Our Place in the World
- Future-proofing our University

Sound financial management is a key part of Priority 6 and the financial results showing continued cash generation demonstrate this.

The University carries out detailed analysis and scenario planning to provide assurance in the ability of the University to continue to operate as a going concern through an in-depth 2024/25 budget cycle, monthly management accounting reports and a quarterly forecasting cycle. The University also produces a detailed long-term financial model that is scenario tested and includes a monthly cash flow forecast. UCLan has significant cash reserves meaning that, if required, the significant downside scenarios tested would be withstood with balances remaining above the minimum levels agreed by the Board. The budget for 2024/25 anticipates that a small deficit will be incurred.

# Statement of Public Benefit

The University of Central Lancashire (UCLan) is an exempt charity under the terms of the Charities Act 2011. The Board of Governors is aware of its responsibilities as a charity to act for the public benefit across all of its activities and has had due regard to the latest version of the Charity Commission's public benefit guidance and that provided by the Office for Students Regulatory Framework for Higher Education in England.

The University continues to provide significant public benefit through a range of transformative initiatives.

We proudly welcomed the inaugural cohort to our new School of Veterinary Medicine, aimed at meeting the evolving needs of veterinary professionals. This addition places us among only eleven veterinary schools in the UK, with a cutting-edge, purpose-built facility due to open in 2025, further enhancing educational opportunities in the region.

Our success in social mobility, recognised in national rankings, supports broader access to higher education. The University's commitment to community and social causes is further demonstrated through its award-winning outreach programs, mental health advocacy, and lifesaving efforts by its students.

We also contribute to groundbreaking research, as evidenced by its pioneering work in cosmology and health sciences, while collaborations with the public and third sectors underscore its role in local regeneration and professional development.

Our role as an anchor institution within Preston and Lancashire we have a significant economic contribution locally and across the region. This contribution has further ripple effects throughout the wider UK economic, as expenditure flows through supply chains and staff expenditure effects. The key impacts can be summarised as:

Supply chain spending has tripled since 2013/14, supporting jobs locally and nationally with £82m spent on UK suppliers and £16M in Lancashire in 2022/23, and 7,000+ full-time equivalent jobs supported nationwide.

Employing 3,220 FTE staff, comprising 3% of Preston's workforce.

£300m added value to Lancashire's economy and £570m added value across the UK.



Moreover, our international recognition, entrepreneurial successes, and accolades in sustainability showcase our dedication to driving innovation and societal impact.

## First cohort of Veterinary Medicine students

We welcomed our first cohort of 78 veterinary medicine students to the country's newest vet school, marking the start of its five-year Bachelor Veterinary Medicine & Surgery (BVMS) degree programme. This innovative course, based at our Preston Campus, includes clinical placements from the first year and utilises advanced technology like Anatomage vet tables, ensuring students gain practical experience early on. The establishment of the vet school, supported by the wider university community and veterinary industry partners, addresses the high demand for veterinary education and provides a comprehensive, modern learning experience.

## Vet School construction

The refurbishment of Greenbank Building will become home to our first cohort of BVMS students, with a canine hydrotherapy treadmill, kennel facilities, simulated consultation areas, theatres, and teaching space. In addition, construction has commenced on the new 50,000-square-foot School of Veterinary Medicine, on the Preston campus. Expected to be completed by March 2025, the new building will feature state-of-the-art laboratories, simulated operating theatres, and diagnostic suites, supporting a range of undergraduate

and postgraduate programs. This landmark project will elevate our offer in veterinary education while contributing to sustainability and the local community.

## Increased student numbers for Medicine and Surgery

We were granted an additional 35 medical places by the UK Government for the academic year 2024-25. This increase is part of a broader initiative to address the shortage of healthcare professionals in the NHS and to support the NHS Long Term Workforce Plan. The increased number of places allows us to expand our medical education programme, and aligns with our ambition to grow student numbers and collaborate with partners to tackle health disparities in the North West and the recognised shortage of doctors.

## Dentistry extension

We are expanding our Dentistry Clinic at the Preston campus, making us the only university in the North West—and one of the few nationally—to have an on-campus dental clinic. The project, set for completion in May 2025, will double our dental teaching bays from 8 to 16, enhancing hands-on training for students and strengthening the reputation of our School of Medicine and Dentistry. This expansion will offer specialised services to the local community, featuring cutting-edge technologies like Zeiss dental operating microscopes and a Dental Cone Beam CT Scanner.

## Midwifery Suite

The Midwifery Suite, Greenbank Building, is a specialised teaching facility designed to train students in realistic clinical environments. Equipped with advanced tools, it features the SimMom, an adult high-fidelity birthing simulator that responds dynamically to clinical interventions, creating lifelike childbirth scenarios. Alongside, the Laerdal SimNewB offers high-level neonatal care simulations. The lab also includes two birthing hospital beds, life-size manikins, and a neonatal resuscitator, providing students with hands-on experience in managing both maternal and newborn care.

## University of Sanctuary

We've been officially recognised for our efforts in supporting people seeking sanctuary. During Refugee Week, we were awarded the prestigious University of Sanctuary status by the City of Sanctuary UK, highlighting our dedication to creating a welcoming environment for those in need. This recognition is a testament to its unwavering commitment to helping those in need and fostering a culture of welcome and inclusivity. This achievement underscores our dedication to widening participation and supporting forced migrants in their pursuit of higher education.

## LGBTQ+ project wins award

Our Creative Mental Health Framework won the top award in the 'Supporting Equity, Diversity, and Inclusion through Knowledge Exchange' category at the 2023 PraxisAuril KE Awards. Designed to improve the wellbeing of LGBTQ+ students, the Framework harnesses creativity to address mental health stigma through peer-to-peer training, dynamic activities, and partnerships with Tate Liverpool, Lancashire LGBT, and others. The program trained 300 LGBTQ+ students as Mental Health Ambassadors and produced Sky TV content with a potential reach of 8 million viewers. The initiative has led to a 60% increase in awareness of support services, and participants have showcased their experiences through art and performances.

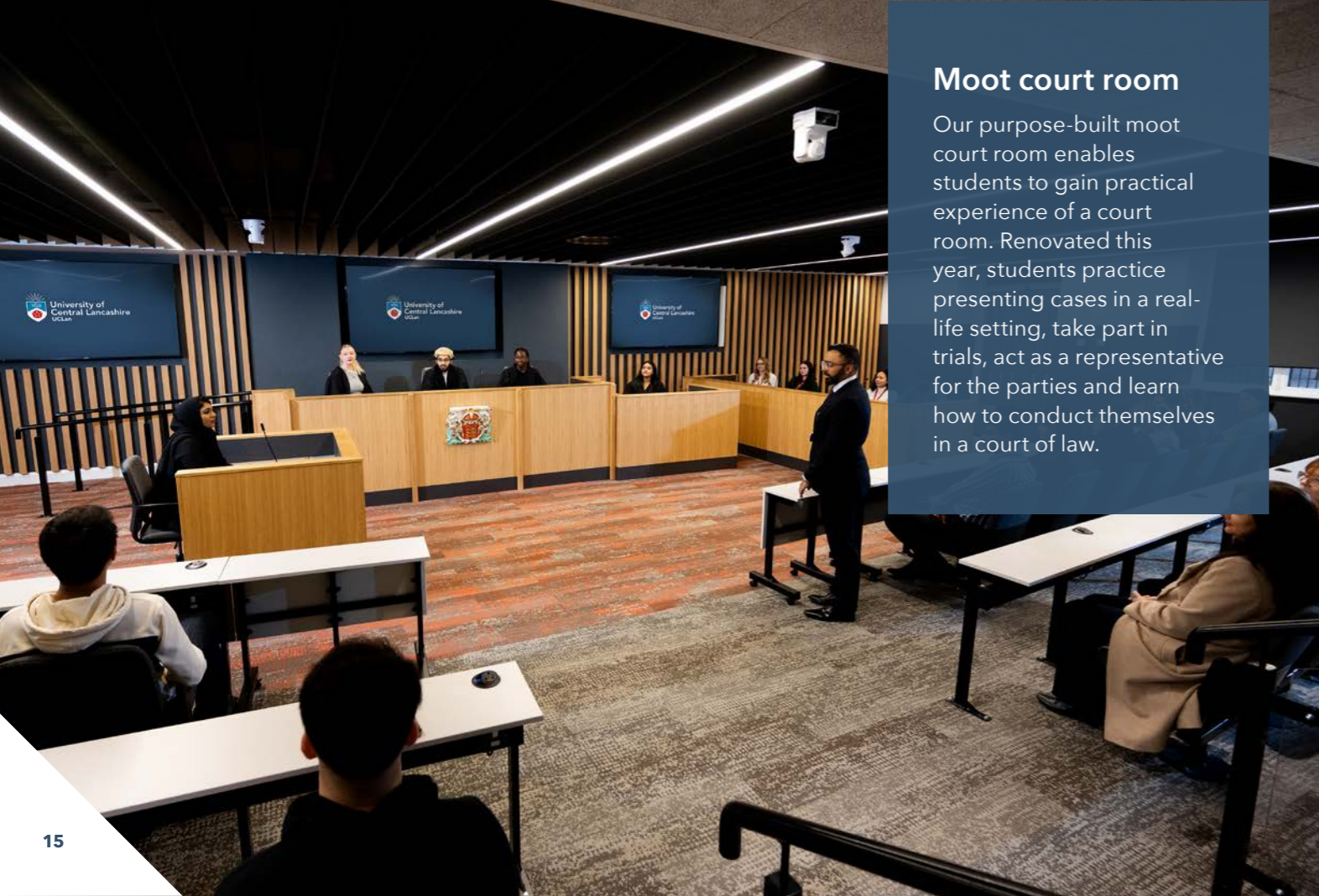
## Big Ring on the Sky

In a groundbreaking discovery, Alexia Lopez, PhD student, identified a second colossal structure in the remote universe, named the Big Ring on the Sky. This discovery adds to the growing list of ultra-large structures that challenge our current understanding of cosmology.



## Moot court room

Our purpose-built moot court room enables students to gain practical experience of a court room. Renovated this year, students practice presenting cases in a real-life setting, take part in trials, act as a representative for the parties and learn how to conduct themselves in a court of law.



## Memorial business start-up fund

We launched the Sarah Butterworth Enterprise Fund, established through a £50,000 donation by Sarah's husband, Dan Turnock, in memory of the UCLan graduate. Sarah, who earned an MA in Finance and Management in 2012, dreamed of starting her own business but passed away in 2021 at age 37. The fund will support up to 15 student start-up businesses annually, offering up to £1,000 per business, along with mentorship and business planning support. This legacy honours Sarah's entrepreneurial spirit and aims to inspire future UCLan students to pursue their business dreams.

## Our future

Over the coming years we will continue to be innovative and strive for excellence in everything we do. This applies especially to our teaching, our life-changing research and the outstanding support we provide which enables our students to realise their potential. By regularly reviewing our vision, mission, aspirations and strategic priorities,

we will continue to lead the way in modern learning and grow as an institution, remaining relevant and innovative in our ever-changing world.

Our Strategic Plan 2021-2028 sets out our ambitions for the next few years. Looking towards our 200-year anniversary in 2028, our priorities are many and varied. They include our unwavering focus on people, our innovative approach to teaching and learning and our ever-increasing reputation in research and its effect on society. Not forgetting our role as a civic university, our commitment to growing the regional economy, our continued focus on environmental and sustainability agendas and our developing status as a global institution.

As always, our students will be at the heart of everything we do. They can be assured that, during their time with us, they will gain the knowledge and skills to achieve their ambitions and the passion and confidence to shape their future.



# Corporate Governance Statement

## Regulation and charitable status

The University of Central Lancashire is a Higher Education Corporation (HEC) established under the terms of the Education Reform Act 1988 and the Further and Higher Education Act 1992. The principal regulator is the Office for Students (OfS) and the University is subject to its ongoing conditions of registration, as defined in the OfS Regulatory Framework. Under the terms of the Charities Act 2011, the University is also exempt from registration and regulation by the Charities Commission.

The charitable purpose of the University is the advancement of education for the public benefit, and the Members of the Board of Governors are also Trustees of the University for the purposes of Charity Law.

Governance arrangements in place throughout the year ended 31 July 2024 and up to the date of approval of the Financial Statements are described below.

## Our approach to corporate governance

The University's Instrument and Articles of Government, as approved by the Privy Council, provide the constitutional framework for the University and define its powers. Amongst other things, the Instrument and Articles provide that the University has a Board of Governors (The Board), a Vice-Chancellor and an Academic Board, each with clearly defined objectives and responsibilities.

