

SALFORD CITY COLLEGE GROUP

CITY SKILLS • ECCLES • FUTURESILLS • PENDLETON • WORSLEY

Salford City College

Annual Report and Financial Statements

Year ended 31st July 2025

Contents

| | Page number |
|---|-------------|
| Reference and administrative details | 1 |
| Strategic Report | 2 |
| Statement of Corporate Governance and Internal Control | 17 |
| Statement of Regularity, Propriety and Compliance | 26 |
| Statement of Responsibilities of the Members of the Corporation | 27 |
| Independent Auditor's Report on the Financial Statements | 28 |
| Independent Reporting Accountant's Report on Regularity | 32 |
| Statement of Comprehensive Income and Expenditure | 34 |
| Statement of Changes in Reserves | 35 |
| Balance Sheet | 36 |
| Statement of Cash Flows | 37 |
| Notes to the Financial Statements | 38 |

Reference and Administrative Details

Board of Governors

| | |
|---|--|
| Jackie Flynn (Chair until 31 August 2025) | Adam Fidler (Vice Chair until 31 August 2025, Chair from 1 September 2025) |
| Rebecca Parks (Group Principal & Chief Executive) | Adrian Connell (Vice Chair from 1 September 2025) |
| Sam Butler | Sally Kells |
| Michael Sharples (until 31 December 2024) | Paula Summersfield |
| Ann Gavin-Daley (until 16 June 2025) | Lucy Robinson (until 12 May 2025) |
| Anthony Redmond (until 24 January 2025, previously on a 12-month leave of absence until 1 January 2025) | Mat Ainsworth |
| Ben Davis | Helen Barton (from 16 September 2025) |
| Jake Mairs (from 16 September 2025) | Martin Townsend (Staff Governor) |
| Roger Cunliffe (Staff Governor) | Vanilla Onyiwe (Student Governor) (from 16 October 2024 until 30 June 2025) |
| Amber Justin (Student Governor) (from 17 September 2024) | Alex O'Sullivan (Student Governor) (from 20 October 2025 until 17 November 2025) |
| Chloe Suthers (Student Governor) (from 18 November 2025) | |

Clerk / Company Secretary

Dr Martin Toner

Executive Team

| | |
|--------------------|---|
| Mrs Rebecca Parks | Group Principal & Chief Executive, Accounting Officer |
| Ms Karen Hollins | Chief Financial Officer & Deputy Chief Executive |
| Mrs Kimberley Cash | Deputy Principal (Student Experience and Support) |
| Mrs Thalia Bell | Deputy Principal (Quality and Curriculum) |

Principal / Registered Office – Salford City College Group, Pendleton College, Dronfield Road, Salford, M6 7FR

Professional advisers

Financial statements auditors and reporting accountants:

Wbg (Audit) Limited
168 Bath Street
Glasgow
G2 4TP

Internal auditors:

ICCA Education, Training and Skills Limited
Irish Square
Upper Denbigh Road, St Asaph
Denbighshire, Wales
LL17 0RN

Bankers:

Lloyds Bank plc
4TH Floor Westminster House
11 Portland Street
Manchester
M1 3HU

Barclays Bank plc
3 Hardman Street
Spinningfields
Manchester
M3 3HF

Solicitors:

Eversheds Sutherland LLP
Eversheds House
70 Great Bridgewater Street
Manchester
M1 5ES

Wilkin Chapman Rollits
Citadel House
58 High Street
Hull
HU1 1QE

Strategic Report of the Corporation

OBJECTIVES AND STRATEGY

The Corporation members present their annual report together with the financial statements and auditor's report for the year ended 31 July 2025.

Legal status

Salford City College was formed on 2 January 2009 from the three existing colleges in Salford. On 1 January 2009 Pendleton College acquired the assets and liabilities of Eccles College and Salford College. This was achieved by the dissolution of the corporations of Eccles College and Salford College and a transfer of their employees, assets and liabilities into Pendleton College under section 27 of the Further and Higher Education Act 1992.

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Pendleton College but it changed its name to Salford City College on 2 January 2009. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.

On 29 November 2022, the Office for National Statistics reclassified the statutory FE sector in England into central government, resulting in all college corporations becoming public sector institutions. The reclassification placed new responsibilities on corporations, including ensuring that any transactions entered into by the Corporation are within the delegated authorities as set out by the Department for Education, and that prior approval is sought and obtained for any transactions beyond those delegated authorities. As a result, the Department for Education introduced some new rules for colleges, some of which took effect immediately, whilst others took effect during the transitional arrangements to August 2024. The College is subject to the framework for financial management set out in Managing Public Money (MPM).

Mission, Vision, Strategy and Objectives

Our Strategic Plan

In July 2022, the College launched its Strategy 2022 to 2025, and subsequently extended to 2027, with a refreshed vision, objectives and values. The strategic plan outlines our direction and sets out how best to achieve this, with the Skills and Post-16 Education Act 2022 and accountability agreement central to our thinking. A review of the strategic plan is undertaken at set monitoring points throughout the academic year, to ensure the College has successfully completed all objectives set. The full strategic plan and corresponding strategy video can be found on the College's website.

Our Vision

To be a beacon of educational excellence, transforming the lives of the individuals and communities we serve.

Our Shared Purpose

We believe in the value of education for a successful future.

College Intent

The theory underpinning our strategic plan focuses on quality. Quality is central to everything the College strives to do, whether that is in our academic provision or our professional services. This focus leads to increased growth, greater efficiency and sustainability within a continuing cycle.

Our intent for the College, across our curriculum and all services, is to be:

- ***Inclusive*** – We deliver a broad, balanced and inclusive curriculum for all our learners including those with special educational needs and disabilities (right learner/right course/right level).
- ***High Quality*** – We adopt a consistent approach across all our sites, ensuring high quality provision is delivered to every single learner so they can achieve the best possible outcomes and progress onto their next steps.

- **Literacy and Numeracy** – We strive to improve levels of literacy and numeracy across the Group, especially post – pandemic and in a Salford context.
- **Careers and Skills** – We actively promote career opportunities and skills development rather than just focusing on qualifications.
- **Support** – We achieve the right conditions to ensure all learners are supported, have enrichment opportunities and are always recognised.

Our Objectives

- **Teaching and Learning** – To inspire people in our city and region through the provision of an outstanding, inclusive, and ambitious curriculum that provides an engine for social mobility.
- **Welfare** – To safeguard and promote the health, safety, and positive well-being of all who study and work at the College.
- **People** – To be an exceptional employer where staff are developed and thrive because they feel valued, engaged, and challenged.
- **Resource and Business Operations** – To manage the College’s finances, estates, and resources effectively to provide an exceptional and sustainable learning environment.
- **External Presence** – To develop a clear eco system with productive links to schools, universities, employers, and other key partners, whilst raising the external profile of the College.
- **Sustainability** – To lead by example on environmental sustainability, providing solutions through collaboration and engagement, underpinned by our commitment to the Green agenda.

Our Values

Our core values are at the heart of everything that we do, and we behave with:

- **Integrity**
- **Respect**
- **Kindness**

Our Financial objectives

The key ongoing financial objectives are:

- Generation of a surplus excluding pension adjustment (2024-25: £1,592k surplus).
- Achievement of at least a ‘Good’ financial health rating from the DfE (2024-25: ‘Outstanding’).
- Achievement of an adjusted current ratio of 2 (2024-25: 3.21).
- Maintenance of cash days of 45 (2024-25: 116).

As with the whole of the sector, the College has had a challenging period in relation to the impact of the increasing cost of living, and the legacy of the Covid-19 pandemic having a significant impact on the knowledge and mental health of our students. However, the quality, growth and efficiency objectives have been met, and the College has achieved a strong financial position and cash balance in excess of its plan.

Resources

Salford City College has a wide range of resources that it can deploy in pursuit of its strategic priorities.

The College employed an average of 706 people (571 when expressed as full-time equivalents), of whom 339 were teaching staff (298 when expressed as full-time equivalents).

The College enrolled approximately 10,436 students. The College’s student population includes 4,739 16 to 18 year old students, 1,834 apprentices, 77 higher education students, and 4,642 adult learners. There were no international students.

The College has £31,403k of net assets (2023-24: £29,811k of net assets), including a £nil pension liability (2023-24: £nil liability), and total debt of £2,873k (2023-24: £3,115k), £255k of which is deemed to be due within one year (2023-24: £242k). The College’s cash balance at 31st July 2025 was £14,661k (2023-24: £10,843k).

Resources (continued)

Tangible resources include the main college sites at Dronfield Road, Lissadel Street, Merchant's Quay in Salford, FutureSkills at MediaCity, Chatsworth Road in Eccles and Walkden Road in Worsley. In addition to these main sites, the needs of learners are met in a number of community-based venues across the City of Salford.

Maintaining brands is considered essential for the College's success at attracting students and developing external relationships. Trading as Salford City College Group, the College markets its provision under the banners of five colleges. The five colleges are Eccles Sixth Form College, Pendleton Sixth Form College, City Skills, Worsley College, and Future Skills at MediaCityUK, along with our apprenticeship provision at Frontier House. The College also offers higher education courses at most sites. The College's widening participation provision also includes a range of Passport To College and King's Trust courses.

The College has an outstanding reputation locally and nationally. However, in the most recent Ofsted full inspection in April/May 2024, the outcome was a grade 3 overall, as the College required improvement in three of the eight judgement categories. The five other outcomes were a Grade 2, meaning Good provision, in 'Behaviour and attitudes', 'Personal development', 'Adult learning programmes', 'Apprenticeships', and 'Provision for learners with high needs'. The arrangements for safeguarding were judged to be effective, and the College was deemed to make a 'reasonable' contribution to meeting skills needs. More recently, the College received a very positive Ofsted monitoring visit in February 2025 to assess progress against the Post Inspection Action Plan. Of the six areas for improvement identified at the previous inspection, four were evaluated as having made Significant progress, with the remaining two having made Reasonable progress.