The University is committed to achieving best practice in all aspects of corporate governance via compliance with the Committee of University Chairs (CUC) Higher Education Code of Governance, and CUC Codes relating to Audit Committees and Senior Staff Remuneration, the OfS's ongoing Conditions of Registration and the Seven Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

## Summary of the University's structure of corporate governance

The Board is the Governing Body of the University. The responsibilities of the Board and its Committees are set out in the Instrument and Articles, Statement of Primary Responsibilities, Committee Terms of Reference and by the OfS Regulatory Framework and various other statutory regulatory provisions.

The Articles of Government provide that the following key responsibilities are reserved for decision by the Board:

- the determination of the educational character and mission of the University;
- the approval of the annual estimates of income and expenditure;
- ensuring the solvency of the University and the safeguarding of its assets;
- the appointment and dismissal of the Vice-Chancellor, Clerk to the Board, the Chair and Deputy Chair; and
- the varying and revoking of the Articles of Government.

The Board of Governors is led by an Independent Chair and has a majority of Independent Members. Board members also include the Vice-Chancellor, the President of the Students' Union and two Teacher Governors.

The Vice-Chancellor is accountable to the Board and has responsibility for the organisation, direction and management of the University and the leadership of its staff and is the Accountable Officer for the purpose of the OfS Conditions of Registration.

The University has an OfS Compliance Manager within the Governance Team of the Office of the University Secretary and General Counsel. Reports on OfS compliance issues are presented to the Executive Team (Vice-Chancellor's Group) and the Governance, Risk and Nominations Committee of the Board.

## Register of interests

Members of the Board and Vice-Chancellor's Group declare any potential conflicts of interest annually. In addition, they are also asked to declare any specific interests relating to matters on the agenda at each Board and Committee meeting. A Register of Interests of Members of the Board and Vice-Chancellor's Group is maintained by the Office of the University Secretary and General Counsel.

## Conduct of business

During the 2023/24 academic year, the Board met six times and approved three Written Resolutions.

The Board has the following Committees:

- Resources Committee
- Audit Committee
- Governance, Risk and Nominations Committee
- Remuneration Committee
- Urgent Business Committee
- Honorary Awards Committee

## Resources Committee

The Resources Committee is responsible for considering and agreeing (or recommending to the Board) various key financial decisions and documents, including the budget and capital expenditure plans. The Committee also has oversight of the Estates, Health and Safety, People and Information Technology strategies. The Committee acts on behalf of the University in respect of the University's involvement in limited companies and significant developments and joint ventures. The Committee also agrees the terms of the University's Financial Regulations and various related policies and procedures.

The Committee met six times during the 2023/24 academic year including one special meeting and approved four Written Resolutions.

## Audit Committee

The Audit Committee is responsible for reviewing the effectiveness of the University's systems of governance, risk management and internal control. The Committee scrutinises the work of the University's auditors and in doing so helps to protect the University's reputation and provide a level of assurance to key stakeholders, partners (including the student community) and society more widely. It advises the Board on matters relating to the appointment of Internal and External Auditors.

The Committee agrees an annual Internal Audit Plan, oversees the work of both Internal and External Auditors and receives regular reports from both on their activities and conclusions. The Committee produces an Annual Report to the Board summarising its work during the year and provides the Board with assurance that the Committee has fulfilled its responsibilities and discharged its functions.

The Committee met three times during the 2023/24 academic year.

## Governance, Risk and Nominations Committee

The Governance, Risk and Nominations Committee advises the Board on matters relating to Corporate Governance of the University, in order to ensure compliance with best practice and the OfS regulatory requirements. It is also responsible for monitoring the risk register and the implementation of the risk management processes, as well as supporting and advising the Board in the identification and appointment of new Members of the Board and its Committees and the ongoing development of Board Members.

The Committee led a recruitment process for new Independent Board Members and a new Teacher Governor. This resulted in the recommendation of four new Independent Board Members and a new Teacher Governor, whose appointments were approved by the University Board in the 2023/24 academic year. The Committee met three times during the 2023/24 academic year.

## Remuneration Committee

The Remuneration Committee agrees the remuneration and Terms and Conditions of Employment of the Vice-Chancellor and members of the Vice-Chancellor's Group. The Committee also reviews the performance of the Vice-Chancellor.

In line with best practice, the Committee presents an Annual Report to the Board summarising the Committee's work and certain information set out in the CUC Senior Staff Remuneration Code.

The Committee met twice during the 2023/24 academic year.

## Urgent Business Committee

The Urgent Business Committee has power to take any decision on behalf of the Board provided that:

- It is not a decision specifically required by legislation and/or the University's Instrument and Articles to be taken by the Board; and
- The Committee is satisfied that the decision sought is urgent and cannot reasonably await consideration at the next meeting of the Board.
- The Committee did not meet or approve any Written Resolutions during the 2023/24 academic year.

## Honorary Awards Committee

The Honorary Awards Committee has responsibility for the consideration of nominations for Honorary Fellowships and Doctorates bestowed by the University and it maintains the relevant processes.

The Committee met once during the 2022/23 academic year.

## IP/Commercialisation Panel

On 12 June 2023, the Resources Committee agreed the proposal to form an IP/Commercialisation Panel with a remit to advise the Committee and/or Vice-Chancellor's Group on commercial opportunities with the potential to become a spin-out company or otherwise to provide a significant financial return to the University. The Panel met twice during the 2023/24 academic year.

## Lead Members/Board Champions

In response to the increasing requirement of Regulators for increased Governing Body oversight of particular issues, during 2023-24 the Board appointed Board Lead Members in the following areas: Cyber and Estates. This is in addition to the existing Board Lead Members in

the areas of: Equality, Diversity and Inclusion; Degree Apprenticeships; Safeguarding; and Prevent.

## Review of corporate governance and board effectiveness

The Board has established its governance arrangements with due regard to the provisions of relevant guidance and good practice, in particular the Higher Education Code of Governance issued by the Committee of University Chairs (CUC).

The Board is assisted in ensuring its effectiveness by periodic independent reviews of the University's corporate governance arrangements and its compliance with relevant best practice.

During the 2023/24 academic year, the Board undertook a Governance Effectiveness Review through a Panel led by the Chair of the Board, which included an independent expert advisor. The remit of the Review was to evaluate the University's compliance with the CUC Higher Education Code of Governance and Office for Students (OfS) Regulatory Framework and to look more broadly at the University's overall governance arrangements including Board effectiveness, Committee structure and working relationships between the University Board and the Executive.

As part of the process, the Panel conducted a review of relevant constitutional and other documents and a meeting observation, as well as consulting with all Members of the Board and the Executive to explore themes relevant to good governance practice.

The conclusion of the Review was that overall, governance at the University was effective, whilst making a number of recommendations to enhance the current arrangements. The report and the recommendations were endorsed by the Board at its meeting on 18 September 2024. The recommendations will be taken forward in 2024/25 under the oversight of the Governance, Risk and Nominations Committee. Proposed changes include proposals to make a number of amendments to the University's Instrument and Articles of Government, Committee Terms of Reference and Financial Regulations.

## Governor training and development

The University has an induction process in place for all newly appointed Board Members which is tailored to meet the needs of each individual. In addition, Board Members are given the opportunity to attend training, briefings and events hosted internally or by the Internal and External Auditors of other relevant experts on a range of subjects that may help them undertake their role. The Vice-Chancellor and Vice-Chancellor's Group colleagues also provide relevant updates at each Board meeting and, if necessary, between meetings on any significant issues and/or developments.

During 2023/24, the Board received briefings on the following:

- UK and Transnational Partnerships
- Research and Knowledge Exchange
- Student Services – Board Residential
- Project 'Next', now known as 'the University of the Future'
- Safeguarding and Prevent
- Degree Apprenticeships

## Corporate Governance Statement (continued)

### Use of public funding

The University aims to achieve value for money in its use of resources and publishes a Value for Money Statement.

The Financial Regulations of the University ensure that budget holders within the University operate in compliance with the relevant legislation, within their delegated authority and with propriety. The Financial Regulations reflect the need for efficiency, economy, effectiveness and prudence in the administration of the University's resources.

The University's Financial Regulations and associated operational guidance notes are reviewed on a continuous basis to ensure that they remain relevant. A number of updates to reflect incremental and structural changes were approved by the Resources Committee in June 2024.

### Transparency

In order to maximise the transparency of the University's corporate governance arrangements, the constitutional documents, Terms of Reference, Board and Executive members' details and memberships of Committees and all non-confidential Board Minutes are available online or from the Office of the University Secretary and General Counsel.

### Academic governance

Oversight of academic issues within the University is principally undertaken by the University's Academic Board in line with the arrangements set out in the Academic Governance Manual.

The Academic Board is responsible for:

- General issues relating to the research, scholarship, teaching and courses at the University, including criteria for the admission of students;
- Oversight of the effective implementation of the academic strategies;
- The appointment and removal of internal and external examiners;
- Policies and procedures for assessment and examination of the academic performance of students;
- The content of the curriculum, academic standards, quality of teaching, the student experience and the approval and review of courses, the procedures for the award of qualifications;
- The procedures for the expulsion of students for academic reasons;
- The governance of standards and returns to the OfS and other Professional, Statutory and Regulatory Bodies relating to academic and professional body standards;
- Policies and procedures relating to equality, diversity and inclusion.

In order to provide the University Board with assurance as to academic quality issues in the University, the University Board receives an Annual Report from the Vice-Chancellor on the activities of the Academic Board. In order to further strengthen the oversight of academic quality and standards, the University Board has appointed two independent Board Members to the Academic Board. These Members also present assurance reports to the University Board on academic quality and related issues.

### Internal control and risk management

The University Board has overall responsibility for ensuring that the University's internal control and risk management systems are effective.

The University's internal control system is embedded in ongoing operations, supported by a number of policies and documents approved by the University Board and/or its Committees. These include:

- Financial Regulations
- Risk Management Policy (including Risk Appetite Statement)
- University Risk Register
- Anti-Bribery and Corruption Policy
- Anti-Money Laundering Policy
- Treasury Management Policy and Ethical Investment Policy
- Fraud Response Plan
- Whistleblowing Policy
- Fraud Policy Statement

The University has an ongoing process for identifying, evaluating and managing significant risks to the achievement of its objectives. The system of internal control is designed to manage, rather than eliminate, the risk of failure and therefore provides a reasonable, not absolute, assurance of effectiveness. The following arrangements have been in place throughout the year ended 31 July 2024 and up to the date of the approval of the Financial Statements.

The Risk Management Policy and Framework including the Risk Appetite Statement, are prepared by the Vice-Chancellor's Group, reviewed and agreed by the Governance, Risk and Nominations

Committee and shared with the Board. The Risk Appetite Statement which sets out the degree of risk the University is willing to accept for each category of risk, was reviewed and updated in 2023/24 to ensure greater consistency with the University's Strategy.

The Strategic Risk Register is maintained by the Vice-Chancellor's Group, reviewed regularly by the Governance, Risk and Nominations Committee and agreed by the Board.

The Register includes key risks including financial, corporate, academic, operational and compliance. The likelihood and impact of each risk is assessed, and robust prioritisation is applied. The Register sets out current control measures, further action proposed to mitigate each risk and the direction of travel for each over time. This enables the Governance, Risk and Nominations Committee to consider what further action may be necessary and report to the Board accordingly.

The Governance, Risk and Nominations Committee discusses key strategic risks as well as the University Risk Register as a whole. The University Board receives and discusses reports on specific internal control and risk issues. During the period covered by this statement, this has included: regular reports on the policy and external environment, finance and student recruitment; specialist reports on the review of Cyber Security and the Estates Strategy, including the Decarbonisation Masterplan and the Academic Board Annual Assurance Report; reports from Executives on key issues including Access and Participation, Equality and Diversity, Safeguarding and Prevent, and Research Integrity; as well as presentations from professional services on Student Support and Wellbeing and UK and International Partnerships. The Board also receives regular reports from the Governance, Risk and Nominations Committee regarding compliance with the OfS Regulatory Framework.

The Audit Committee reviews the University's frameworks of governance, risk management and internal control on behalf of the Board, and assesses the assurance available over their adequacy and effectiveness. It therefore considers the risk management framework set out above as well as the assurance available from both internal and external sources over the adequacy and effectiveness of controls designed to manage the University's risks.

The University relies on the work of its internal audit service to obtain objective and independent assurance, and the Audit Committee oversees the University's relationship with that service. The Committee reviews and approves the internal audit charter and annual internal audit plan, and monitors the effectiveness of internal audit work and management's responses to it. The Audit Committee is also responsible for overseeing the University's relationship with its external auditor, reviewing the external auditor's findings in relation to internal controls as well as to financial reporting, and the University's responses to them.

The University's Internal Auditor during 2023/24, RSM UK LLP, undertook a risk-based programme of audit reviews and presented reports to each meeting of the Audit Committee. The Internal Audit Annual Report presents the internal auditor's opinion on the adequacy and effectiveness of:

- Governance
- Risk management
- Internal control
- Economy, efficiency and effectiveness (Value for Money) arrangements

For 2023/24 the Internal Auditor's Annual Report states that:

"The organisation has an adequate and effective framework for risk management, governance, internal control and economy, efficiency and effectiveness. However, work has identified further enhancements to the framework for risk management, governance, internal control and economy, efficiency and effectiveness to ensure that it remains adequate and effective".

The information below is drawn from the Internal Auditors Annual Report:

#### Governance

To inform our governance opinion for 2023/24, we have taken into consideration the governance related elements of each of the assignment reviews undertaken as part of the 2023/24 internal audit plan. This includes the UK Student Recruitment and Marketing and the Framework for Student Continuation including Degree and Graduate Outcomes reviews, which concluded that substantial assurance could be taken.

#### Risk Management

Our risk management opinion for 2023/24 is informed by our assessment of the risk mitigation procedures undertaken in the areas covered by the risk-based reviews completed as part of the 2023/24 internal audit plan. This has included the Data Quality: Annual Financial Return and Equality, Diversity & Inclusion Framework reviews.

Furthermore, our risk management opinion is also informed by our attendance at meetings of the Audit Committee, whilst recognising the Governance, Risk and Nominations Committee is responsible for the oversight of risk.

#### Internal Control

The results of the internal audit assignment reviews have been taken into consideration in determining our internal control opinion for 2023/24. Of the seven assurance assignments, we concluded that the Board could take 'substantial' assurance in four cases and 'reasonable' assurance in two cases.

In the remaining case relating to Data Governance Framework we concluded that the University could take 'partial' assurance. The University has accepted the findings of this review and is working

towards implementing the agreed management actions. We have taken this into consideration when formulating our opinion.

### Economy, Efficiency and Effectiveness

Our economy, efficiency and effectiveness opinion for 2023/24 is informed in part by the value for money related elements embedded in each of the assignments undertaken as part of the 2023/24 internal audit plan. In addition, the outcomes of our Framework for Student Continuation including Degree and Graduate Outcomes and Applications - Externally Funded Projects reviews, which concluded that the Board could take 'substantial' and 'reasonable' assurance respectively.

We recognise the University's continued development and embedding of value for money processes across the organisation in order to achieve its economy and efficiency objectives which has informed our opinion in respect of economy, efficiency and effectiveness.

### Data quality and management

Our data quality opinion for 2023/24 is informed through our review of Data Quality: Annual Financial Return where we undertook sample testing of data reported in the Annual Financial Return. No exceptions were noted based on our sample testing.

### Audit Committee's Opinion

Based on the information presented to the Audit Committee during the year, the Committee is satisfied with the adequacy and effectiveness of the University's arrangements for:

- Risk management;
- Sustainability, economy, efficiency and effectiveness (Value for Money); and
- Management and quality assurance of data submitted to external regulatory agencies, including the Higher Education Statistics Agency, the Student Loans Company, the Education and Skills Funding Agency (ESFA), the OfS, Research England and other bodies.

The Audit Committee is satisfied that the control systems in place at the University are generally effective and are operating satisfactorily. Where issues are identified there is open discussion at the Committee of the matters raised, with senior managers in attendance to explain and to confirm arrangements for remedial action.

In 2023/24, the University Board received reports from the Chair of the Audit Committee following meetings of the Committee. The Board also received various reports during Board meetings, providing assurance that the risk to effective management and internal control arrangements continued to be appropriately identified and addressed.

# Statement of Primary Responsibilities of the Board

1. To set and agree the mission, strategic vision and values of the institution with the Executive.
2. To agree long-term academic and business plans and key performance indicators and ensure that these meet the interests of stakeholders, especially staff, students and alumni.
3. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the strategy, plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
4. To delegate authority to the Vice-Chancellor for the academic, corporate, financial, estate and human resource management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Vice-Chancellor.
5. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and managing conflicts of interest.
6. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.
7. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
8. To safeguard the good name and values of the institution.
9. To appoint the Vice-Chancellor as Chief Executive and to put in place suitable arrangements for monitoring their performance.
10. To appoint a Clerk to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.
11. To oversee the University's role as an employer and to be accountable for ensuring that an appropriate People Strategy is established.
12. To be the principal body overseeing financial and business arrangements of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall accountability for the institution's assets, property and estates.
13. To be the institution's chief legal authority and, as such, to ensure systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name. This includes compliance with all applicable legislation.
14. To receive assurance that adequate provision has been made for the general welfare of students.
15. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.
16. To ensure that the University complies with its constitution and applicable regulatory framework and conditions, and that appropriate advice is available to enable this to happen.
17. To promote a culture which supports inclusivity and diversity across the institution.
18. To maintain and protect the principles of academic freedom and freedom of speech legislation.
19. To ensure that all students and staff have opportunities to engage with the governance and management of the institution

# Statement of the Board of Governors' Responsibilities in respect of the Operating and Financial Review and the Financial Statements

**The Board of Governors is responsible for preparing the Operating and Financial Review and the financial statements in accordance with the requirements of the Office for Students' Terms and Conditions of Funding for Higher Education Institutions and Research England's Terms and Conditions of Research England Grant and applicable law and regulations.**

It is required to prepare the Group and parent University financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Terms and Conditions of Funding further require the financial statements to be prepared in accordance with the requirements of the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction') and the 2019 Statement of Recommended Practice - Accounting for Further and Higher Education.

The Board of Governors is required to prepare financial statements which give a true and fair view of the state of affairs of the Group and of the parent University and of their income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows for that period. In preparing each of the Group and parent University financial statements, the Board of Governors is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards and the 2019 Statement of Recommended Practice - Accounting for Further and Higher Education have been followed, subject to any material departures disclosed and explained in the financial statements;
- Assess the Group and parent University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- Use the going concern basis of accounting unless it either intends to liquidate the Group or the parent University or to cease operations, or has no realistic alternative but to do so.

The Board of Governors is responsible for keeping adequate accounting records that are sufficient to show and explain the parent University's transactions and disclose with reasonable accuracy at any time the financial position of the parent University. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The Board of Governors is also responsible for ensuring that:

- Funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- Income has been applied in accordance with the University's Articles of Government;
- Funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions attached to them;
- Ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; and
- Securing the economical, efficient and effective management of the University's resources and expenditure.

The Board of Governors is responsible for the maintenance and integrity of the corporate and financial information included on the University's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Independent Auditor's Report to the Board of Governors of the University of Central Lancashire

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of the University of Central Lancashire ("the University") for the year ended 31 July 2024 which comprise the Consolidated and University Statement of Comprehensive Income and Expenditure, Consolidated and University Balance Sheet, Consolidated and University Statement of Changes in Reserves, Consolidated Cash Flow Statement and related notes, including the accounting policies in note.

In our opinion the financial statements:

- Give a true and fair view of the state of the Group's and of the University's affairs as at 31 July 2024, and of the Group's and of the University's income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows, for the year then ended; and
- Have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### Going concern

The Board of Governors has prepared the financial statements on the going concern basis as it does not intend to liquidate the Group or the University or to cease their operations, and as it has concluded that the Group and the University's financial position means that this is realistic. It has also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Board of Governors' conclusions, we considered the inherent risks to the Group's business model and analysed how those risks might affect the Group and the University's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Board of Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate; and
- we have not identified, and concur with the Board of Governors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or the University's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the University will continue in operation.

### Fraud and breaches of laws and regulations - ability to detect

#### Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of governors and inspection of policy documentation as to the University's high-level policies and procedures to prevent and detect fraud, and the public interest disclosure "whistleblowing" policy as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, Audit Committee, Resources Committee, Remuneration Committee and Governance, Risk and Nominations Committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that Group management may be in a position to make inappropriate accounting entries. On this audit we have rebutted the presumed fraud risk related to revenue recognition because tuition fees are generally based on standard fee rates and are non-variable in nature. We do not believe there to be an incentive or pressure to manipulate this or other income streams that are material as amounts received either typically relate to a single specific financial year or the source transactions are non-complex, involving little judgement.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management, journals posted to cash and journals posted to seldom used accounts.
- Assessing significant accounting estimates for bias

#### Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with Board members and other management (as required by auditing standards) and discussed with the management the policies and procedures regarding compliance with laws and regulations.

As the University is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), taxation legislation, pensions legislation and specific disclosures required by higher education legislation and regulation, charities legislation and related legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance

could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: compliance with Higher Education's regulatory requirements of Office for Students (OfS), recognising the regulated nature of the University's activities.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the governors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

#### Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

Independent Auditor's Report to the Board of Governors of the University of Central Lancashire (continued)

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### Other information

The Board of Governors is responsible for the other information, which comprises the Operating and Financial Review, the Statement of Public Benefit and the Corporate Governance Statement. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

## Board of Governors responsibilities

As explained more fully in its statement set out on page 20, the Board of Governors is responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless it either intends to liquidate the Group or the University or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

We are required to report on the following matters by the Accounts Direction dated 25 October 2019 issued by the Office for Students ("the Accounts Direction").

In our opinion, in all material respects:

- Funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- Income has been applied in accordance with the University's Articles of Government;
- Funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and

- The financial statements meet the requirements of the Accounts Direction.

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

We are required by the Accounts Direction to report to you where the University has an access and participation plan that has been approved by the Office for Students' director of fair access and participation and the results of our audit work indicate that the Group's and the University's expenditure on access and participation activities for the financial year disclosed in note 9b has been materially misstated.

We are also required by the Accounts Direction to report to you where the results of our audit work indicate that the Group's and the University's grant and fee income, as disclosed in note 2 to the financial statements has been materially misstated.

We have nothing to report in these respects.

## THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the Board of Governors in accordance with the University's Articles of Government and section 124B of the Education Reform Act 1988. Our audit work has been undertaken so that we might state to the Board of Governors 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 University and the Board of Governors for our audit work, for this report, or for the opinions we have formed.



**Timothy Cutler (Senior Statutory Auditor)**  
for and on behalf of KPMG LLP, Statutory Auditor  
*Chartered Accountants*

1 St Peters Square  
Manchester  
M2 3AE

2 December 2024



# Statement of Accounting Policies

## 1. Basis of preparation

The Group and parent University financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition). They have also been prepared in accordance with the Higher Education and Research Act 2017, the Accounts Direction issued by the Office for Students (OfS), the terms and conditions of funding for higher education institutions issued by the OfS and the terms and conditions of Research England grant.

The University is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable UK laws and accounting standards. The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of fixed assets and investments).

The Group has adopted amendments permitted under FRS 102 paragraphs 29.14A and 29.22A which relate to gift-aid payments made within charitable groups. The University has taken the exemption permitted under section 3.3 of the SORP (1.12(b) of FRS 102) to not produce a cash flow statement for the University in its separate financial statements.

The Group has applied the exemption permitted under s479A of the Companies Act 2006 in relation to the requirement for audit in respect of two of the group companies, Centralan Holdings Limited and UCLan Community Dentists Limited.

## Going concern

The Group and parent University's activities, together with the factors likely to affect its future development, performance and position, are set out in the Operating and Financial Review which forms part of the Board of Governors' Report. The Board of Governors' Report also describes the financial position of the Institution, its cash flows, liquidity position and borrowing facilities.

The financial statements have been prepared on a going concern basis which the Board of Governors consider to be appropriate for the following reasons.

The University has prepared cash flow forecasts for a period of eighteen months from the date of approval of these financial statements. After reviewing these forecasts the Board of Governors is of the opinion that, taking account of severe but plausible downsides, the Group and parent University will have sufficient funds to meet their liabilities as they fall due over the period of 12 months from the date of approval of the financial statements (the going concern assessment period).

Forecasts have looked at potential financial impacts from, particularly, changes in student recruitment and student progression, as well as other income losses and exceptional expenditure. Stress testing of these forecasts has shown that the University has sufficient cash flows and significant cash reserves to be able to withstand the downside scenarios and meet its commitments.

Consequently, the Board of Governors is confident that the Group and parent University will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the

financial statements on a going concern basis.

## Basis of consolidation

The consolidated financial statements include the University and all its subsidiaries for the financial year to 31 July 2023. The results of subsidiaries acquired or disposed of during the period are included in the Consolidated Statement of Comprehensive Income and Expenditure from the date of acquisition or up to the date of disposal. Intra-group transactions are eliminated on consolidation.

The consolidated financial statements do not include the income and expenditure of the University of Central Lancashire Students' Union as the University does not exert control or dominant influence over policy decisions. Associated companies and joint ventures are accounted for using the equity method. For the purposes of consolidation, UCLan (Cyprus) Limited is treated as an associate.

## 2. Recognition of income

Income from the sale of goods and services is credited to the Consolidated Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

Fee income is stated gross of any expenditure which is not a discount and credited to the Consolidated Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount. Bursaries and scholarships are accounted for gross as expenditure and not deducted from income.