The College is registered with the Office of Students, to deliver its higher education provision.

Maintaining a quality brand is essential for the College's success at attracting students and external relationships for the furtherment of its mission. In year, the College was successful in a number of external awards:

- Winner – The City and Guilds Award for College Engagement with Employers – AoC Beacon Awards
- Winner – The NOCN Award for Mental Health and Wellbeing – AoC Beacon Awards
- Apprentice Winner – LCRIG Outstanding Achievement Award
- Finalist – Greater Manchester FE Innovation Project – Most Innovative Educational Project at the 2025 Edefuturists Awards
- Finalist – Mental Health & Wellbeing Award – Educate North Awards (ENAs)
- Apprentice Winner – LCRIG Highways Apprentice of the Year Award
- Finalist – Highways Partnership Awards
- Awarded Dyslexia Aware Consortium Mark
- Awarded the 'matrix Standard', the DfE's standard for ensuring high quality information, advice and guidance across colleges

Stakeholders

The College has many stakeholders including:

- its current, future and past students;
- its staff and their trade unions. The executive team are named on page 1. The trade unions of which Salford City College staff are members are UNISON, NASUWT, National Education Union, and University and College Union;
- the employers it works with;
- the professional organisation for each of the sectors in which it operates;
- its partner schools and universities;
- the wider college community;
- Salford City Council, Greater Manchester Combined Authority and Chambers of Commerce.

The College recognises the importance of these relationships and engages in regular communication with its stakeholders. Particular focus has been given on ensuring strong relationships with employers to support curriculum development and the learning experience, aligned to the needs of local and regional economic demands, and the Greater Manchester Local Skills Improvement Plan. The College has representatives on a number of key groups and leads in many of these areas.

Public Benefit

Salford City College is an exempt charity under the Part 3 of the Charities Act 2011 and is regulated by the Secretary of State for Education. The members of the Corporation, who are trustees of the charity, are disclosed on page 1. In setting and reviewing the College's strategic objectives, the Corporation has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education.

In delivering its mission, the College provides identifiable public benefits through the advancement of education to 10,436 students, including 134 students with high needs. The College provides courses without charge to young people, to those who are unemployed and adults taking English and maths courses. The College adjusts its courses to meet the needs of local employers and provides training to 1,834 apprentices. The College is committed to providing information, advice and guidance to the students it enrolls and to finding suitable courses for as many students as possible regardless of their educational background.

The College places significant emphasis on its inclusivity and social responsibility, and this is at the centre of its practices. The College also endeavours to find the right course for every learner to enable them to reach their potential.

DEVELOPMENT AND PERFORMANCE

Financial Review and Results

The College focuses on monitoring performance based on its operating position, which excludes the pension adjustment. The College generated a surplus excluding pension adjustment of £1,592k (2023-24: £2,000k surplus). The College has performed more favourably than budgeted in its financial plan. Despite both sector-specific and wider economic challenges faced in year, the College has marginally exceeded its forecast financial plan, and continues to focus on maintaining strong financial foundations to facilitate investment and development.

The College continues to have significant reliance on the education sector funding bodies as its principal funding source, largely from recurrent grants. In 2024-25, the College received 91% (2023-24: 90%) of its total income from funding bodies, most notably from the Department for Education (DfE) for 16-18 provision. The increase in funding body grant income from the prior year was largely due to 16-18 funding from the DfE, following an increase in funding per student, as well as in-year growth. The College has received additional in-year funding in 2024-25 from the Post-16 Budget Grant and Post-16 National Insurance Grant, to support pay costs during the academic year. These additional income streams have enabled the College to fund an increase in staff and other operating costs, which were largely driven by inflationary pressures. The position masks a substantial underspend against the staffing budget in year, prior to unbudgeted pay awards, chiefly driven by the sector-wide difficulty in recruitment.

The College generated a surplus before other gains and losses in the year of £2,835k (2023-24: surplus of £2,926k).

The actuarial loss on the pension scheme has resulted in total comprehensive income for the year of £1,592k (2023-24: £2,000k income).

During the year, the College incurred restructuring costs of £182k (2023-24 £184k).

At the balance sheet date, the College held net current assets of £9,827k (2023-24: £6,226k). The movement in year reflects an improvement in the cash position. The College held total net assets of £31,403k (2023-24: £29,811k), which includes a defined benefit pension liability of £nil (2023-24: £nil liability).

Cash flows and liquidity

The College's net cash flow from operating activities was £6,155k (2023-24: £5,656k). The College's overall net cash inflow is £3,818k (2023-24: £1,815k outflow), after financing £2,528k of tangible fixed asset purchases and total debt servicing costs of £402k.

Cash flows and liquidity (continued)

This increase is in part due to the receipt of external capital funding grants which have yet to be spent and released into the income statement, and the financial performance for the year which exceeded expectations.

The College holds a £5.375m loan with a fixed interest rate of 5.367%. The outstanding balance on the loan was £2.873m on 31 July 2025 (31 July 2024: £3,116m).

The size of the College's total borrowing and its approach to interest rates has been calculated to ensure a reasonable cushion between the total cost of servicing debt and operating cash flow. During the year this margin was easily exceeded and the loan covenants were complied with.

Capital expenditure funded by cash reserves decreased slightly in year as the College completed externally-funded projects.

No financial support was applied for by the College.

The College received £26k (2023-24: £18k) from the Booth Charities to provide bursaries to support Salford students aspiring to attend University for their ongoing studies.

Developments

The College's ongoing investment in its estate continued, with tangible fixed asset additions during the year amounting to £2,546k. This was split between property improvements of £1,708k, fixtures and fittings of £311k, and equipment purchases of £327k, and assets under construction of £201k.

The College has continued to invest funds in year to upgrade the condition of the estate, improve teaching spaces, and improve energy efficiency. Investment commenced towards the end of the academic year on the City Skills site, with additional classrooms and workshops completed, and this project will continue in the new academic year with new outdoor recreational and car parking facilities. The College benefited in-year from a replacement 3G AstroTurf pitch at the Eccles site, to support both curriculum and community partners. This investment also includes £355k of external funding received from the Department for Education's Further Education Capital Transformation Fund, supplemented by a College contribution of £237k, for projects to upgrade the condition of the estate. Further to receipt of significant external funding in prior financial years through the DfE Reclassification Allocation, DfE Energy Efficiency Allocation, and Final Further Education Capital Transformation Fund (Phase 3 funding), £47k, £52k and £282k respectively was invested in the current year to support delivery of the College's Heat Decarbonisation Plan.

From a curriculum perspective, investments included £140k funded from the DfE's Local Skills Investment Fund via a joint bid by the Greater Manchester Colleges Group, which spanned two projects, namely Construction and Health. The purpose of the funding is to enable further education providers to respond to the skill priorities set out in the local skills improvement plan (LSIP) for their area. The College also completed work totalling £11k as part of its investment into equipment funded from the Office for Students (OfS).

Financial performance and developments are anticipated to continue on a similar trajectory beyond 2024-25, underpinned by the College's forecast for the 2025-26 financial year in terms of its cash, performance, and capital investment.

Reserves

The College has accumulated reserves of £31,403k and cash balances of £14,661k. The accumulated reserves excluding the defined pension asset in relation to the LGPS pension scheme also stand at £31,403k. The College wishes to continue to accumulate reserves and cash balances to create a contingency fund, and to fund further significant development of the College estate.

Group Companies

The College does not own or control any subsidiary companies.

FUTURE PROSPECTS

Future developments

The ambition of the College is to create a curriculum and supporting infrastructure which is distinctive and meets the needs of individual learners as part of our Strategy 2027. The College has two sixth form centres, together with a range of vocational skills centres placed in areas of defined need, and will maintain its five college approach with distinctive cultures serving the needs of specific cohorts of students across the City.

The College's vision, aims and objectives establish a clear emphasis on quality, consistency, and sustainability. Following the progress made in recent years, the financial year 2024-25 has seen significant further developments in the College, and has further laid the foundation to enable current and future change to support the College's key aims, namely to secure financial stability and invest in quality improvement. There is a strategic focus on A-level provision at Pendleton Sixth Form College, to enhance our provision and high grades, including ensuring more students attain places at Oxbridge and Russell Group universities.

Linked to modest demographic increases in school leavers in the local area over the next two years, followed by a significant increase at that point, the College is well positioned to be the destination of choice in an era of greater competition for students, with ever increasing standards of educational delivery and strong results. With sufficiency challenges across Greater Manchester in the FE sector, the College is actively engaged in increasing capacity for students across courses and sites wherever possible.

Our curriculum offer will continue to evolve to reflect current and future needs of our local community, and the City's economic development and skills needs, as well as the Greater Manchester Local Skills Improvement Plan, and is responsive to national changes. It is well designed to support the ongoing development of T-Levels, and to accommodate the new era of student, where outcomes are not compromised post-pandemic.

A strategic plan was developed in 2022, reflecting the progress made in recent years, as well as the Skills and Post-16 Education Act 2022. The College is well placed to respond to further education reform, and to support the development of local skills to meet economic needs. At the heart of the future strategy remains the same vision and core guiding principles, with a balance struck between growth and the need to maintain and enhance quality, efficiency and sustainability. Whilst there is a clear focus on teaching and learning, there is also an emphasis on educating the whole person through the hidden curriculum, developing life skills, employability skills, positive progression outcomes, and ensuring local people secure local jobs.

A greater focus on technology and more versatile curriculum delivery has arisen in recent years, and we are planning continued investment moving forward to support our high-quality teaching and learning objective. Online and blended learning models have the potential to further enhance standards and reach a greater number of students, particularly developing the potential for more adult learners to take on studies. Not all learners will engage effectively with remote delivery learning models however, and any such provision would be tailored to ensure quality and optimise the learner experience.

Following the shift in employee expectation and proven feasibility of areas of hybrid working, there is the potential for the College to continue to grow without the need for additional estate to support the College's professional functions, and further support efficient ways of working. Conversely, given the growth in construction, and with a sufficiency issue of students in Salford not being able to study their chosen construction course because of a lack of space and places at City Skills, the College has commenced the first stage of development of additional classrooms, workshops and recreational space to expand our student capacity. Additional development is planned at City Skills to increase capacity further, along with similar development at Eccles to support Health and Social Care capacity. In addition, the College has ambitions to open a Language Centre to further meet the needs of Salford.

The College will continue to invest significant funds to upgrade the condition of the estate and improve energy efficiency during the coming year. Most notably, the College received £2,431k of external funding in June 2025 from the DfE's FE College Conditions Allocation, which is to be spent by March 2028. Plans are being developed to make optimum use of these funds, with the expectation that most of the funds will be utilised within the next two years. As this funding has been received in advance, this has resulted in an increased cash balance as at July 2025. A further £1,203k of external funding is due to be received from the DfE/Greater Manchester Combined Authority's Salford Sufficiency Grant, for projects to increase the capacity of the College, with completion due in 2026.

Financial plan

The College Governors approved a financial plan in July 2025, which set objectives for the period to July 2026. The College aims to maintain its financial health rating of 'Outstanding', and to achieve a surplus excluding pension adjustment in the year to 31 July 2026.

Sound financial planning remains critical for the College due to inflationary pressures and the desire to meet its financial strategy, which includes investment in the College's estate and infrastructure. In developing the financial plan for the 2025-26 financial year, a detailed review of the College's income streams and cost base has been undertaken, to create a robust baseline budget, on which the decision-making process for the College can be based. There is a clear understanding of the financial position across the Corporation and the executive team, and a commitment to continuing to steer the College on a sound financial base and to financial sustainability.

Whilst the College has increasing levels of 16-18 funding following recent growth and consolidation of student numbers, as well as the increase in the national funding rate for 2025-26, mitigation plans are being formulated to enable the College to be responsive to fluctuations in financial performance, including the impact of inflationary pressures and potential for uncertainty in the energy markets on the College's expenditure budgets. The drive for efficiency and value for money across the whole spectrum of the College's activities is of paramount importance in order to further secure the College's financial position and to ensure continued progress on the path towards ongoing financial sustainability. Whilst the sector-wide recruitment challenges are anticipated to continue, the financial plan for 2025-26 assumes all vacancies will be filled.

The College's College Financial Forecasting Return (CFFR) submitted to the DfE in July 2025 outlined a financial health grade of 'Outstanding' for the coming year, followed by a grade of 'Good' in 2026-27. Cash is forecast to be maintained above the College's internal target in 2025-26, and will support the College's capital investment aspirations. The ambition, based on September 2025 enrolment, is for an Outstanding financial health grade to be maintained.

As a result of the reclassification of the further education sector into central government, resulting in all college corporations becoming public sector institutions, the College must comply with HM Treasury's *Managing Public Money* and other related obligations. The most significant impact for the College's financial planning related to borrowing, as reclassification restricts the ability of the Corporation to make any amendments to existing private sector borrowing facilities or to secure future private sector borrowing. Therefore, the College's financial planning is centred around being able to self-generate funds to invest in its resources, infrastructure and estate.

Treasury policies and objectives

Treasury management is the management of the College's cash flows; its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. The College has a treasury management policy in place to manage cash flows and associated risks.

All new borrowing arrangements are subject to the requirements of HM Treasury's *Managing Public Money*. All borrowing requires the authorisation of the Corporation, and compliance with the requirements of the DfE Funding Agreement, in advance of any borrowing request submission to the DfE.

The College has no plans to increase long term borrowing.

Reserves

The College introduced and adopted a formal Reserves Policy in preparation for 2024-25 to guide financial decision-making in the future. The policy provides guidance on the minimum level of cash working capital and unrestricted reserves balances to ensure the College can both meet any short-term obligation but also ensure long-term sustainability. The Reserves Policy is not the only means of assessing going concern, but contributes to this. The College keeps cash and reserves to ensure that it can meet unexpected challenges, whether that be increases in cost or income shortfalls resulting from enrolment reductions or government funding changes, as well as to meet the future costs of improving the College's estate and infrastructure, and reducing carbon emissions.

Reserves (continued)

The College recognises the importance of reserves in the financial stability of an organisation, and ensures that there are adequate resources to support the College's core activities. The College currently holds no restricted reserves (2023-24: £nil). As at the balance sheet date, accumulated reserves stand at £31,403k (2023-24: £29,811k). This includes a defined benefit liability of £nil (2023-24: £nil liability) in relation to the Local Government Pension Scheme. It is the Corporation's intention to increase reserves over the life of the Strategic Plan, by the generation of annual operating surpluses, to support the development of the College.

PRINCIPAL RISKS AND UNCERTAINTIES

The College has well-developed strategies for managing risk and strives to embed risk management in all that it does. Risk management processes are designed to protect its assets, reputation and financial stability. The governing body has overall responsibility for risk management, and its approach to managing risks and internal controls is explained in the Statement of Corporate Governance.

A risk register is maintained at the College level which is reviewed monthly by the senior leadership team, and at least annually by the Audit Committee and more frequently where necessary. High risks are reported to each meeting of the Corporation. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system.

The main risk factors which may affect the College are outlined below, along with the action being taken to minimise them. Not all factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

Government funding

The College has considerable reliance on continued government funding through the further education sector funding bodies. In 2024-25, 91% of the College's revenue was ultimately public funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of several issues which may impact on future funding, in particular following the Skills and Post-16 Education Act 2022, as well as the economic forecasts of HM Treasury's fiscal challenges and their potential impact on public sector funding. There is still uncertainty around applied general qualifications such as BTECs, but it is recognised that any changes to funding will impact on the College, although the extent and full implications will not be known until government policy, devolution scope, and both external reviews and challenges, have been finalised.

This risk is mitigated in a number of ways:

- Funding is derived through a number of direct and indirect contractual arrangements;
- By ensuring the College is rigorous in delivering high quality education and training;
- Considerable focus and investment are placed on maintaining and managing key relationships with the various funding bodies;
- Ensuring the College is focused on those priority sectors which will continue to benefit from public funding;
- Regular dialogue with the funding bodies;
- Having an outward focus to ensure strong stakeholder relationships and that provision meets the skills agenda and needs of the local economy;
- Exploring potential new income streams to underpin the College's income levels.

Maintain adequate funding of pension liabilities

The financial statements are required to report the share of any Local Government Pension Scheme deficit on the College's balance sheet in line with the requirements of FRS 102.

In instances where a deficit applies, this risk is mitigated by an agreed deficit recovery plan with the Greater Manchester Pension Scheme.

Failure to maintain the financial viability of the College

The College's current financial health grade is classified as 'Outstanding' as described above. Notwithstanding that, the continuing challenge to the College's financial position remains the constraint on further education funding arising from strained government finances and increasing costs, whilst maintaining the student experience. Whilst the rate of funding has increased for the 2025-26 financial year, there is significant challenge in recruiting and retaining learners and staff. Any increase in income is more than offset by cost pressures from inflation and cost of living expectations, and therefore efficiencies continue to be sought at every appropriate opportunity.

This risk is mitigated in a number of ways:

- Creation of detailed curriculum delivery plans
- Regular engagement with learners to ensure progress and provide support
- Versatile marketing plans to deliver targets
- Close working with partners and key stakeholders to strengthen our provision offering and communication
- By rigorous budget setting procedures;
- Maintenance of a contingency budget to underpin the College's financial position
- Sensitivity analysis of income streams, with mitigation plans to address different scenarios including cost reduction
- Continuous in-year budget monitoring and forecasting, with ongoing analysis of income levels against target
- Tight budgetary control to understand and address increased costs
- Robust financial controls;
- Exploring ongoing procurement efficiencies;
- Diversification of income streams.

Ability to secure financing

Further to the reclassification of colleges as central government organisations, the College is not permitted to obtain new financing from a commercial lender without prior consent from the DfE. This consent is unlikely as central government is expected to offer better value for money, through lower interest rates, than commercial lenders, which reduces the ability of the College to respond quickly to secure new funding. Therefore, should the College require funds to support capital investment, the College would need to apply to the Department for Education for any additional funding requirements.

This risk is mitigated by the College continuing to deliver strong financial performance, and in turn build its cash balance, to facilitate significant investment in the College's estate and infrastructure moving forward, or seek to repay the College's remaining loan.

KEY PERFORMANCE INDICATORS

The College is committed to observing the importance of sector measures and indicators, and uses the Department for Education (DfE) performance tables and National Achievement Rate tables (NART) to benchmark. The College is required to complete the annual College Financial Forecasting Return (CFFR) for the DfE, in which the College is assessed by the DfE as having 'Outstanding' financial health.

Student numbers

In 2024-25 the College delivered activity against its main funding body allocations as follows:

- 16–18 funding allocation £29,502k, with 4,756 learners (2023-24: £28,087k with 4,629 learners)
- DfE Adult Skills Budget allocation, including community learning, of £14k (2023-24: £22k)
- GMCA Adult Skills Budget allocation, including community learning, of £6,443k (2023-24: £6,079k)
- 16–18 Apprenticeship allocation and levy income of £5,233k (2023-24: £4,424k)

Student achievements

Students continue to thrive at the College. Achievement rates at the College in all areas are strong and continue to improve, having exceeded the internal benchmark set of 85%. From the known destination information gathered by the College, 91% of students moved into employment, further or higher education after they completed their college course.

The overall achievement rate for the College across all programmes for all ages is 89.9%, compared to 86.1% in 2023-24. The Education Programmes for Young People (16-18) achievement rate is 89.1% compared to 85.7% in 2023-24 and above the national average of 82.9%. A-Level pass rates have improved to 98% (2023-24: 97%), as have Level 3 Vocational Programmes pass rates to 96% (2023-24: 95%). Adult Learning Programmes (19+) achievement rates are 90.8% (2023-24: 87%) compared to a national average of 87.4%. The overall Apprenticeship Programmes success rate is 68% (2023-24: 63.7%) compared to a national average of 60.5%.