Funds the University receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the University where the University is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

## Revenue grants

Revenue government grants including funding council block grant and government research grants are recognised within the Consolidated Statement of Income and Expenditure over the periods in which the University recognises the related costs for which the grant is intended to compensate. Where part of a Government grant is deferred it is recognised as deferred income within creditors and allocated between credits due within one year and due after more than one year as appropriate.

Other grants and donations from non-government sources, including research grants from non-government sources, are recognised within the Consolidated Statement of Comprehensive Income and Expenditure when the University is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is deferred on the Balance Sheet and released to the Consolidated Statement of Comprehensive Income and Expenditure in line with such conditions being met. Investment income is credited to the statement of income and expenditure on a receivable basis.

## Donations and endowments

Non-exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor imposed restrictions are recognised within the Consolidated Statement of Comprehensive Income and Expenditure when the University is entitled to the income. Income is retained within the restricted reserve until such time that it is utilised in line with such

restrictions at which point the income is released to general reserves through a reserve transfer.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms or other restriction applied to the individual endowment fund.

Donations with no restrictions are recorded within the Consolidated Statement of Comprehensive Income and Expenditure when the University is entitled to the income. Donations and endowments with restrictions are classified as restricted reserves with additional disclosure provided within the notes to the accounts.

## Capital grants

Government grants which relate to the purchase or construction of assets are recorded in income on a systematic basis over the useful life of the asset. Other capital grants are recognised in income when the University is entitled to the funds subject to any performance conditions being met.

## 3. Pension schemes

The three principal pension schemes for the University's staff are the Teachers' Pension Scheme (TPS) (formerly the Teachers' Superannuation Scheme), for academic staff, the Local Government Pension Scheme (LGPS), and since August 2021, new employees of the University Group other than academic staff have been enrolled into a defined contribution scheme operated by Royal London (RL). In addition a small number of mainly academic staff are members of the Universities' Superannuation Scheme (USS).

The TPS is valued every five years by the Government Actuary and the LGPS is valued every three years by a professionally qualified independent actuary. Pension costs are assessed on the latest actuarial valuations of each scheme and are accounted for on the basis of charging the cost of providing pensions over the period during which the institution benefits from the employees' services. Variations from regular cost are spread over the expected remaining working lifetime of members of the schemes after making allowances for future withdrawals.

The USS scheme is a multi-employer scheme and is unable to identify an individual employer's share of assets and liabilities. Consequently, individual employers are unable to apply defined benefit accounting. Section 28 of FRS 102 states that if sufficient information is not available to use defined benefit accounting for a multi-employer plan that is a defined benefit plan, an entity shall account for the plan as if it was a defined contribution plan.

## Defined Contribution Plan

A defined contribution plan is a post-employment benefit plan under which the employer pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

## Defined Benefit Plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The University's net obligation in respect of defined benefit pension plans (and other post-employment benefits) is calculated (separately for each plan) by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any plan assets (at bid price) (and any unrecognised past service costs) are deducted. The liability discount rate is the yield at the balance sheet date on AA credit rated bonds denominated in sterling and having maturity dates approximating to

the term of the University's obligations. The calculation is performed by a qualified actuary using the projected unit credit method.

When the calculation results in a benefit to the University, the recognised asset is limited to the total of any unrecognised past service costs and the present value of benefits available in the form of any future refunds from the plan, reductions in future contributions to the plan or on settlement of the plan and takes into account the adverse effect of any minimum funding requirements.

## 4. Employment benefits

Short-term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the University. Any unused benefits are accrued and measured as the additional liability expected to arise as a result of the unused entitlement.

## 5. Finance leases

Leases in which the University assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases. Leased assets acquired by way of finance lease are stated at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease, less accumulated depreciation and less accumulated impairment losses. Lease payments are accounted for as described below.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

## 6. Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the minimum lease term.

## 7. Foreign currency

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated to the Group's presentational currency, Sterling, at foreign exchange rates ruling at the balance sheet date. The revenues and expenses of foreign operations are translated at an average rate for the year where this rate approximates to the foreign exchange rates ruling at the dates of the transactions.

Exchange differences arising from this translation of foreign operations are reported as an item of Other Comprehensive Income.

Exchange differences arising from a monetary item receivable from or payable to a foreign operation, the settlement of which is neither planned nor likely in the foreseeable future, are considered to form part

## Statement of Accounting Policies (continued)

of a net investment in a foreign operation and are recognised directly in equity.

### 8. Maintenance of premises

The cost of all maintenance is charged to the Consolidated Statement of Comprehensive Income and Expenditure as incurred.

### 9. Intangible fixed assets

Intangible software assets purchased separately or developed within the University are initially recognised at cost.

Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment.

Intangible assets are amortised on a straight line basis over their estimated useful life of 5 years from initial use of the asset.

If there are indicators that the residual value or useful life of an intangible asset has changed since the most recent annual reporting period previous estimates shall be reviewed and, if current expectations differ, the residual value, amortisation method or useful life shall be amended. Changes in the expected useful life or the expected pattern of consumption of benefit shall be accounted for as a change in accounting estimate.

### 10. Tangible fixed assets

#### a) Land and buildings

Land and buildings are stated at cost or deemed cost less accumulated depreciation and accumulated impairment losses.

Certain land and buildings that had been revalued to fair value on or prior to 31 July 2014, the date of transition to SORP 2015/FRS 102, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Where parts of a tangible fixed asset have different useful lives they are accounted for as separate items of assets.

Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life of 50 years. Leasehold buildings are amortised over 50 years or, if shorter, the life of the lease.

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

A review for impairment of a tangible fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the tangible fixed asset may not be recoverable.

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

Costs incurred in relation to land and buildings after the initial purchase or construction are capitalised to the extent that they are expected to derive future benefits to the University.

#### b) Equipment

Equipment costing less than £10,000 per individual item or in the same category of items is written off to the Statement of Comprehensive Income and Expenditure in the year of acquisition. Capitalised equipment is depreciated over its useful economic life as follows:

Motor vehicles and general equipment - 20% per annum

Computer equipment - 33% per annum

Equipment acquired for specific projects - Project life

Where equipment is acquired with the aid of specific government grants it is capitalised and depreciated in accordance with the above accounting policy, with the related grant being credited to a deferred capital grant account and released to the Statement of Comprehensive Income and Expenditure over the useful economic life of the related equipment.

#### c) Borrowing costs

Borrowing costs are recognised as an expense in the Consolidated Statement of Comprehensive Income and Expenditure in the period in which they are incurred.

### 11. Investment properties

Investment property is land and buildings held for rental income or capital appreciation, rather than for use in delivering services.

Investment properties are measured initially at cost and subsequently at fair value with movements recognised in the Consolidated Statement of Comprehensive Income and Expenditure. Properties are not depreciated but are revalued or reviewed annually according to market conditions as at 31 July each year.

### 12. Investments

Both non-current and current asset investments are held on the Balance Sheet at fair value with movements recognised in the Consolidated Statement of Comprehensive Income and Expenditure.

Investments in subsidiaries and associates are carried at cost less any impairment in the University's accounts.

### 13. Stocks and work in progress

Stocks and work in progress are valued at lower of cost and net realisable value.

### 14. Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Cash equivalents are short term, highly liquid investments that are readily convertible into known amounts of cash with insignificant risk of change in value.

### 15. Provisions and contingent liabilities

Provisions are recognised in the financial statements when:

- The University has a present obligation (legal or constructive) as a result of a past event;
- It is probable that an outflow of economic benefits will be required to settle the obligation; and
- A reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects the risks specific to the liability.

A contingent liability arises from a past event that gives the University a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University.

Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised in the Balance Sheet, but are disclosed in the notes.

### 16. Taxation status

The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011. It is therefore a charity within the meaning of Paragraph 1 of Schedule 6 to the Finance Act 2010 and, accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The University receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

The University's subsidiaries are liable to Corporation Tax in the same way as any other commercial organisation.

Deferred tax is provided in full on timing differences which result in an obligation at the Balance Sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in financial statements. Deferred tax assets are more likely than not to be recovered, and hence are not recognised. Deferred tax assets and liabilities are not discounted.

### 17. Accounting for associates

The University accounts for its share of associates using the equity method.

### 18. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The University has a number of basic financial instruments included on its Balance Sheet with associated income and expense recognised as part of the Consolidated Statement of Income and Expenditure. A financial asset or a financial liability is recognised when the University becomes party to the contractual provisions of the instrument. At inception, they are measured at either transaction price or the discounted present value of the asset or liability subject to the nature of the transaction. Subsequent measurement at each Balance Sheet date will be at cost or amortised cost using the effective interest method and are subject to an annual impairment review as detailed in FRS 102.

# Consolidated Statement of Comprehensive Income and Expenditure

Year Ended 31 July 2024

	Notes	Year Ended 31 July 2024		Year Ended 31 July 2023	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>Income</b>					
Tuition fees and education contracts	1	202,709	202,010	202,433	201,513
Funding body grants	2	41,795	37,477	42,203	37,170
Research grants and contracts	3	8,326	8,519	9,639	9,822
Other income	4	32,008	32,139	34,293	33,787
Investment income	5	9,609	9,300	3,926	3,694
<b>Total income</b>		<b>294,447</b>	<b>289,445</b>	<b>292,494</b>	<b>285,986</b>
<b>Expenditure</b>					
Staff costs	6	186,488	183,072	181,479	177,202
Other operating expenses	7	96,714	95,948	102,183	101,080
Depreciation and amortisation	11,12	13,441	13,264	12,305	12,071
Interest and other finance costs	8	1,167	1,104	1,612	1,549
<b>Total expenditure</b>	9a	<b>297,810</b>	<b>293,338</b>	<b>297,579</b>	<b>291,902</b>
<b>Surplus/(Deficit) before other gains/(losses)</b>		<b>(3,363)</b>	<b>(3,943)</b>	<b>(5,085)</b>	<b>(5,916)</b>
Gain/(loss) on investment property valuation		15	-	(205)	(15)
Gain/(loss) on investments		122	-	(5)	-
Profit/(loss) on sale of tangible fixed assets		(9)	2	(94)	(33)
Effect of asset ceiling	26	(8,275)	(8,275)	(72,159)	(72,159)
<b>Surplus/(Deficit) before tax</b>		<b>(11,510)</b>	<b>(12,216)</b>	<b>(77,548)</b>	<b>(78,123)</b>
Taxation	10	(277)	(263)	(450)	(428)
<b>Surplus/(Deficit) for the year</b>		<b>(11,787)</b>	<b>(12,479)</b>	<b>(77,998)</b>	<b>(78,551)</b>
Actuarial gain/(loss) in respect of pension schemes	26	3,331	3,172	86,190	85,691
<b>Total comprehensive income/(expenditure) for the year</b>		<b>(8,456)</b>	<b>(9,307)</b>	<b>8,192</b>	<b>7,140</b>

The accompanying notes form an integral part of these financial statements.

# Consolidated and University Statement of Changes in Reserves

Year Ended 31 July 2024

	Year Ended 31 July 2024		
	Income and expenditure account	Revaluation reserve	Total
	Unrestricted £'000	£'000	£'000
<b>Consolidated</b>			
<b>Balance at 1 August 2023</b>	253,228	90,145	343,373
Surplus/(deficit) from the income and expenditure statement	(11,787)	-	(11,787)
Other comprehensive income/(expenditure)	3,331	-	3,331
Transfers between revaluation and income and expenditure reserve	1,985	(1,985)	-
Exchange Differences	(64)	-	(64)
<b>Balance at 31 July 2024</b>	<b>246,693</b>	<b>88,160</b>	<b>334,853</b>
<b>University</b>			
<b>Balance at 1 August 2023</b>	244,242	89,701	333,943
Surplus/(deficit) from the income and expenditure statement	(12,479)	-	(12,479)
Other comprehensive income/(expenditure)	3,172	-	3,172
Transfers between revaluation and income and expenditure reserve	1,980	(1,980)	-
<b>Balance at 31 July 2024</b>	<b>236,915</b>	<b>87,721</b>	<b>324,636</b>

	Year Ended 31 July 2023		
	Income and expenditure account	Revaluation reserve	Total
	Unrestricted £'000	£'000	£'000
<b>Consolidated</b>			
<b>Balance at 1 August 2022</b>	243,030	92,145	335,175
Surplus/(deficit) from the income and expenditure statement	(77,998)	-	(77,998)
Other comprehensive income/(expenditure)	86,190	-	86,190
Transfers between revaluation and income and expenditure reserve	2,000	(2,000)	-
Change in treatment on consolidation	6	-	6
<b>Balance at 31 July 2023</b>	<b>253,228</b>	<b>90,145</b>	<b>343,373</b>
<b>University</b>			
<b>Balance at 1 August 2022</b>	235,123	91,680	326,803
Surplus/(deficit) from the income and expenditure statement	(78,551)	-	(78,551)
Other comprehensive income/(expenditure)	85,691	-	85,691
Transfers between revaluation and income and expenditure reserve	1,979	(1,979)	-
<b>Balance at 31 July 2023</b>	<b>244,242</b>	<b>89,701</b>	<b>333,943</b>

The accompanying notes form an integral part of these financial statements.



# Consolidated and University Balance Sheet

	Notes	2024		2023	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>Non-current assets</b>					
Intangible assets	11	11,453	11,453	7,691	7,691
Tangible assets	12	355,880	350,443	336,968	331,244
Investments	13	1,877	2,158	1,720	2,158
		<u>369,210</u>	<u>364,054</u>	<u>346,379</u>	<u>341,093</u>
<b>Current assets</b>					
Assets held for sale	14	135	135	-	-
Stock	15	44	17	62	29
Trade and other receivables	16	47,168	47,139	49,973	49,558
Investments	17	19,500	19,500	46,500	46,500
Cash and cash equivalents	22	79,149	72,457	84,570	78,591
		<u>145,996</u>	<u>139,248</u>	<u>181,105</u>	<u>174,678</u>
Less: Creditors amounts falling due within one year	18	89,888	88,655	89,701	88,147
<b>Net current assets</b>		<u>56,108</u>	<u>50,593</u>	<u>91,404</u>	<u>86,531</u>
<b>Total assets less current liabilities</b>		<u>425,372</u>	<u>414,646</u>	<u>437,783</u>	<u>427,624</u>
Creditors: amounts falling due after more than one year	19	85,594	85,594	86,095	86,095
<b>Provisions</b>					
Pension provisions	21	4,871	4,417	8,315	7,586
<b>Total net assets</b>		<u>334,853</u>	<u>324,636</u>	<u>343,373</u>	<u>333,943</u>
<b>Unrestricted Reserves</b>					
Income and expenditure reserve		246,693	236,915	253,228	244,242
Revaluation reserve		88,160	87,721	90,145	89,701
<b>Total Reserves</b>		<u>334,853</u>	<u>324,636</u>	<u>343,373</u>	<u>333,943</u>

The accompanying notes form an integral part of these financial statements.

The financial statements on pages 37 to 63 were approved by the Board on 2 December 2024 and were signed on its behalf by:



Dame Sue Ion  
Pro-Chancellor and  
Chair of the Board



G Baldwin  
Vice-Chancellor

# Consolidated Cash Flow Statement

Year Ended 31 July 2024

	Notes	2024	2023
		£'000	£'000
<b>Cash flow from operating activities</b>			
Surplus/(deficit) for the year		(11,787)	(77,998)
<b>Adjustment for non-cash items</b>			
Depreciation	12	11,894	11,535
Amortisation	11	1,547	770
(Gain)/loss on investments	13	(122)	5
(Increase)/decrease in stock	15	18	(5)
(Increase)/decrease in debtors	16	6,926	(2,731)
Increase/(decrease) in creditors	18	(46)	823
Increase/(decrease) in pension provision	26	(8,388)	2,481
Impact of asset ceiling	26	8,275	72,159
Exchange rate differences		(65)	-
<b>Adjustment for investing or financing activities</b>			
Investment income	5	(9,609)	(3,926)
Interest payable	8	1,167	1,612
(Profit)/loss on the sale of tangible fixed assets		9	94
Capital grant income (deferred grants released)		(2,333)	(2,172)
Revaluation of investment properties	12	(15)	205
<b>Net cash inflow from operating activities</b>		<u>(2,529)</u>	<u>2,852</u>
<b>Cash flows from investing activities</b>			
Proceeds from sales of tangible fixed assets		115	46
Capital grants receipts		1,940	723
Investment income		5,439	3,002
Payments made to acquire intangible fixed assets	11	(5,309)	(2,962)
Payments made to acquire tangible fixed assets	12	(31,050)	(14,056)
<b>Net purchase/(disposal) of investments</b>		<u>26,966</u>	<u>(6,026)</u>
		<u>(1,899)</u>	<u>(19,273)</u>
<b>Cash flows from financing activities</b>			
Interest paid		(993)	(1,446)
		<u>(993)</u>	<u>(1,446)</u>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>	22	<u>(5,421)</u>	<u>(17,867)</u>
Cash and cash equivalents at beginning of the year		84,570	102,437
Cash and cash equivalents at end of the year		<u>79,149</u>	<u>84,570</u>

The accompanying notes form an integral part of these financial statements.

# Notes to the Financial Statements

Year Ended 31 July 2024

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>1. Tuition fees</b>				
UK students	113,930	113,261	118,626	117,706
International students	79,047	79,047	80,780	80,780
Education contracts	7,558	7,558	3,027	3,027
Non-credit bearing course fees	2,174	2,144	-	-
	<b>202,709</b>	<b>202,010</b>	<b>202,433</b>	<b>201,513</b>
<b>2. Funding body grants</b>				
<b>Recurrent grant</b>				
Office for Students	13,918	13,918	14,972	14,972
Research England	7,136	7,136	7,444	7,444
Education & Skills Funding Agency	14,084	9,766	14,225	9,192
<b>Specific grants</b>				
Selective initiatives	2,102	2,102	856	856
Higher Education Innovation Fund	3,111	3,111	3,424	3,424
Capital grant	1,444	1,444	1,282	1,282
	<b>41,795</b>	<b>37,477</b>	<b>42,203</b>	<b>37,170</b>
<b>3. Research grants and contracts</b>				
Research Council	1,255	1,255	1,116	1,116
UK charities	506	699	663	846
UK Government and other bodies	3,864	3,864	3,787	3,787
UK industry and commerce	441	441	642	642
EU Government and other bodies	1,273	1,273	2,771	2,771
Other	818	818	491	491
Capital Grant	169	169	169	169
	<b>8,326</b>	<b>8,519</b>	<b>9,639</b>	<b>9,822</b>
<b>4. Other income</b>				
Residences, catering, conferences	7,674	7,617	7,134	7,076
Education and knowledge exchange	6,988	6,988	11,194	11,194
Overseas validated partners	8,531	8,531	7,676	7,676
UK validated partners	2,509	2,509	2,639	2,639
Other capital grants	720	720	719	719
Rental income	957	643	874	559
Commercial income	983	-	835	-
Other income	3,646	5,131	3,222	3,924
	<b>32,008</b>	<b>32,139</b>	<b>34,293</b>	<b>33,787</b>

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Non-credit bearing course fees reported in 2023 as part of Note 4 other income (education and knowledge exchange) have been reported in Note 1 tuition fees from 2024.				
Other income generating activity above includes £357k (2023: £428k) Turing Scheme grant funding received for the purpose of providing international opportunities to students in education across the world.				
<b>Note: The source of grant and fee income included in notes 1-4 above is as follows:</b>				
Grant income from the OfS	15,542	15,542	16,602	16,602
Grant income from other bodies	26,270	21,897	25,601	20,568
Fee income for taught awards (exclusive of VAT)	199,940	199,242	200,218	199,298
Fee income for research awards (exclusive of VAT)	2,769	2,769	2,215	2,215
Fee income from non-qualifying courses (exclusive of VAT)	578	578	3,739	3,739
<b>Total grant and fee income</b>	<b>245,099</b>	<b>240,028</b>	<b>248,375</b>	<b>242,422</b>

<b>5. Investment income</b>				
Net gain on pension scheme	3,862	3,862	-	-
Other investment income	5,747	5,438	3,926	3,694
	<b>9,609</b>	<b>9,300</b>	<b>3,926</b>	<b>3,694</b>

<b>6. Staff costs</b>				
Salaries	147,131	146,755	139,702	137,405
Social security costs	14,515	12,958	13,983	12,930
Pension costs	24,222	22,838	27,138	26,234
Apprenticeship levy	620	521	656	633
<b>Total costs</b>	<b>186,488</b>	<b>183,072</b>	<b>181,479</b>	<b>177,202</b>

Staff costs above include severance costs of £10.5m relating to 264 persons (2023: £4.7m relating to 115 persons).

## 6. Staff costs (continued)

The University of Central Lancashire is one of the UK's largest universities, with a turnover of £294m per annum and over 33,000 students learning and engaging with the University across a number of UK and overseas campuses. In Preston the University is a major civic institution, employing nearly 3,500 people, offering learning opportunities and partnerships for a significant proportion of the population and local businesses. In setting the Vice-Chancellor's salary the University is also mindful that Preston is in the county of Lancashire, which has a number of economic challenges to face, including a rural economy, unemployment and a growing elderly population. The county lacks some of the high value financial and professional service sectors that would bring wealth and higher salaries into the region. Average earnings therefore tend to be below the national average.

The Vice-Chancellor is also responsible for the effective management of significant operations in Burnley, West Cumbria and Cyprus.

The salary of the Vice-Chancellor is benchmarked against local providers and the national average. The role of the Vice-Chancellor is to head a large and complex organisation which delivers accessible education for many students for whom University may not be an obvious choice. A significant proportion of students come from the local areas, and graduate with skills which feed into local workforce development and contribute to the regional economy as many choose to remain local. The wide ranging curriculum requires a

Vice-Chancellor able to engage with the NHS, with industry, with other educators, with local and national government and with regulatory bodies and the salary recognises those attributes, without being above national or local benchmarks. The contribution that the University makes to its students and staff, to the local regional economy, and to the taxpayer more generally is a key objective for the Vice-Chancellor and a contributing factor to their pay level.

The periodic review of the salary by the Remuneration Committee considers the performance of the Vice-Chancellor against relevant appraisal targets. It should also be noted that the Vice-Chancellor's current remuneration comprises salary only, with no additional benefits (such as house, car, pension etc.). The pay ratio of the total remuneration of the Vice-Chancellor compared to the median of staff is 6.1 (2023: 6.1). The Vice-Chancellor's salary increase matches that of the National Pay Award for the Higher Education sector (5% 2023/24 award of which 2% was paid from February 2023).

As to the decision making process, the Terms of Reference of the Remuneration Committee provide that the Committee shall comprise of at least 3 independent Members of the Board. Additionally, during the consideration of Senior Executive remuneration issues, the Board member nominated by the Students' Union is also a member of the Committee. The Vice-Chancellor is not a member of the Committee and attends meetings by invitation only in order to report on the performance of other staff. The Committee has also commissioned independent remuneration specialists to provide advice and assistance on senior pay and related issues.

Notes to the Financial Statements (continued)  
Year Ended 31 July 2024

	2024	2023
	£'000	£'000
<b>Emoluments of the Head of Institution</b>		
Vice-Chancellor - Professor G Baldwin		
Salary	307	296
	<b>307</b>	<b>296</b>

	2024	2023
	Pay multiple	Pay multiple
<b>Pay ratio of the Head of Institution compared to the median pay of staff</b>		
Basic salary of the Vice-Chancellor compared to the median of staff	7.4	7.5
Total remuneration of the Vice-Chancellor compared to the median of staff	6.1	6.1

	2024	2023
	FTE	FTE
<b>Average staff numbers by major category :</b>		
Academic	1,730	1,816
Academic Support	498	509
Administration & Central Services	543	528
Premises	209	188
Other	148	127
	<b>3,128</b>	<b>3,168</b>

	2024	2023
	Number	Number
<b>Basic salary of higher paid staff, excluding employer's pension contributions:</b>		
£100,000 to £104,999	3	9
£105,000 to £109,999	9	9
£110,000 to £114,999	5	5
£115,000 to £119,999	7	6
£120,000 to £124,999	4	24
£125,000 to £129,999	10	2
£130,000 to £134,999	30	1
£135,000 to £139,999	1	-
£140,000 to £144,999	1	-
£150,000 to £154,999	-	3
£155,000 to £159,999	3	-
£160,000 to £164,999	1	1
£175,000 to £179,999	1	-
£180,000 to £184,999	-	2
£185,000 to £189,999	1	-
£190,000 to £194,999	1	-
£295,000 to £299,999	-	1
£305,000 to £309,999	1	-
	<b>78</b>	<b>63</b>

Included in the above numbers are 47 Clinical staff (2023: 36) who are employed in fractional posts and receive actual remuneration lower than £100,000 but whose market rate, full-time equivalent salaries take them above the disclosure threshold. In the 2023 financial statements a total of 34 staff (32 Clinical and 2 non-Clinical) in fractional posts who were paid less than £100,000 but with full-time equivalent salaries over £100,000 were omitted from this disclosure and the above table has been restated to include these.

No compensation recorded within staff costs in the year related to senior post holders (2023: Nil).

	2024	2023
	£'000	£'000
Key management personnel costs	1,920	1,720

The number of staff whose costs are included in key management personnel costs above was 10 (2023: 8). Key management personnel are classed as those staff who form part of the University's Vice-Chancellor's Group who have authority and responsibility for planning, directing and controlling the activities of the University.