These results are against a backdrop of a significant increase over a five-year period in mental health referrals, as well as an increase in the number of safeguarding incidents.

Quality of Provision

The College received a very positive Ofsted monitoring visit in February 2025 to assess progress against the Post Inspection Action Plan following a Full Inspection in May 2024. Of the six areas for improvement identified at the previous inspection, four were evaluated as having made Significant progress, with the remaining two having made Reasonable progress. Combined with excellent results in 2024-25, this reinforces the College's strong foundations, and evidences its trajectory of going from strength to strength.

Financial results

The College is subject to assessment on its financial performance against a series of key performance indicators relevant to the Further Education sector, from both the DfE as its main funding body, as well as against the updated FE Commissioner benchmarks. These are set out in the table below.

| | Measure | 2024-25 | 2023-24 |
|---|--|-------------|-------------|
| Adjusted Current Ratio | > 1.4 | 3.21 | 2.72 |
| Education-specific EBITDA as % of adjusted income | > 6% | 6.48% | 8.29% |
| Borrowing as a % of income | < 35% | 5.77% | 6.80% |
| DfE Financial Health Rating | Good or Outstanding | Outstanding | Outstanding |
| Debt service cover ratio | > 2 | 7.54 | 2.19 |
| Cash days in hand | > 40 | 116 | 95 |
| Pay costs as a % of adjusted income | <65% (General FE College) <70% (Sixth Form College) | 64.29% | 62.87% |

Streamlined Energy and Carbon Reporting

The College is committed to reducing its carbon emissions and has taken the following measures in the year to improve energy efficiency:

- Measure 1: In the period covered by the report, the College has formally introduced a 'Heat Decarbonisation Plan' (HDP), with the main objective being to switch all fossil fuel powered heat sources to low carbon. This is an ongoing process, to be undertaken over time as both internal and external factors allow, including infrastructure capacity and technology. Continual planning is required as technology and the energy markets evolve. The HDP is the framework against which the College can strategically and methodically navigate its way towards estate-wide heat decarbonisation, and take significant steps towards achieving our overall carbon targets.
- Measure 2: The College continues to undertake significant upgrades to the building fabric across many of its sites to improve the thermal performance and general energy efficiency, which will lessen heating and cooling requirements. This includes external cladding and rendering works to protect the buildings from weather conditions and improves thermal insulation.

The College's greenhouse gas emissions and energy use for the period are set out below:

| UK Greenhouse gas emissions and energy use data for the period | 1 August 2024 to 31 July 2025 | 1 August 2023 to 31 July 2024 |
|--|----------------------------------|----------------------------------|
| Energy consumption used to calculate emissions (kWh) | 5,534,328 | 5,101,820 |
| <u>Scope 1 emissions in metric tonnes CO²e</u> | | |
| Gas consumption | 420 | 346 |
| Owned transport | 14 | 10 |
| Total | 434 | 356 |
| <u>Scope 2 emissions in metric tonnes CO²e</u> | | |
| Purchased electricity | 548 | 654 |
| <u>Scope 3 emissions in metric tonnes CO²e</u> | | |
| Business travel in employee owned vehicles | 21 | 16 |
| Total gross emissions in metric tonnes CO²e | 1,003 | 1,026 |
| Intensity ratio: Metric tonnes per staff member | 1.36 | 1.48 |

Qualification and reporting methodology

The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (the 2018 Regulations) establish the requirements for Streamlined Energy and Carbon Reporting (SECR).

The 2018 Regulations are designed to increase awareness of energy costs within organisations, provide them with data to inform adoption of energy efficiency measures, and help them to reduce their impact on climate change. The regulations also seek to provide greater transparency for stakeholders.

The College has followed the 2019 HM Government Environmental Reporting Guidelines. In addition, the College has used the GHG Reporting Protocol – Corporate Standard, and the 2025 UK Government's Conversion Factors for Company Reporting.

Intensity ratio

The College's chosen intensity measurement ratio is emissions in metric tonnes (CO²e) per staff member.

Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the College to publish information on facility time arrangements for trade union officials.

In accordance with the requirements, the following information was published for the period 1st April 2024 to 31st March 2025.

| Numbers of employees who were relevant union officials during the period | FTE employee number |
|--|---------------------|
| 5 | 4.77 |

| Percentage of time | Number of employees |
|--------------------|---------------------|
| 0% | 0 |
| 1-50% | 5 |
| 51-99% | 0 |
| 100% | 0 |

| | |
|---|-------------|
| Total cost of facility time | £4,498 |
| Total pay bill | £30,540,811 |
| Percentage of total bill spent on facility time | 0.01% |

| | |
|---|-----|
| Total number of hours spent on paid facility time | 101 |
| Time spent on paid trade union activities as a percentage of total paid facility time | 0% |

EQUALITY AND DIVERSITY

Equality

Salford City College is fully committed to ensuring and delivering equality of opportunity for all its students and staff. The College is committed to ensuring the elimination of all forms of unfair and illegal discrimination, as well as all forms of harassment and victimisation. We respect and value positively differences in race, gender, sexual orientation, disability, religion or belief and age.

The College's Single Equality Scheme is published on the College's website. The College publishes an Annual Equality Report and Equality Objectives to ensure compliance with all relevant equality legislation including the Equality Act 2010. The College undertakes equality impact assessments on all new policies and procedures. Equality impact assessments are also undertaken for existing policies and procedures on a prioritised basis.

The College's Single Equality Scheme is reviewed each year and monitored by managers and the Corporation.

The College has developed and implemented a Single Equality Scheme and Action Plan which provides an overview in regard to how the College will meet its equality duty; how the College will handle any cases of harassment and unlawful discrimination; how policies, processes and plans will be monitored for adverse impact; how the overall practice and outcomes of the College will be monitored; and how action will be planned and delivered to address any concerns that are identified.

The Single Equality Scheme supports the monitoring of the protected characteristics of students and staff so that continuous improvement can be achieved. The College will continue to meet these duties through the ongoing development of the Single Equality Scheme and Action Plan.

The College considers all employment applications from disabled persons, bearing in mind the aptitudes of the individuals concerned, and guarantees an interview to any disabled applicant who meets the essential criteria for the post. Where an existing employee becomes disabled, every effort is made to ensure that employment with the college continues. The College's policy is to provide training, career development and opportunities for promotion which, as far as possible, provide identical opportunities to those of non-disabled employees.

The College is a 'Disability Confident Employer' and has committed to the principles and objectives of Disability Confident standard.

The College has a Wellbeing Strategy for Staff and students and continues to implement a variety of initiatives in support of staff mental and physical wellbeing.

The College provides Equality & Diversity training and refresher training to all staff on an ongoing basis.

Gender pay gap reporting

The College publishes its annual gender pay gap report on the website.

Disability statement

The College seeks to achieve the objectives set down in the Equality Act 2010:

1. Buildings are accessible (insofar as is practical), with ramps at each site to allow wheelchair access.
2. There is a list of specialist equipment, such as audio-visual facilities, which the College can make available for use by students.
3. The College has separate admissions policies for further education (FE) and higher education (HE). These cover fair admission and the process in which to appeal an admissions decision.
4. The College has a number of Education Support Assistants and Learning Support Assistants who provide a variety of support for students who have learning difficulties or disabilities.
5. Counselling and welfare support are available via our Student Services team. Both counselling and welfare appointments are available to students.

GOING CONCERN

Going concern

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

The College has continued to rise to the challenges in relation to the ongoing impact of the increasing cost of living. 2024-25 has met with some challenges in terms of energy prices remaining much higher than before the energy crisis, general cost inflation, and pressures from pay expectations. However, the College has performed strongly and has maintained healthy cash balances. This has been supported by an increase in interest receivable through the College's treasury management strategy. The College's performance in-year allows for a financial health rating of 'Outstanding' for 2024-25, which maintains the rating from the prior year.

Whilst income from Higher Education has reduced in-year, this reduction has been more than offset by additional income for our 16-18 students, including the DfE's Post-16 Budget Grant, and both our Apprenticeship and Adult provision. This has been further supported by savings in staff costs due to vacancies, and allowed the College to invest in-year in equipment, environment and resources to support our students, as well as ensure a pay award for all staff at the College.

Moving forward, the College is increasing activity for the Core 16-18 funded students and, after consolidating the gains of recent years, is on a trajectory for gradual growth in this area as it is meeting the requirements to improve quality, grow provision and work on efficiencies. The challenge of meeting growth in numbers created by the lagged funding methodology makes it more difficult to increase potential surpluses. A surplus excluding pension adjustment is planned as part of the 2025-26 budget, with the provision of a significant contingency.

Detailed work on the 2025-26 baseline budget and 2026-27 financial plan has been undertaken to ensure that the College is able to meet needs and serve the local community. Any further significant increases in prices related to cost of living and inflationary pressures, including energy prices, would impact on the College. Sensitivity analysis has been undertaken to identify how the College can address and manage this. There is a contingency built into the budget for the coming year alongside a surplus. In addition, mitigation plans have been proposed and there are actions which can be taken to reduce costs.

Given the increase in the funding formula for 16-18 students in 2025-26, and even taking into consideration the potential in-year strain caused by the lagged funding model, the College is in a position to capitalise on its recent growth and strong financial performance. A year of consolidation is expected in 2025-26 from both progressing and recruited students. Early recruitment of 16 to 18 year olds on study programmes is showing that the College is on target to meet the current DfE allocation, putting it in the position of a positive start to 2025-26.

Going concern (continued)

The majority of other sources of income are reasonably secure. Adult courses funded by the Greater Manchester Combined Authority are at a slightly lower contractual level to the previous year, and with ongoing engagement of one key strategic partner, delivery of the contract value is expected. Loan funded courses are at a slightly higher level, and this has been factored into the budget for 2025-26. The Higher Education market also remains extremely competitive, and following a revised provision strategy with widening participation and teacher education at its heart, the target for students taking up their place at the College has reduced, but again, this is factored into the budget for 2025-26.

Apprenticeships have seen continued growth over the last year, and is expected to grow further in 2025-26. The College also continues to take opportunities to develop its grant funding and commercial activities to enhance the student experience.

Cash balances are planned to decrease from the current high level over the next two years due to planned investment in the College's physical environment, in part due to the receipt of DfE capital funds during 2024-25 for future years' investment. Balances will however remain above the College's internal target. They remain sufficient throughout the year, supported by the even DfE and GMCA payment profiles.

Internally-funded capital expenditure is at an increased, but conservative, level, whilst still retaining healthy cash balances at this juncture. After recent work to create additional classrooms, the College has further plans to increase its capacity to accommodate the anticipated growth in numbers for key areas. However, whilst reconfiguration and updating of the estate will be progressed, it does not need to expand the estate significantly, and there are no plans to increase the number of sites. A focus remains on ensuring it is meeting Health & Safety standards and running as efficiently as possible. The College continues to seek external capital funding to support the curriculum whenever opportunities become available.

The continuing challenge to the College's financial position remains the constraint on further education funding despite increases to the funding rate, as well as inflationary and cost of living pressures on all aspects of expenditure but particularly on pay expectations, whilst maintaining the student experience and investing in the College's estate and infrastructure. This risk is mitigated in a number of ways:

- By rigorous budget setting procedures and sensitivity analysis
- Regular in year budget monitoring
- Robust financial controls
- Exploring ongoing procurement efficiencies

As a result, the Corporation considers that the College has adequate operational resources to continue existence for the foreseeable future.

OTHER INFORMATION

Salford Academy Trust

Salford City College was the sponsor for Salford Academy Trust along with its education partners, University of Salford and the local authority, Salford City Council. Salford Academy Trust was incorporated on 21 June 2012 as a company limited by guarantee. The Trust oversaw the conversion to Academy status of four schools since September 2012 – The Albion Academy, Marlborough Road Academy, Dukesgate Academy and Irlam and Cadishead College. The Salford Academy Trust is a related party of Salford City College and transactions with the Trust are included in Note 28. The Academies within the Trust transferred to the United Learning Trust on 1 February 2019. Following transfer, the Trustees commenced a process of closure for Salford Academy Trust, with the Trust placed into solvent liquidation on 10 September 2021. The final report was filed at Companies House on 30 September 2023, and was formally dissolved on 16 July 2024 as evidenced on the Companies House website.

EVENTS AFTER THE REPORTING PERIOD

There are no significant post balance sheet events.

DISCLOSURE OF INFORMATION TO AUDITORS

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

Approved by order of the members of the Corporation on 9 December 2025 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'A Fidler', with a long, sweeping horizontal line extending to the right.

A Fidler
Chair

Statement of Corporate Governance and Internal Control

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance and legal structure. This statement covers the period from 1 August 2024 to 31 July 2025 and up to the date of approval of the annual report and financial statements.

The College endeavours to conduct its business:

- i. in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii. in full accordance with the guidance to colleges from the Association of Colleges' Further Education Code of Good Governance ("the Code"); and
- iii. having due regard to the 2024 edition of the UK Corporate Governance Code insofar as it is applicable to the further education sector.

In the opinion of the members of the Corporation, the College complies with all the provisions of the Code, and it has complied throughout the year ended 31 July 2025. The Corporation recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times.

The College is committed to exhibiting best practice in all aspects of corporate governance. In carrying out its responsibilities, it takes full account of and complies with The Further Education Code of Good Governance for English Colleges issued by the Association of Colleges in March 2015 and formally adopted in August 2015. The Code was subsequently updated in 2024.

We have not adopted and therefore do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider relevant to the further education sector and best practice.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011 (as amended). The members of the Corporation, who are also the Trustees for the purposes of the Charities Act 2011 (as amended), confirm that they have had due regard to the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in the financial statements.

Members of the Corporation

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

| Member | Date of appointment | Term of Office Ends | Role | Committee membership | Attendance in 2024-25 |
|----------------|---------------------------|---------------------|--------------------|---|-----------------------|
| Adam Fidler | Reappointed 25 March 2025 | 31 July 2029 | Independent Member | Chair of Corporation (from 1 September 2025) Vice Chair of Corporation (until 31 August 2025) Strategy, Finance and Resources (Chair from 1 September 2025) Teaching and Learning (Chair) Remuneration (Chair until 31 August 2025) Governance and Search (Vice Chair until 31 August 2025; Chair from 1 September 2025) | 14/16 |
| Jackie Flynn | Extended 13 December 2022 | 31 August 2025 | Independent Member | Chair of Corporation (until 31 August 2025) Strategy, Finance and Resources (Chair until 31 August 2025) Teaching and Learning Governance and Search (Chair until 31 August 2025) Remuneration Human Resources and Organisational Development (Chair until 14 October 2024) | 19/19 |
| Adrian Connell | 28 September 2022 | 31 August 2026 | Independent Member | Vice Chair of Corporation (from 1 September 2025) | 16/16 |

| | | | | | |
|--|---|---|--------------------|--|-----------|
| | | | | Audit (Vice Chair until 18 November 2024, then Chair from 18 November 2024 until 31 August 2025) Governance & Search (from 1 September 2025) Human Resources and Organisational Development Remuneration (Chair from 1 September 2025) Teaching & Learning (from 1 September 2024 to 31 August 2025) | |
| Anthony Redmond | Extended 21 March 2022 | Resigned 24 January 2025 (previously on a 12-month leave of absence from 1 January 2024 until 31 December 2024) | Independent Member | None | N/A – 0/0 |
| Michael Sharples | Extended 4 July 2023 | 31 December 2024 | Independent Member | Strategy, Finance and Resources | 1/4 |
| Rebecca Parks | Effective from 12 October 2021 as Acting Principal Appointed as Group Principal 14 February 2022 | Ex officio | Group Principal | Human Resources and Organisational Development Governance and Search Teaching and Learning Strategy, Finance and Resources | 18/18 |
| Paula Summersfield | Extended 4 July 2023 | 31 December 2027 | Independent Member | Strategy, Finance and Resources (Vice Chair) Governance and Search (Vice Chair from 1 September 2025) | 8/12 |
| Sally Kells | Reappointed 26 March 2024 | 31 March 2028 | Independent Member | Audit (Vice Chair from 18 November 2024) Human Resources & Organisational Development | 11/12 |
| Sam Butler | 16 May 2022 | 15 May 2026 | Independent Member | Audit (Chair until 31 August 2024 and from 1 September 2025) Human Resources and Organisational Development (Chair from 15 October 2024 until 31 August 2025; Vice Chair from 1 September 2025) Remuneration (Vice Chair) Teaching and Learning (until 11 March 2025) Strategy, Finance & Resources (from 11 March 2025) | 11/14 |
| Lucy Robinson | 28 September 2022 | Resigned 12 May 2025 | Independent Member | Audit Governance & Search | 7/11 |
| Ann Gavin-Daley | Reappointed 25 March 2025 | Resigned 16 June 2025 | Independent Member | Human Resources and Organisational Development (Vice Chair) Teaching & Learning | 9/11 |
| Ben Davis | 7 February 2024 | 31 January 2028 | Independent Member | Teaching and Learning (Vice Chair) Human Resources and Organisational Development (Chair from 1 September 2025) Strategy, Finance and Resources | 12/15 |
| Mat Ainsworth | 26 March 2024 | 31 March 2028 | Independent Member | Human Resources and Organisational Development Teaching & Learning | 9/12 |
| Helen Barton | 16 September 2025 | 15 September 2029 | Independent Member | N/A | N/A – 0/0 |
| Jake Mairs | 16 September 2025 | 15 September 2029 | Independent Member | N/A | N/A – 0/0 |
| Roger Cunliffe | 1 August 2022 | 31 July 2026 | Staff | Teaching & Learning Governance and Search | 10/11 |
| Martin Townsend | 1 August 2022 | 31 July 2026 | Staff | Audit Teaching & Learning | 9/11 |
| Amber Justin | 17 September 2024 | 30 June 2026 | Student | Teaching & Learning | 8/8 |
| Vanilla Onyiwe | 16 October 2024 | 30 June 2025 | Student | Teaching & Learning | 4/6 |
| Alex O'Sullivan | 20 October 2025 | 17 November 2025 | Student | Teaching & Learning | N/A – 0/0 |
| Chloe Suthers | 18 November 2025 | 30 June 2026 | Student | Teaching & Learning | N/A – 0/0 |
| Dr Martin Toner is the current Clerk to the Corporation. | | | | | |

Co-optees

The Corporation strategically uses Co-optees to serve on the committees most appropriate to their skills. Co-optees are not members of the Corporation and do not attend Corporation meetings.

| Member | Date of appointment | Term of Office Ends | Role | Committee membership | Attendance in 2024-25 |
|--------------|---------------------|---|----------|---------------------------------|-----------------------|
| Helen Barton | 11 March 2025 | 16 September 2025 (appointed as full governor) | Co-optee | Strategy, Finance and Resources | 2/2 |

The governance framework

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

The Corporation is provided with regular and timely information on the overall financial performance of the College, together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Corporation meets at least once a term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are Strategy Finance & Resources, Human Resources & Organisational Development, Remuneration, Governance & Search, Quality & Standards, and Audit. The full minutes of Corporation meetings, except those deemed to be confidential by the Corporation, are available on the College's website www.salfordcc.ac.uk or from the Clerk to the Corporation at the College's registered address:

Salford City College
Pendleton College
Dronfield Road
Salford
M6 7FR

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

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

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

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

There is a clear division of responsibility in that the roles of the Chair and Accounting Officer are separate.

Appointments to the Corporation

Any new appointments to the Corporation are a matter for consideration of, and approval by, the Corporation as a whole. The Corporation has a Governance & Search Committee consisting of six members of the Corporation, which is responsible for interviewing and nominating new members for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided.