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>7. Other operating expenses</b>				
Software and other licences	6,878	6,766	6,655	6,526
Repairs and general maintenance	8,664	8,455	7,614	7,465
International Student Recruitment	8,508	8,435	12,268	12,193
Consultancy and professional services	8,204	7,848	9,561	9,169
Utilities	8,178	7,926	14,019	13,762
Student bursaries and expenses	7,565	7,550	11,168	11,156
Placements/Educational visits	7,160	7,160	5,754	5,754
Residences, catering and conference expenses	5,091	5,025	4,911	4,847
Travel, subsistence and conference fees	3,804	3,724	3,524	3,402
Consumables and laboratory expenditure	3,501	3,185	3,797	3,430
Charge for bad and doubtful debt	3,339	3,043	2,019	1,819
Academic learning materials	2,924	2,924	2,759	2,750
Franchised courses	2,913	2,913	2,354	2,354
Furniture and equipment	2,845	2,831	2,684	2,635
Advertising and publicity	2,695	2,645	2,710	2,666
Rents, rates and other premises costs	2,588	2,307	2,354	2,095
Subscriptions and donations	2,422	3,749	2,660	3,509
Grants to Student's Union	1,380	1,380	1,360	1,360
Other expenses	8,055	8,082	4,012	4,188
	<b>96,714</b>	<b>95,948</b>	<b>102,183</b>	<b>101,080</b>

**Other operating expenses above include:**

External auditor's remuneration: audit related fees	227	126	217	120
External auditor's remuneration: audit related fees on overseas subsidiary entities	22	-	13	-
External auditor's remuneration: tax services	4	-	4	-
External auditor's remuneration: advisory services	-	-	21	21
External auditor's remuneration: assurance services	48	48	30	30
Internal auditor's remuneration: audit and other services	103	103	82	82

The overseas subsidiary entities are audited by separate legal entities to the auditor of the remainder of the University Group, KPMG LLP', although remaining within the KPMG global network.

**8. Interest and other finance costs**

Loan interest	1,118	1,104	1,064	1,052
Net charge on pension scheme	49	-	548	497
	<b>1,167</b>	<b>1,104</b>	<b>1,612</b>	<b>1,549</b>

Notes to the Financial Statements (continued)  
Year Ended 31 July 2024

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>9a. Analysis of total expenditure by activity</b>				
Academic and related expenditure	145,752	142,102	146,308	142,574
Academic support services	26,960	27,538	26,944	27,401
Administration and central services	82,099	80,435	66,729	64,732
Premises (including service concession cost)	28,108	27,589	32,483	32,042
Residences, catering and conferences	5,996	5,941	5,260	5,205
Research grants and contracts	4,306	4,335	6,893	6,902
Other expenses	4,589	5,448	12,962	13,046
	<b>297,810</b>	<b>293,388</b>	<b>297,579</b>	<b>291,902</b>
<b>9b. Access and Participation</b>				
Access Investment	1,123	1,271	1,274	1,372
Financial Support	5,653	5,551	6,446	6,337
Disability Support	1,905	1,905	1,466	1,466
Research and Evaluation	167	167	147	147
	<b>8,848</b>	<b>8,894</b>	<b>9,333</b>	<b>9,322</b>

£2,951k (2023: £2,750k) of these costs are already included in the overall staff costs figures included in the financial statements (see note 6).  
The University has published its access and participation plans online: [uclan.ac.uk/values-and-initiatives/widening-participation](https://uclan.ac.uk/values-and-initiatives/widening-participation)

**10. Taxation**

Current tax expense recognised in the statement of comprehensive income	277	263	450	428
	<b>277</b>	<b>263</b>	<b>450</b>	<b>428</b>

	Consolidated	University
	£'000	£'000
<b>11. Intangible assets</b>		
<b>Software</b>		
<b>Cost</b>		
At 1 August 2023	9,483	9,483
Additions in the year	5,309	5,309
<b>At 31 July 2024</b>	<b>14,792</b>	<b>14,792</b>
<b>Amortisation</b>		
At 1 August 2023	1,792	1,792
Charge for the year	1,547	1,547
<b>At 31 July 2024</b>	<b>3,339</b>	<b>3,339</b>
<b>Net Book Value</b>		
<b>At 31 July 2024</b>	<b>11,453</b>	<b>11,453</b>
At 31 July 2023	7,691	7,691

The additions during the year relate to both the ongoing purchase and internal development of software intangible assets. The amortisation period is 5 years from the date of initial use of the completed asset.

	Freehold Land and Buildings	Fixtures, Fittings and Equipment	Assets in the Course of Construction	Investment Properties	Total
	£'000	£'000	£'000	£'000	£'000
<b>12. Tangible Assets</b>					
<b>Consolidated</b>					
<b>Cost or Valuation</b>					
At 1 August 2023	389,663	63,145	5,386	995	459,189
Additions	291	5,428	25,331	-	31,050
Revaluation	-	-	-	15	15
Disposals	-	(493)	-	-	(493)
Transfers	8,455	763	(9,218)	(135)	(135)
<b>At 31 July 2024</b>	<b>398,409</b>	<b>68,843</b>	<b>21,499</b>	<b>875</b>	<b>489,626</b>
<b>Depreciation</b>					
At 1 August 2023	69,912	52,309	-	-	122,221
Charge for the year	7,462	4,432	-	-	11,894
Disposals	-	(369)	-	-	(369)
<b>At 31 July 2024</b>	<b>77,374</b>	<b>56,372</b>	<b>-</b>	<b>-</b>	<b>133,746</b>
<b>Net book value</b>					
<b>At 31 July 2024</b>	<b>321,035</b>	<b>12,471</b>	<b>21,499</b>	<b>875</b>	<b>355,880</b>
At 31 July 2023	319,751	10,836	5,386	995	336,968

At 31 July 2024, consolidated freehold land and buildings included £24,478k (2023 - £24,478k) in respect of freehold land which is not depreciated.

**University**

<b>Cost or Valuation</b>					
At 1 August 2023	380,424	61,239	5,386	135	447,184
Additions	291	5,428	25,332	-	31,051
Disposals	-	(208)	-	-	(208)
Transfers	8,455	763	(9,218)	(135)	(135)
<b>At 31 July 2024</b>	<b>389,170</b>	<b>67,222</b>	<b>21,500</b>	<b>-</b>	<b>477,892</b>
<b>Depreciation</b>					
At 1 August 2023	64,970	50,970	-	-	115,940
Charge for the year	7,371	4,346	-	-	11,717
Disposals	-	(208)	-	-	(208)
<b>At 31 July 2024</b>	<b>72,341</b>	<b>55,108</b>	<b>-</b>	<b>-</b>	<b>127,449</b>
<b>Net book value</b>					
<b>At 31 July 2024</b>	<b>316,829</b>	<b>12,114</b>	<b>21,500</b>	<b>-</b>	<b>350,443</b>
At 31 July 2023	315,454	10,269	5,386	135	331,244

At 31 July 2024, University freehold land and buildings included £23,992k (2023 - £23,992k) in respect of freehold land which is not depreciated.

Notes to the Financial Statements (continued)  
Year Ended 31 July 2024

	Subsidiary companies	Other fixed assets investments	Total
	£'000	£'000	£'000
<b>13. Non-Current Investments</b>			
<b>Consolidated</b>			
At 1 August 2023	-	1,720	1,720
Additions	-	441	441
Fair value adjustments	-	122	122
Disposals	-	(406)	(406)
At 31 July 2024	-	1,877	1,877

<b>University</b>			
At 1 August 2023	1,849	309	2,158
At 31 July 2024	1,849	309	2,158

	Proportion held by the University	Share of net assets / (liabilities)	
		2024	2023
		£'000	£'000
<b>Associate</b>			
<b>Name of Associate</b>			
UCLan Cyprus Limited	51%		
<b>Balance as at 1 August</b>			
Losses in year		(1,756)	(1,966)
Advances to associate made in year		979	642
Provision		(979)	(642)
Write back losses in excess of investment *		1,756	1,966
<b>Balance as at 31 July</b>		-	-

\* In accordance with Section 14.8 (h) of FRS102 losses in excess of investment have not been recognised.

	Percentage of Issued Shares Held	Country of Operation and Incorporation	Principal Activity
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**13. Non-Current Investments (continued)**

**Investment in subsidiaries**

The subsidiary companies, wholly-owned or effectively controlled by the University, are as follows:

**Subsidiary undertakings**

**Owned by University**

Centralan Holdings Limited	100%	Great Britain	Holding company
Delonore Limited	100%	Cyprus	Holding company
Training 2000 Limited	100%*	Great Britain	Education and training
UCLan Community Dentists Limited	100%*	Great Britain	Dental Clinic
Westlakes Research Limited	100%*	Great Britain	Research
UCLan Professional Services Limited	100%*	Great Britain	Professional services

\*Limited by guarantee

**Owned by Centralan Holdings Limited**

UCLan Business Services Limited	100%	Great Britain	Consultancy and training
UCLan (Overseas) Limited	100%	Great Britain	Overseas activities

**Owned by UCLan (Overseas) Limited**

UCLan Cyprus Limited	51%	Cyprus	Higher education
UCLan (HK) Limited	100%	Hong Kong	Holding company
UCLan Lanka (Private) Limited	100%	Sri Lanka	Holding company
UCLan (Thailand) Company Limited	49%	Thailand	Investment

**Owned by UCLan (HK) Limited**

UCLan Technology (Shenzhen) Limited	100%	China	Research
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The University's subsidiaries Centralan Holdings Limited and UCLan Community Dentists Limited are exempt from audit, per section 479A of the Companies Act. The University has given written undertakings to support the subsidiary companies for a minimum of 12 months from the date of approval of these financial statements.

Notes to the Financial Statements (continued)  
Year Ended 31 July 2024

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>14. Assets held for sale</b>				
Assets held for sale	135	135	-	-
	<u>135</u>	<u>135</u>	<u>-</u>	<u>-</u>
During the year the University owned property on Fylde Road was actively marketed for sale. The property was therefore moved from investment properties to assets held for sale.				
<b>15. Stock</b>				
General consumables	44	17	62	29
	<u>44</u>	<u>17</u>	<u>62</u>	<u>29</u>
<b>16. Trade and other receivables</b>				
Amounts falling due within one year:				
Other trade receivables	19,987	20,348	26,275	26,067
Other receivables	2,515	2,401	1,778	1,773
Prepayments and accrued income	24,666	23,564	21,920	20,906
Amounts due from subsidiary companies	-	826	-	812
	<u>47,168</u>	<u>47,139</u>	<u>49,973</u>	<u>49,558</u>
<b>17. Current Investments</b>				
Short term deposits	19,500	19,500	46,500	46,500
	<u>19,500</u>	<u>19,500</u>	<u>46,500</u>	<u>46,500</u>
Deposits are held with banks and building societies operating in the London market and licensed by the Financial Services Authority with more than three months maturity at the balance sheet date. The interest rates for these deposits are fixed for the duration of the deposit at time of placement.				
<b>18. Creditors: amounts falling due within one year</b>				
Deferred capital grants	2,458	2,458	2,168	2,168
Annual leave accrual	6,461	6,369	6,509	6,389
Trade payables	8,388	8,229	5,256	5,171
Social security and other taxation payable	9,997	9,441	7,421	7,006
Accruals and deferred income	60,497	59,463	66,953	65,671
Group creditors	-	987	-	671
Other creditors	2,087	1,708	1,394	1,071
	<u>89,888</u>	<u>88,655</u>	<u>89,701</u>	<u>88,147</u>
<b>19. Creditors: amounts falling due after more than one year</b>				
Deferred capital grants	55,093	55,093	55,775	55,775
Secured loans	30,501	30,501	30,320	30,320
	<u>85,594</u>	<u>85,594</u>	<u>86,095</u>	<u>86,095</u>
<b>Analysis of secured and unsecured loans:</b>				
<b>Due within one year (Note 18)</b>	-	-	-	-
Due between one and two years	-	-	-	-
Due between two and five years	-	-	-	-
Due in five years or more	30,501	30,501	30,320	30,320
<b>Due after more than one year</b>	<u>30,501</u>	<u>30,501</u>	<u>30,320</u>	<u>30,320</u>
<b>Total secured and unsecured loans</b>	<u>30,501</u>	<u>30,501</u>	<u>30,320</u>	<u>30,320</u>

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>20. Financial instruments</b>				
<b>Financial assets measured at cost less impairment:</b>				
Cash and cash equivalents	79,149	72,457	84,570	78,591
Investments (non-current)	1,877	2,293	1,720	2,158
Investments (current)	19,500	19,500	46,500	46,500
Trade and other receivables	47,168	47,139	49,973	49,558
	<u>147,694</u>	<u>141,254</u>	<u>182,763</u>	<u>176,807</u>
<b>Financial liabilities measured at amortised cost:</b>				
Loans	30,501	30,501	30,320	30,320
Trade and other payables	8,388	8,229	5,256	5,171
	<u>38,889</u>	<u>38,730</u>	<u>35,576</u>	<u>35,491</u>

The principal financial instruments are cash and investments. Additionally, there are financial assets and liabilities arising directly from operations, for example trade debtors and trade creditors. Financial risk is managed through the Treasury Management Group that sets and oversees investment and treasury policy.