Members of the Corporation are initially appointed for a term of office of four years and are eligible for reappointment for a further four-year term of office dependent on meeting the Corporation's KPIs on attendance and engagement. The Corporation takes account of the AoC recommendations regarding the maximum term of office of governors. However, it has agreed that there should be a balance between experienced governors and newer governors in the interest of ensuring stability and meeting the needs of the College. One independent governor (the Chair of Corporation) has served for more than the recommended maximum of two four-year periods of office, but their term of office ended on 31 August 2025.

Co-optees

The Corporation strategically appoint Co-optees to provide specialist expertise in selected areas as appropriate. At 31 July 2025, there was one Co-optee on the Strategy, Finance & Resources Committee.

Corporation Performance

The Corporation carried out a Self-Assessment of its performance against a wide range of criteria for the year ended 31 July 2025. In line with the Ofsted criteria for Leadership and Management within the Education Inspection Framework, it assessed itself as Good. This assessment recognises that while the Ofsted view of Leadership and Management undertaken during their inspection in April/May 2024 was one of Required Improvement, the interim monitoring visit in February 2025 concluded that there had been Significant progress in this area.

Activities Undertaken to develop Governors and the Governance Professional

Individual governor development interviews are conducted annually by the Chair to assess training and development needs and secure feedback on performance. On this occasion, as the Chair would be stepping down in August 2025, the interviews took the form of a questionnaire. This was so that the information gathered could be forwarded to the incoming Chair to take forward when they assumed the role.

The Chair's performance is also evaluated annually by governors through a Chair's Evaluation Questionnaire, drawn up from AoC guidance. Due to the change in Chair, this has not taken place in July 2025.

A new, formalised Governor Engagement, Training and Development Plan was introduced for 2024-25. The Plan identified four strands of governor training and development:

- i) Mandatory training
- ii) Governor development – external
- iii) Governor development – internal
- iv) Bespoke governor development

The following mandatory training has been undertaken during the year:

- All governors complete Prevent training on appointment, followed up by a refresher course every two years
- At the Corporation meeting on 10 December 2024, all governors received an update to their Safeguarding training

The external component of the training plan was based on three primary external sources:

- Sixth Form Colleges Association (SFCA) Governance Webinar Programme
- Association of Colleges (AoC) / Education & Training Foundation Governance Development Programme online workshops
- AoC Governance Network meetings

Governors were sent invites to attend any relevant sessions and attendance was monitored. Governors have been given regular opportunities throughout the year to feedback on any sessions attended.

The following internal training has been undertaken during the year to develop governors' understanding of their role and widen their knowledge in specific areas:

- Two governors attended the AoC annual conference.

- Three internal Governor Development Workshops were held for all governors in 2024-25, covering the following topics:
 - 8 October 2024 – AoC Code of Good Governance / College Strategy
 - 17 December 2024 – Statutory Responsibilities of Governors / Corporation Succession Planning
 - 18 March 2025 – Feedback on Ofsted Interim inspection / Governance Issues
- Briefings were provided for all governors on the following areas during Corporation meetings:
 - 17 September 2024 – Understanding College Performance Data
 - 10 December 2024 – Safeguarding

The Clerk attended the AoC Conference in November 2024, the online AoC Governance conference in January 2025, and the AoC North West Clerks' briefing meetings in October 2024 and February 2025. They also attended a pre-AoC conference session on governance reviews in October 2024, and relevant sessions within the governors' external development programme.

Internal and External Reviews of Governance

An external review of Governance was conducted in the prior year, 2023-24, by an independent expert and college clerk who was commissioned through the Association of Colleges. In respect of overall board effectiveness, the review determined that *"the overall conclusion is that there is strong evidence that the Board is highly proficient and consistently impacts positively on college strategy, effectiveness, and outcomes"*, which is the highest level of assurance available. A summary of the review's findings, along with the associated action plan, is provided on the College's website.

At the request of the College, the FE Commissioner's Office appointed a National Lead for Governance (NLG) to undertake a review of the College's governance processes in May/June 2025. Following an initial assessment by the NLG based on key documentation, it was agreed that the review should take the form of a follow-up on the Corporation's responses to the actions arising from the 2023-24 external review of governance. Following the review, the NLG concluded that the College's governance processes were sound and no concerns were identified. A table of actions was produced which identified some areas where the Corporation could seek to build on existing good practice. This plan will be taken forward for consideration and action by Governance & Search Committee in 2025-26.

Remuneration Committee

In the year ending 31 July 2025, the College's Remuneration Committee membership comprised four members of the Corporation. The committee's responsibilities are to make recommendations to the Board on the appointment, and remuneration and benefits, of the Accounting Officer and other senior post-holders. Decisions on remuneration are made following consideration of comparative, and other pertinent data, including performance. The Corporation adopted the AOC's Senior Staff Remuneration code in March 2023.

Details of remuneration for the year ended 31 July 2025 are set out in Note 8 to the financial statements.

Audit Committee

The Audit Committee is comprised of four members of the Corporation (excluding the Accounting Officer and Chair). The Committee operates in accordance with written terms of reference approved by the Corporation. The Audit Committee meets on a termly basis and provides a forum for reporting by the College's internal, regularity and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business.

The College's internal auditors review the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

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

The Audit Committee also advises the Corporation on the appointment of internal auditors, reporting accountants and financial statements auditors and their remuneration for both audit and non-audit work as well as reporting annually to the Corporation.

The Audit Committee met on three occasions in the year to 31 July 2025. The members of the Audit Committee and their attendance records are shown below:

| Committee Member | Meetings attended |
|-------------------------|--------------------------|
| Adrian Connell (Chair) | 3/3 |
| Sally Kells | 3/3 |
| Lucy Robinson | 2/3 |
| Martin Townsend | 2/3 |

INTERNAL CONTROL

Scope of responsibility

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

The Corporation has delegated the day-to-day responsibility to the Group Principal & Chief Executive, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the responsibilities assigned to them in the Accountability Agreement and funding contracts between Salford City College and the funding bodies. They are also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Salford City College for the year ended 31 July 2025 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The Corporation has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the year ending 31 July 2025 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Corporation.

The risk and control framework

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

- comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Corporation;
- regular reviews by the Corporation of periodic and annual financial reports which indicate financial performance against forecasts;
- setting targets to measure financial and other performance;
- clearly defined capital investment control guidelines; and
- the adoption of formal project management disciplines, where appropriate.

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

Risks faced by the Corporation

The College has well-developed strategies for managing risk and strives to embed risk management in all that it does. Risk management processes are designed to protect its assets, reputation and financial stability. The governing body has overall responsibility for risk management. Individual risks identified are allocated to appropriate Corporation committees, and reviewed as part of the reporting processes.

A risk register is maintained at the College level which is reviewed monthly by the senior leadership team, and at least annually by the Audit Committee and Corporation, and more frequently where necessary. High risks are reported to each Corporation meeting, and the risk register is available on the Governor portal. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system.

The Audit Committee directs the work of the internal auditors, who develop their annual plan taking a risk-based approach.

As a result of the ever-increasing risks arising from technology, there is ongoing oversight in relation to the risk of cyber attacks, both due to the increased dependence on the use of technology, but also the increased prevalence of cyber crime. Systems and controls are also in place to mitigate other ongoing risks to the Corporation, including for safeguarding, health and safety, and data protection.

Control weaknesses identified

The Corporation has not identified any significant internal control weaknesses, and no high priority recommendations or control risks were identified in the internal audits undertaken during the year.

Responsibilities under funding agreements

The Corporation has met regularly throughout the year and has ensured that its contractual responsibilities under its accountability agreement with the Department for Education, as well as its funding agreements and contracts with the ESFA, DfE and Greater Manchester Combined Authority, have been met. Robust policies and standing operating procedures are in place to ensure compliance, which are regularly updated, monitored and approved by the Corporation.

The College reviewed its policies, procedures and approval processes in line with the published *College Financial Handbook 2024-25* and its accountability agreement with the DfE. The College has established systems and processes to identify and handle any transactions for which DfE approval is required.

The Office for Students (OfS) requirements have also been complied with.

ESFA Funding Audit

The College was subject to a formal Funding Audit by the ESFA in early 2025, which was given an overall Satisfactory level of assurance with minimal funding clawback of less than £20k. Findings are either determined to be Satisfactory or Unsatisfactory, and therefore this was the highest level of assurance possible.

Statement from the Audit Committee

The Audit Committee has advised the Corporation that the Corporation has an effective framework for governance and risk management in place. The Audit Committee believes the Corporation has effective internal controls in place.

The specific areas of work undertaken by the Audit Committee in 2024-25 and up to the date of the approval of the financial statements are detailed below.

Internal audits

- ESFA Mock Funding
- Capital Strategy and Estates Management
- HE Strategy and Delivery Model
- Safeguarding
- HR and Payroll
- Follow-up of Previous Internal Recommendations

Five of these audits were given substantial assurance, with no high-risk recommendations made. The ESFA Mock Funding audit, which focused on the action plan following the formal ESFA Funding Audit in early 2025, was given reasonable assurance, with no high-risk recommendations made.

Advisory reviews

- There were no advisory reviews during the financial year.

Review of effectiveness

As Accounting Officer, the Group Principal & Chief Executive has responsibility for reviewing the effectiveness of the system of internal control. Their review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors;
- the work of the senior leadership team within the College who have responsibility for the development and maintenance of the internal control framework;
- comments made by the College's financial statements auditors, the regularity auditors, and the appointed funding auditors in their management letters and other reports; and
- the regularity self-assessment questionnaire.

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

The Group Principal & Chief Executive and senior leadership team receive reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The Group Principal & Chief Executive and senior leadership team and the Audit Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement.

The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior leadership team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2025 meeting, the Corporation carried out the annual assessment for the year ended 31 July 2025 by considering documentation from the senior leadership team and internal audit, and taking account of events since 31 July 2025.

Based on the advice of the Audit Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for *“the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets”*.