	At 1 August 2023	Utilised in Year	Additions in Year	At 31 July 2024
	£'000	£'000	£'000	£'000
<b>21. Provisions for liabilities</b>				
<b>Consolidated and University</b>				
Obligation to fund deficit on USS pension	2,891	(2,891)	-	-
Pension enhancements on termination	4,695	(464)	186	4,417
Total provisions - University	7,586	(3,355)	186	4,417
Subsidiary pension provision	729	(275)	-	454
<b>Total provisions - Consolidated</b>	<u>8,315</u>	<u>(3,630)</u>	<u>186</u>	<u>4,871</u>

**USS deficit**

The obligation to fund the past deficit on the Universities' Superannuation Scheme (USS) arises from the contractual obligation with the pension scheme for total payments relating to benefits arising from past performance. Management have assessed future employees within the USS scheme and salary payments over the period of the contracted obligation in assessing the value of this provision.

	At 1 August 2023	Cash flows	At 31 July 2024
	£'000	£'000	£'000
<b>22. Cash and cash equivalents</b>			
<b>Consolidated</b>	84,570	(5,421)	79,149
University	78,591	(6,134)	72,457

Notes to the Financial Statements (continued)  
Year Ended 31 July 2024

	2024		2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

### 23. Capital and other commitments

Provision has not been made for the following capital commitments at 31 July 2023:

Commitments contracted for	28,166	28,166	37,352	37,352
	<u>28,166</u>	<u>28,166</u>	<u>37,352</u>	<u>37,352</u>

### 24. Contingent Liabilities

The University Group has given written undertakings to support several of its subsidiary undertakings.

	Land and Buildings	Plant and Machinery	2024 Total	2023 Total
	£'000	£'000	£'000	£'000

### 25. Lease Obligations

Total rentals payable under operating leases:

#### Consolidated

Payable during the year	1,236	119	1,355	1,601
<b>Future minimum lease payments due:</b>				
Not later than one year	109	127	236	173
Later than one year and not later than five years	435	401	836	403
Later than five years	4,367	-	4,367	4,420
<b>Total lease payments due</b>	<u>4,911</u>	<u>528</u>	<u>5,439</u>	<u>4,996</u>

#### University

Payable during the year	1,275	96	1,371	1,596
Not later than one year	157	108	265	189
Later than one year and not later than five years	740	379	1,119	594
Later than five years	799	0	799	630
<b>Total lease payments due</b>	<u>1,696</u>	<u>487</u>	<u>2,183</u>	<u>1,413</u>

### 26. Pension schemes

Different categories of staff were eligible to join one of six different schemes:

- Teachers' Pension Scheme (TPS)
- Local Government Pension Scheme (LGPS)
- Universities' Superannuation Scheme (USS)
- The Training 2000 Limited Retirement and Death Benefit Scheme (T2K)
- A defined contribution (DC) scheme operated by Royal London (RL)
- A DC scheme operated by Scottish Widows (SW)

TPS is an unfunded defined benefit pension scheme where contributions payable are credited to the Exchequer and a notional set of investments maintained. The pension cost is assessed every five years by the Government Actuary. Membership is open to all academic staff of the University.

LGPS is a funded defined benefit scheme, with assets held in separate trustee administered funds. All non-academic staff employed by the University prior to 31 July 2021 were eligible to join the scheme.

The University has a strictly limited membership of the Universities' Superannuation Scheme (USS) to cover a small number of staff who have transferred from other institutions where they were already members of that scheme.

Since August 2021, new employees of the University Group other than academic staff have been employed by UCLan Professional Services Limited (UPSL). The DC scheme operated by Royal London (RL) is open to these staff.

Training 2000 Limited staff employed before 1 November 2006 were eligible to join the T2K scheme.

The DC scheme operated by Scottish Widows (SW) is open to staff of Training 2000 Limited who started after the closure of the T2K scheme.

### (i) The Universities' Superannuation Scheme

The institution participates in the Universities' Superannuation Scheme. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The institution is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee Benefits", the institution therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the Consolidated Statement of Comprehensive Income and Expenditure represents the contributions payable to the scheme. Since the institution has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the institution recognises a liability for the contributions payable that arise from the Recovery Plan (to the extent that they relate to the deficit) with related expenses being recognised through the Consolidated Statement of Comprehensive Income and Expenditure.

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as the Universities' Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with Section 28 of FRS 102. The Trustees are satisfied that the Universities' Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the Recovery Plan in existence at the date of approving the financial statements.

#### Pension costs

The total cost charged to the Consolidated Statement of Comprehensive Income and Expenditure is £632k (2023: £1,255k) and deficit recovery contributions due within one year for the University are £227k (2023: £227k).

A deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. As set out in Note 26, no deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the profit and loss account.

The latest available complete actuarial valuation of the Retirement Income Builder is as at 31 March 2023 (the valuation date), which was carried out using the projected unit method.

Since the institution cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

The 2023 valuation was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions (the statutory funding objective). At the valuation date, the value of the assets of the scheme was £73.1 billion and the value of the scheme's technical provisions was £65.7 billion indicating a surplus of £7.4 billion and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in the Statement of Funding Principle

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in the Statement of Funding Principles.

CPI	Term dependent rates in line with the difference between Fixed Interest and Index Linked yield curves less:  1.0% pa to 2030, reducing linearly by 0.1% pa to a long-term difference of 0.1% pa from 2030
Pension increases (subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps  Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5% and half of any excess inflation over 5% up to a maximum of 10%): CPI assumptions minus 3bps
Discount rate (forward rates)	Pre-retirement: fixed interest gilt yield curve + 2.50% pa  Post-retirement: fixed interest gilt yield curve + 0.90% pa

The main demographic assumption used relates to the mortality assumptions. These assumptions are based on analysis of the Scheme's experience carried out as part of the 2023 actuarial valuation. The mortality assumptions used in these figures are as follows:

Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for females.
Future improvements to mortality	CMI_2021 with a smoothing parameter of 7.5, an initial addition of 0.4% pa, 10% w2020 and w2021 parameters, and a long term improvement rate of 1.8% pa for males and 1.6% pa for females.

The current life expectancies on retirement at age 65 are:

	2024	2023
Males currently aged 65 (years)	23.7	24.0
Females currently aged 65 (years)	25.6	25.6
Males currently aged 45 (years)	25.4	26.0
Females currently aged 45 (years)	27.2	27.4

## Notes to the Financial Statements (continued)

### (ii) Local Government Pension Scheme

#### (Retirement Benefits) Disclosure for the accounting period ending 31 July 2024

The LGPS is a funded defined benefit scheme, with assets held in separate trustee administered funds. The last formal triennial actuarial valuation of the scheme was performed as at 31 March 2022 by a professionally qualified actuary. During the accounting period, the total contribution was £9,496k, of which employer's contributions totalled £7,107k and employee's contributions totalled £2,389k. Following the triennial valuation, the University's contribution rate increased to 18.0% with effect from 1 April 2023, increased to 20.4% from 1 April 2024.

#### Assumptions

The financial assumptions used to calculate scheme liabilities under FRS 102 are:

	2024	2023
	% pa	% pa
Price inflation (CPI)	2.60	2.70
Rate of increase in salaries	4.10	4.20
Rate of increase of pensions in payment	2.70	2.80
Discount rate	4.90	5.10

The most significant non-financial assumption is the assumed level of longevity. The table below shows the life expectancy assumptions used in the accounting assessments based on the life expectancy of male (female) members at age 65:

	2024	2023
Future pensioner age 65 in 20 years' time	22.2 (25.3)	22.2 (25.2)
Current pensioner aged 65	21.0 (23.5)	21.0 (23.4)

As a result of significant gains arising from the change in financial assumptions, the balance of the University's assets in the scheme exceeds the liabilities associated with the funded defined benefit obligation, giving rise to a surplus. FRS 102 allows an asset to be recognised for a defined benefit scheme in surplus only in so far as there is a realisable value in the asset. The maximum realisable value is the asset ceiling.

The value of the asset ceiling has been determined in line with the requirements of FRS 102, taking into account that the University does not have an inherent right to a refund from the scheme but may be able to recognise a surplus arising from the economic value of potential future reduced contributions. The asset ceiling is the maximum realisable value arising from the existence of a surplus and has been calculated as the net present value of future service costs less the net present value of future contributions payable.

As the current contribution rate (even after discounts have been applied) is currently greater than the projected future service cost, there is no realisable economic value currently and the asset ceiling is nil. No surplus has therefore been recognised.

#### Scheme assets and expected rate of return for LGPS

The expected return on assets has been derived as the weighted average of the expected returns from each of the main asset classes (i.e. equities and bonds). The expected return for each asset class reflects a combination of historical performance analysis, the forward looking views of the financial markets (as suggested by the yields available) and the views of investment organisations.

The assets in the scheme were:

	2024		2023	
	£'000		£'000	
Equities	189,498	47.7%	180,764	48.4%
Government bonds	397	0.1%	1,494	0.4%
Other bonds	397	0.1%	-	-
Property	33,768	8.5%	35,480	9.5%
Cash/liquidity	5,562	1.4%	2,241	0.6%
Other	167,648	42.2%	153,499	41.1%
Total	<u>397,270</u>		<u>373,478</u>	
Actual return on plan assets	6.3%		2.1%	

#### Analysis of the amount shown in the balance sheet for LGPS pensions:

	2024	2023
	£'000	£'000
Scheme assets	397,270	373,478
Scheme liabilities	(316,831)	(301,319)
Asset ceiling	(80,439)	(72,159)

#### Deficit in the scheme - net pension liability recorded within pension provisions (Note 21)

Current service cost	5,217	9,705
Past service cost	-	-
Curtailments and administration expenses	649	414
<b>Total operating charge:</b>	<b>5,866</b>	<b>10,119</b>

#### Analysis of the amount charged to interest payable/credited to other finance income for LGPS

Interest cost	(15,155)	(12,774)
Expected return on assets	19,017	12,543
<b>Net charge to other finance income</b>	<b>3,862</b>	<b>(231)</b>

#### Analysis of other comprehensive income for LGPS pension:

	2024	2023
	£'000	£'000
Gain/(loss) on assets	6,199	2,231
Gain/(loss) on assumptions	(3,022)	83,460
Total other comprehensive income before deduction for tax	3,177	85,691
Effect of asset ceiling	(8,275)	(72,159)
	<u>(5,098)</u>	<u>13,532</u>

#### History of experience gains and losses - LGPS pensions:

	2024	2023	2022	2021	2020
<b>Difference between expected and actual return on assets</b>					
Amount £'000	6,199	2,231	24,919	35,208	(10,033)
% of assets at end of year	1.6%	0.6%	7.0%	10.8%	3.5%
<b>Experience (gains)/losses on scheme liabilities</b>					
Amount £'000	(3,022)	83,460	126,623	(3,715)	54,146
% of liabilities at end of year	0.95%	27.7%	34.4%	0.8%	12.1%



## 26. Pension schemes (continued)

## Analysis of movement in surplus/(deficit) for LGPS pension:

	2024	2023
	£'000	£'000
<b>(Deficit) at beginning of year</b>	-	(9,581)
Contributions or benefits paid by the University	7,107	6,746
Current service cost (inc. admin expenses and curtailments)	(5,871)	(10,119)
Other finance charge	-	(231)
Pension Interest receivable	3,862	-
Prior year adjustment	-	(347)
Gain/(loss) recognised in other comprehensive income	3,177	85,691
Asset ceiling	(8,275)	(72,159)
<b>Surplus/(deficit) at end of year</b>	-	-

## Analysis of movement in the present value of LGPS liabilities

	2024	2023
	£'000	£'000
<b>Present value of LGPS liabilities at the start of the year</b>	301,319	367,723
Current service cost (net of member contributions)	5,649	9,888
Interest on pension liabilities	15,155	12,774
Actual member contributions (including notional contributions)	2,389	2,591
Actuarial (gain)/loss	3,022	(83,460)
Actual benefit payments	(10,703)	(8,197)
<b>Present value of LGPS liabilities at the end of the year</b>	316,831	301,319

## Analysis of movement in the fair value of scheme assets

	2024	2023
	£'000	£'000
<b>Fair value of assets at the start of the year</b>	373,478	358,142
Interest on plan assets (includes admin expenses)	18,800	12,312
Actuarial gain/(loss) on assets	6,199	2,231
Actual contributions paid by University	7,107	6,746
Prior year adjustment	-	(347)
Actual member contributions (including notional contributions)	2,389	2,591
Actual benefit payments	(10,703)	(8,197)
<b>Fair value of scheme assets at the end of the year</b>	397,270	373,478

LGPS assets do not include any of the University's own financial instruments or any property occupied by the University.

## Actual Return on Scheme Assets

	2024	2023
	£'000	£'000
<b>Expected return on Scheme assets</b>	19,017	12,543
<b>Asset gain/(loss)</b>	6,199	2,231
	<u>25,216</u>	<u>14,774</u>

The estimated contributions for LGPS in the financial year 2024/25 are £7.1m.

In June 2023, the High Court handed down a decision in the case of Virgin Media Limited v NTL Pension Trustees II Limited and others relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. In July 2024, the Court of Appeal dismissed the appeal brought by Virgin Media Ltd against aspects of the June 2023 decision. The conclusions reached by the court in this case may have implications for other UK defined benefit plans. The Company and pension trustees are currently considering the implications of the case for the Lancashire County Pension fund. The defined benefit obligation has been calculated on the basis of the pension benefits currently being administered, and at this stage the directors do not consider it necessary to make any adjustments as a result of the Virgin Media case.

## (iii) Teachers' Pension Scheme (TPS)

The Teachers' Pension Scheme (TPS) is a statutory, unfunded, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010 and the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

## The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made

under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

## Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014.

The valuation report was published by the Department on 5 March 2019. The key result of the valuation is that, with effect from September 2019, employer contribution rates increased from 16.4% to 23.6% of pensionable pay, in line with current regulations, not including the additional 0.08% employers pay for the cost of Scheme administration.

## (iv) Training 2000 Limited Retirement and Death Benefit Scheme

The following calculations as at 31 July 2024 have been provided by the scheme actuaries using the projected unit actuarial cost method.

Principal actuarial assumptions used by the actuary were as follows:

	2024	2023
	%	%
Rate of Inflation	3.1	3.1
Rate of increase in pensions	3.1	3.1
Discount rate	5.0	5.1
Mortality rates for current and future pensioners	115% SP3A model 2022 with a long term rate of improvement of 1.25% pa	115% SP3A model 2022 with a long term rate of improvement of 1.25% pa

## Notes to the Financial Statements (continued)

### 26. Pension schemes (continued)

The amounts recognised in the consolidated balance sheet are as follows:

	2024	2023
	£'000	£'000
Present value of funded obligations	(5,270)	(5,303)
Fair value of plan assets	4,816	4,574
Net pension deficit	(454)	(729)

Analysis of amounts charged to the consolidated statement of comprehensive income and expenditure:

Other finance costs:		
Expected return on pension scheme assets	(230)	(173)
Interest on pension scheme liabilities	263	216
Net pension cost	33	43

Analysis of the actuarial gains and losses shown in the consolidated statement of comprehensive income and expenditure:

Actuarial gains/(losses) on assets	145	(641)
Actuarial gains/(losses) on liabilities	14	1,140
Actuarial gain recognised	159	499

Changes in the fair value of the defined benefit obligation are as follows:

Opening defined benefit obligation	5,302	6,475
Interest on pension scheme liabilities	263	216
Past service cost	-	-
Actuarial (gains)/losses	(14)	(1,140)
Benefits / transfers paid	(281)	(249)
Closing defined benefit obligation	5,270	5,302

Changes in the fair value of plan assets are as follows:

Opening fair value of plan assets	4,574	5,139
Expected return on plan assets	230	173
Actuarial gains/(losses)	145	(641)
Employer contributions	164	160
Expenses paid	(16)	(8)
Benefits / transfers paid	(281)	(249)
Closing fair value of plan assets	4,816	4,574

The split of assets between investment categories is as follows:

	2024	2024	2023	2023
	£'000	%	£'000	%
Equities	2,659	55.2	2,339	51.1
Cash/liquidity	206	4.3	156	3.4
Other	1,951	40.5	2,079	45.5
	4,816		4,574	

Amounts for current and previous years:

	2024	2023	2022	2021	2020
	£'000	£'000	£'000	£'000	£'000
Defined benefit obligations	(5,270)	(5,302)	(6,475)	(8,234)	(8,437)
Plan assets	4,816	4,574	5,139	6,019	5,687
	(454)	(728)	(1,336)	(2,215)	(2,750)

The cumulative amount of actuarial losses recognised since 1 August 2005 is £832k.

Scheme assets as at 31 July 2024 have been valued at bid price.

Following the closure of the scheme on 1 November 2006 the only future contributions are recovery plan payments made by the employer towards past service costs. Following the conclusion of the scheme actuarial valuation as at 31 July 2017 the trustees agreed to increase deficit funding contributions going forward, with contributions set at £164k for the year ended 31 July 2024 and increasing at 3% per annum thereafter (2023: £160k)

#### (v) Defined Contribution Schemes

A defined contribution plan is a post-employment benefit plan under which the employer pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

The total amount reported in the financial statements as expense on defined contribution pension schemes is £1,510k, of which £164k relates to the Scottish Widows scheme (2023: £186k) and £1,346k to the Royal London scheme (2023: £788k).

### 27. Accounting estimates and judgements

#### Tangible fixed assets – land and buildings

Some of the University's buildings are specialised buildings and therefore it is not appropriate to value them on the basis of open market value. Land and buildings acquired up to the date of the last valuation are included in the Balance Sheet at depreciated replacement cost or, where in the opinion of the University's valuers there is a readily available market for a property, at the market valuation. Land and buildings acquired after the date of the last valuation are included at cost. Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the institution of 50 years. Leasehold buildings are amortised over 50 years or, if shorter, the life of the lease.

All fixed assets are reviewed for indicators of impairment and revalued if any are found to exist.

#### Bad debt policy

The trade receivables balance recorded in the Balance Sheet comprises a large number of relatively small balances. An allowance is made for the estimated irrecoverable amounts from debtors, referred to as a bad debt provision, and this is determined by reference to past experience of the recoverability of differing types of debt.

#### Pensions

Pension provisions for defined benefit obligations and pension enhancements on termination are calculated using assumptions deemed to be the most appropriate for the scheme and are based on advice from the scheme actuary. The provision relating to the USS deficit recovery plan is calculated using assumptions considered appropriate after consideration of salary inflation and changes in membership of the scheme over the recovery period, and a discount rate based on advice from a qualified actuary.

#### Long Term Liabilities

In December 2021 the University entered into a sale and leaseback agreement with Canada Life in respect of a portion of the University's property portfolio. As part of this arrangement the University received a premium of £30m and is required to make rental payments over 40 years that increase at a variable rate of interest. As there is no change to the risks and benefits from ownership of the properties as a result of this arrangement, it has been determined that the substance of this arrangement is a secured debt finance agreement and it has therefore been treated as such. In this treatment it has been necessary to make an assumption on the rate of interest applicable to this agreement (RPI) and this has been done using Office for Budgetary Responsibility (OBR) forecasts, the most recent of which at the time of writing was published in March 2023.

### 28. Related parties

The University Board members are the trustees for charitable law purposes. Due to the nature of the University's operations and the composition of the Board, being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Board may have an interest. All transactions involving organisations in which a member of the Board may have an interest, including those identified below, are conducted at arms-length and in accordance with the University's Financial Regulations and usual procurement procedures. No transactions were identified which were required to be disclosed.

No Board member has received any remuneration/waived payments from the Group during the year in their capacity as a Board member (2023: none).

The total expenses paid to or on behalf of 5 Board members was £849 (2023: £921). This represents travel and subsistence expenses incurred in attending meetings and events in their official capacity. In addition, costs of £6,600 (2023: £26,400) were paid to David Taylor Partnerships Limited, a privately owned corporate and property investment company registered in the United Kingdom that provided administrative support to the outgoing Chair of the Board in relation to the execution of that role in the University.

### 29. US Department of Education Financial Responsibility Supplementary Schedule

In satisfaction of its obligations to facilitate students' access to federal financial aid, the University is required by the US Department of Education to present the following Supplemental Schedule in a prescribed format.

The amounts presented within the schedule have been:

- Prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- Prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- Presented in pounds sterling (GBP).

## Notes to the Financial Statements (continued)

The schedule sets out how each amount disclosed has been derived from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and cannot be relied upon to comply with the requirements of accounting principles generally accepted in the United States of America.

Page	Statement / Note reference	Expendable Net Assets	Year ended 31 July 2024		Year ended 31 July 2023	
			£000	£000	£000	£000
46	Note 20 - Loans	Long-term debt - for long-term purposes post-implementation		25,331		25,185
N/A	N/A	Net assets with donor restrictions		0		0
58	Note 16 - Amounts due from subsidiary companies	Secured and unsecured related party receivable	0		0	
58	Note 16 - Amounts due from subsidiary companies	Unsecured related party receivable		0		0
46	Balance Sheet - Tangible assets	Property, plant and equipment net (includes construction in progress)	355,880		336,968	
55	Note 12 - Net book value at 31 July 2022 less depreciation and disposals	Property, plant and equipment - pre-implementation		324,950		322,912
55	Note 12 - Additions (excluding for assets in the course of construction) funded by debt	Property, plant and equipment - post-implementation with outstanding debt for original purchase		5,719		8,922
55	Note 12 - Additions (excluding for assets in the course of construction) not funded by debt	Property, plant and equipment - post-implementation without outstanding debt for original purchase		0		0
55	Note 12 - Assets in the course of construction - additions	Construction in progress		25,331		5,134
N/A	N/A	Lease right-of-use asset, net	0		0	
N/A	N/A	Lease right-of-use asset pre-implementation				
N/A	N/A	Lease right-of-use asset post implementation		0		0
46	Balance Sheet - Intangible assets	Intangible assets - goodwill		0		
46	Balance Sheet - Intangible assets	Intangible assets - other intangible assets		11,453		7,691
46	Balance Sheet - Pension provisions	Post-employment and pension liabilities	0	4,871		8,315
60	Note 20 - Loans	Long-term debt - for long-term purposes	30,501		30,320	0
60	Note 20 - Loans	Long-term debt - for long-term purposes pre-implementation		0		25,185
60	Note 20 - Loans	Long-term debt - for long-term purposes post-implementation		25,331		5,135
60	Note 20 - Loans	Line of credit for construction in process		5,719		
N/A	N/A	Lease right-of-use asset liability	0		0	
N/A	N/A	Pre-implementation right-of-use leases				0
N/A	N/A	Post-implementation right-of-use leases		0		0
N/A	N/A	Annuities with donor restrictions		0		0
N/A	N/A	Term endowments with donor restrictions		0		0
N/A	N/A	Life income funds with donor restrictions		0		0
N/A	N/A	Net assets with donor restrictions: restricted in perpetuity		0		0
		<b>Total Expendable Net Assets</b>		0		21,085

Page	Statement / Note reference	Total Expenses and Losses	Year ended 31 July 2024		Year ended 31 July 2023	
			£000	£000	£000	£000
43	Consolidated Statement of Comprehensive Income - Total expenditure	Total expenses without donor restrictions - taken directly from Statement of Activities		297,810		297,579
43	Consolidated Statement of Comprehensive Income - Losses on investments and revaluation of investment properties less investment income and actuarial gain in respect of pension schemes	Non-operating and net investment loss		(13,077)		(89,906)
43	Consolidated Statement of Comprehensive Income - Loss on investments less investment income	Net investment losses		(9,731)		(3,921)
43	Consolidated Statement of Comprehensive Income - Actuarial gain/(loss) in respect of pension schemes	Pension-related changes other than net periodic costs	0	3,331	0	86,190
		<b>Total Expenses and Losses</b>		<b>278,333</b>		<b>289,942</b>

Page	Statement / Note reference	Modified Assets	Year ended 31 July 2024		Year ended 31 July 2023	
			£000	£000	£000	£000
43	Balance Sheet - Total non-current assets plus total current assets	Total assets		515,206		527,484
N/A	N/A	Lease right-of-use asset pre-implementation		0		0
N/A	N/A	Pre-implementation right-of-use leases		0		0
43	Balance Sheet - Intangible assets	Intangible assets - goodwill			0	
58	Note 16 - Amounts due from subsidiary companies	Secured and unsecured related party receivable	0	0		0
58	Note 16 - Amounts due from subsidiary companies	Unsecured related party receivable		<b>515,206</b>		527,484
		<b>Total Modified Assets</b>				

Page	Statement / Note reference	Net Income Ratio	Year ended 31 July 2024		Year ended 31 July 2023	
			£000	£000	£000	£000
43	Consolidated Statement of Comprehensive Income - Total comprehensive income/(expenditure) for the year	Change in net assets without donor restrictions		(127)		80,351
43	Consolidated Statement of Comprehensive Income - Total income less investment income plus gain/(loss) on sale of tangible fixed assets	Total revenue and gains		284,829		288,472