Approved by order of the members of the Corporation on 9 December 2025 and signed on its behalf by:



A Fidler
Chair



R Parks
Accounting Officer

Statement of Regularity, Propriety and Compliance

As Accounting Officer of the Corporation of Salford City College, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the College's accountability agreement with DfE, and the requirements of the *College Financial Handbook*. I have also considered my responsibility to notify the Corporation's board of governors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding.

I confirm that I, and the board of governors, are able to identify any material irregular or improper use of all funds by the Corporation, or material non-compliance with the framework of authorities.

I confirm that no instances of material irregularity, impropriety or non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of governors and DfE.

A handwritten signature in black ink, appearing to read 'R Parks', with a stylized, cursive script.

R Parks
Accounting Officer

Date: 9 December 2025

Statement of Responsibilities of the Members of the Corporation

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

Within the terms and conditions of the College's accountability agreement, funding agreements and contracts with ESFA and DfE and other relevant funding bodies, the Corporation is required to prepare financial statements which give a true and fair view of the financial performance and position of the Corporation for the relevant period. Corporations must also prepare a strategic report which includes an operating and financial review for the year. The bases for the preparation of the financial statements and strategic report are the Statement of Recommended Practice – Accounting for Further and Higher Education, DfE's College Accounts Direction and the UK's Generally Accepted Accounting Practice.

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

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess whether the Corporation is a going concern, noting the key supporting assumptions, qualifications or mitigating actions, as appropriate (which must be consistent with other disclosures in the accounts and auditor's report), and
- prepare financial statements on the going concern basis unless it is inappropriate to assume that the Corporation will continue in operation.

The Corporation is also required to prepare a Strategic Report, in accordance with paragraphs 3.23 to 3.27 of the FE and HE SORP, that describes what it is trying to do and how it is going about it, including information about the legal and administrative status of the Corporation.

The Corporation is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Corporation and which enable it to ensure that the financial statements are prepared in accordance with relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011 (as amended), and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard its assets and to prevent and detect fraud and other irregularities.

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

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from ESFA, DfE, and any other public funds, are used only in accordance with the accountability agreement, funding agreements and contracts, and any other conditions, that may be prescribed from time to time by DfE, or any other public funder, including that any transactions entered into by the Corporation are within the delegated authorities set out in the *College Financial Handbook*. On behalf of the Corporation, the Chair of the board of governors is responsible for discussing the Accounting Officer's Statement of Regularity, Propriety and Compliance with the Accounting Officer.

Members of the Corporation must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and ensure they are used properly. In addition, members of the Corporation are responsible for securing economic, efficient and effective management of the Corporation's resources and expenditure so that the benefits that should be derived from the application of public funds from DfE, ESFA and other public bodies are not put at risk.

Approved by order of the members of the Corporation on 9 December 2025 and signed on its behalf by:



A Fidler
Chair

Independent auditor's report to the Corporation of Salford City College for the year ended 31 July 2025

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Salford City College (the 'College') for the year ended 31 July 2025 which comprise the Statement of Comprehensive Income, the Statement of Changes in Reserves, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies and other explanatory information. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the College's affairs as at 31 July 2025, and of its income and expenditure, gains and losses and changes in reserves, and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the Statement of Recommended Practice - Accounting for Further and Higher Education; and
- meet the requirements of the Accounts Direction issued by the Office for Students ('the OFS Accounts Direction').

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Corporation's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the College's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Corporation with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The Corporation is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by the Department for Education requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of the following matters in relation to which the Regulatory Advice 9: Accounts Direction issued by the Office for Students requires us to report to you if, in our opinion:

- where applicable, funds from whatever source administered by the provider for specific purposes have not been properly applied to those purposes and managed in accordance with relevant legislation; or
- where applicable, funds provided by the OfS, UK Research and Innovation (including Research England), the Department for Education have not been applied in accordance with the relevant terms and conditions; or
- the requirements of the OfS's accounts direction have not been met; or
- the provider's grant and fee income, as disclosed in the note to the accounts, has been materially misstated; or
- the College's expenditure on access and participation activities for the financial year has been materially misstated.

Responsibilities of the Corporation

As explained more fully in the Statement of Responsibilities of the Members of the Corporation, the Corporation is responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Corporation determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Corporation is responsible for assessing the College'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 the Corporation either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and with ISAs (UK). Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors.

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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures response to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing the risks or material misstatements in respect of irregularities, including fraud and non-compliance with laws and regulations we considered the following;

- The nature of the College, the environment in which it operates and the control procedures implemented by management and the Corporation; and
- Our enquiries of management and the Corporation about their identification and assessment of the risks of irregularities.

Based on our understanding of the College and the sector we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the College's operations;
- Compliance with the Post-16 Audit Code of Practice 2024 to 2025;
- Compliance with the requirements of the Department for Education and the Office for Students; and
- Compliance with the requirements of the Office for Standards in Education

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Statement of Recommended Practice - Accounting for Further and Higher Education 2019 and the Post-16 Audit Code of Practice 2024 to 2025.

We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- Posting inappropriate journal entries.

Audit response to the risks identified

Our procedures to respond to the risks identified included the following;

- Gaining an understanding of the legal and regulatory framework applicable to the College and the sector in which it operates;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, the audit committee, the internal auditors and legal advisors concerning actual and potential litigation and claims;
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with the Department for Education, the Office for Students and the Office for Standards in Education.

In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; evaluating rationale of any significant transactions that are unusual or outside the normal course of business. Review of journal entries included, but was not limited to, the following areas:

- Fixed assets;
- Stocks;
- Debtors;
- Creditors; and
- Wages.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

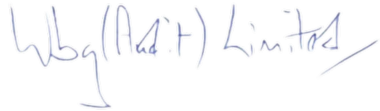
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Corporation, as a body, in accordance with the Funding Agreement published by Department for Education and our engagement letter.

Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are required to state to them in an 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 Corporation, as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in blue ink that reads "Wbg (Audit) Limited" with a stylized flourish at the end.

Wbg (Audit) Limited

Statutory Auditor
168 Bath Street
Glasgow
G2 4TP

Date: 9 December 2025

Reporting accountant's assurance report on regularity

To:

The Corporation of Salford City College and the Secretary of State for Education acting through the Department for Education (DfE)

In accordance with the terms of our engagement letter dated 16 October 2024 and further to the requirements and conditions of funding in the DfE's grant funding agreements and contracts, or those of any other public funder, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Salford City College during the period 1 August 2024 to 31 July 2025 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

The framework that has been applied is set out in the Post-16 Audit Code of Practice (the Code) issued by the DfE and in any relevant conditions of funding concerning adult education notified by a relevant funder.

This report is made solely to the corporation of Salford City College and the DfE in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the corporation of Salford City College and the DfE those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept, or assume, responsibility to anyone other than the corporation of Salford City College and the DfE for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Salford City College and the reporting accountant

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

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Code. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received, during the period 1 August 2024 to 31 July 2025 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Code issued by the DfE. We performed a limited assurance engagement as defined in that framework.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity of the corporation's income and expenditure.

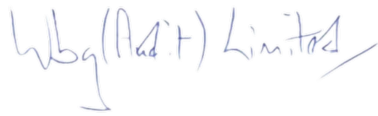
The work undertaken to draw to our conclusion includes:

- Documenting the framework of authorities which govern the activities of the College;
- Undertaking a risk assessment based on our understanding of the general control environment and any weaknesses in internal controls identified by our audit of the financial statements;

- Reviewing the self-assessment questionnaire which supports the representations included in the Chair of Governors and Accounting Officer's statement on regularity, propriety and compliance with the framework of authorities;
- Testing transactions with related parties;
- Confirming through enquiry and sample testing that the College has complied with its procurement policies and that these policies comply with delegated authorities; and
- Reviewing any evidence of impropriety resulting from our work and determining whether it was significant enough to be referred to in our regularity report.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects, the expenditure disbursed and income received during the period 1 August 2024 to 31 July 2025 has not been applied to purposes intended by Parliament, and the financial transactions do not conform to the authorities that govern them.

A handwritten signature in blue ink that reads "Wbg (Audit) Limited" with a stylized flourish at the end.

Wbg (Audit) Limited

Statutory Auditors
168 Bath Street
Glasgow
G2 4TP

Date: 9 December 2025

Salford City College
Statement of Comprehensive Income

| | Notes | Year ended 31 July | |
|---|-------|--------------------|---------------|
| | | 2025 | 2024 |
| | | £'000 | £'000 |
| INCOME | | | |
| Government Grants | 2 | 46,360 | 42,342 |
| Tuition fees and education contracts | 3 | 720 | 1,314 |
| Other grants and contracts | 4 | 1,638 | 981 |
| Other income | 5 | 1,699 | 1,549 |
| Investment income | 6 | 589 | 608 |
| Donations and Endowments | 7 | - | - |
| Total income | | 51,006 | 46,794 |
| EXPENDITURE | | | |
| Staff costs | 8 | 31,722 | 28,661 |
| Other operating expenses | 9 | 13,771 | 12,422 |
| Depreciation | 16 | 3,310 | 3,128 |
| Interest and other finance costs | 14 | (628) | (340) |
| Total expenditure | | 48,175 | 43,871 |
| Surplus / (Deficit) before other gains, losses and tax | | 2,831 | 2,923 |
| (Loss) / Gain on disposal of assets | 16 | 4 | 3 |
| Surplus / (Deficit) before tax | | 2,835 | 2,926 |
| Taxation | 15 | - | - |
| Surplus / (Deficit) for the year | | 2,835 | 2,926 |
| Actuarial (Loss) / Gain in respect of pension schemes | 27 | (1,243) | (926) |
| Total Comprehensive Income for the year | | 1,592 | 2,000 |
| Represented by: | | | |
| Restricted Comprehensive Income | | - | - |
| Unrestricted Comprehensive Income | | 1,592 | 2,000 |
| | | 1,592 | 2,000 |

All items of income and expenditure relate to continuing activities.

The notes on pages 38 to 61 form part of these financial statements.

Salford City College
Statement of Changes in Reserves

| | Income and Expenditure account | Revaluation reserve | Total |
|---|--------------------------------------|------------------------|---------------|
| | £'000 | £'000 | £'000 |
| Balance at 1 August 2023 | 27,333 | 478 | 27,811 |
| Surplus / (deficit) from the income and expenditure account | 2,926 | - | 2,926 |
| Other comprehensive income | (926) | - | (926) |
| Transfers between revaluation and income and expenditure reserves | 33 | (33) | - |
| Total comprehensive income for the year | 2,033 | (33) | 2,000 |
| Balance at 31 July 2024 | 29,366 | 445 | 29,811 |
| Surplus / (deficit) from the income and expenditure account | 2,835 | - | 2,835 |
| Other comprehensive income | (1,243) | - | (1,243) |
| Transfers between revaluation and income and expenditure reserves | 32 | (32) | - |
| Total comprehensive income for the year | 1,624 | (32) | 1,592 |
| Balance at 31 July 2025 | 30,990 | 413 | 31,403 |

The notes on pages 38 to 61 form part of these financial statements.

Salford City College
Balance Sheet as at 31 July 2025

| | Notes | 2025 £'000 | 2024 £'000 |
|--|-------|---------------|---------------|
| Non current assets | | | |
| Tangible fixed assets | 16 | 38,095 | 38,858 |
| Investments | 17 | - | - |
| | | 38,095 | 38,858 |
| Current assets | | | |
| Stocks | | 62 | 58 |
| Trade and other receivables | 18 | 1,541 | 965 |
| Cash and cash equivalents | 23 | 14,661 | 10,843 |
| | | 16,264 | 11,866 |
| Creditors – amounts falling due within one year | 19 | (6,437) | (5,640) |
| Net current assets / (liabilities) | | 9,827 | 6,226 |
| Total assets less current liabilities | | 47,922 | 45,084 |
| Creditors – amounts falling due after more than one year | 20 | (16,420) | (15,169) |
| Provisions | | | |
| Defined benefit obligations | 22 | - | - |
| Other provisions | 22 | (99) | (104) |
| Total net assets / (liabilities) | | 31,403 | 29,811 |
| Restricted Reserves | | - | - |
| Unrestricted Reserves | | | |
| Income and expenditure account | | 30,990 | 29,366 |
| Revaluation reserve | | 413 | 445 |
| Total unrestricted reserves | | 31,403 | 29,811 |
| Total reserves | | 31,403 | 29,811 |

The financial statements on pages 34 to 61 were approved and authorised for issue by the Corporation on 9 December 2025 and were signed on its behalf on that date by:



A. Fidler
Chair



R. Parks
Accounting Officer

The notes on pages 38 to 61 form part of these financial statements.

Salford City College
Statement of Cash Flows

| | Notes | 2025 £'000 | 2024 £'000 |
|---|-------|----------------|----------------|
| Cash flow from operating activities | | | |
| Surplus / (Deficit) for the year | | 2,835 | 2,926 |
| Adjustment for non-cash items | | | |
| Depreciation | | 3,310 | 3,128 |
| (Increase) / decrease in stocks | | (4) | (9) |
| (Increase) / decrease in debtors | | (576) | 91 |
| Increase / (decrease) in creditors due within one year | | 765 | (300) |
| Increase / (decrease) in creditors due after one year | | 1,506 | 1,112 |
| Increase / (decrease) in provisions | | (5) | (61) |
| Pensions costs less contributions payable | | (1,243) | (926) |
| Adjustment for investing or financing activities | | | |
| Investment income | | (589) | (608) |
| Interest payable | | 160 | 306 |
| Loss / (gain) on disposal of fixed assets | | (4) | (3) |
| Net cash flow from operating activities | | 6,155 | 5,656 |
| Cash flows from investing activities | | | |
| Proceeds from disposal of fixed assets | | 4 | 3 |
| Investment income | | 589 | 608 |
| Payments made to acquire fixed assets | | (2,528) | (5,496) |
| Net cash flow from investing activities | | (1,935) | (4,885) |
| Cash flows from financing activities | | | |
| Interest paid | | (160) | (306) |
| Repayments of amounts borrowed | 21 | (242) | (2,280) |
| Net cash flow from financing activities | | (402) | (2,586) |
| Increase / (decrease) in cash and cash equivalents in the year | | 3,818 | (1,815) |
| Cash and cash equivalents at beginning of the year | 23 | 10,843 | 12,658 |
| Cash and cash equivalents at end of the year | 23 | 14,661 | 10,843 |

The notes on pages 38 to 61 form part of these financial statements.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements

1. Accounting policies

Statement of accounting policies and estimation techniques

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

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (the 2019 FE HE SORP), the College Accounts Direction for 2024 to 2025, and in accordance with the Financial Reporting Standard 102 – “The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland” (FRS 102). The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the College's accounting policies.

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention.

Basis of consolidation

The College does not own or control any subsidiary companies.

In accordance with FRS 102, the activities of the student union have not been consolidated because the College does not control those activities.

Going concern

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Annual Report of the Corporation. The financial position of the College, its cashflow, liquidity and borrowings are presented in the Financial Statements and accompanying Notes. The financial statements are prepared on a going concern basis, recognising that the College has reported a surplus of £2,835,000 for the year to 31 July 2025 (2024: surplus of £2,926,000), net cash inflow of £3,818,000 (2024: outflow of £1,815,000) and at 31 July 2025 has net assets of £31,403,000 (2024: net assets of £29,811,000).

Consideration has been given to the recent cost of living crisis, and both the current and potential future effects on the financial position. The College receives the majority of its income from the UK government through recurrent funding, which has been confirmed for 2025-26, and fully expects funding to continue beyond this coming year. The College will benefit from the increased national funding rate from August 2025. Current enrolments for the 2025-26 academic year are on target, and future year growth is anticipated due to the progression of the College, known sufficiency pressures on 16-19 student places across Greater Manchester, and the modest positive demographic changes due over the next few years.

The College currently has £2.873m of secured loans outstanding with bankers. The College has no overdraft facility, but does have £14.661m cash available as at July 2025. The College has one bank loan facility as at 31 July 2025. The terms of the existing agreement are a £5,375,000 secured loan at a fixed rate of 5.367% for the full 25-year term of the loan, repayable by quarterly instalments falling due between August 2009 and May 2034.

The Corporation has prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements. After reviewing these forecasts, the Corporation is of the opinion that, taking account of potential downsides and mitigations, the College will have sufficient funds to meet its 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).

The College's forecasts and financial projections indicate that it will be able to operate within the terms of its existing facility and covenant requirements for the foreseeable future.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Going concern (continued)

Accordingly, the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for at least twelve months from the date of approval of these financial statements, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

Recognition of income

Revenue grant funding

Government revenue grants include funding body recurrent grants and other grants, and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the particular income stream involved. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. Core 16-18 funding is not currently subject to reconciliation and is therefore not subject to contract adjustments.

The recurrent grant from the OfS represents the funding allocations attributable to the current financial year and is credited direct to the Statement of Comprehensive Income.

Where part of a government grant is deferred, the deferred element is recognised as deferred income within creditors and allocated between creditors due within one year and creditors due after more than one year as appropriate.

Grants from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the Balance Sheet and released to income as the conditions are met.

Capital grant funding

Government capital grants are capitalised, held as deferred income and recognised in income over the expected useful life of the asset, under the accrual model as permitted by FRS 102. Other, non-governmental, capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the Balance Sheet and released to income as conditions are met.

Fee income

Income from tuition fees is stated gross of any expenditure which is not a discount and is recognised in the period for which it is received.

Investment income

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

Agency arrangements

The College acts as an agent in the collection and payment of certain discretionary support funds. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the income and expenditure of the College where the College is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

Accounting for post-employment benefits

Post-employment benefits to employees of the College are principally provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit plans, which are externally funded, and contracted out of the State Second Pension.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Accounting for post-employment benefits (continued)

Teachers' Pension Scheme (TPS)

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of valuations using a prospective benefit method.

The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

Greater Manchester Local Government Pension Scheme (LGPS)

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to the operating surplus/(deficit) are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability/asset is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in interest and other finance costs.

Actuarial gains and losses are recognised immediately in actuarial gains and losses.

Short term Employment benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Enhanced pensions

The actual cost of any enhanced ongoing pension to a former member of staff is paid by the College quarterly. An estimate of the expected future cost of any enhancement to the ongoing pension of a former member of staff is charged in full to the College's income in the year that the member of staff retires. In subsequent years a charge is made to provisions in the balance sheet using the enhanced pension spreadsheet provided by the funding bodies.

Non-current assets – Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Land and buildings

Land and buildings inherited from the Local Education Authority (LEA) are stated in the balance sheet at valuation on the basis of depreciated replacement cost. Building improvements made since incorporation are included in the balance sheet at cost. Freehold land is not depreciated as it considered to have an infinite useful life. In compliance with relevant accounting standards, the buildings inherited from the local authority are depreciated over the remainder of their useful economic life. Freehold buildings are depreciated over their expected useful economic life to the College of 50 years.

Capitalised expenditure on buildings since incorporation is classified as property improvements. Property improvements are depreciated on a straight-line basis over their expected useful economic life to the College of between 10 and 50 years.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Land and buildings (continued)

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred income account within creditors, and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy. The deferred income is allocated between creditors due within one year and creditors due after more than one year.

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

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

On adoption of FRS 102, the College followed the transitional provision to retain the book value of land and buildings, which were revalued in 1993, as deemed cost but not to adopt a policy of revaluations of these properties in the future.

Assets under construction

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

Subsequent expenditure on fixed assets

Where significant expenditure is incurred on tangible fixed assets after initial purchase, it is charged to the income and expenditure in the period it is incurred, unless it meets one of the criteria detailed below, in which case it is capitalised and depreciated on the relevant basis.

Equipment

Equipment costing less than £1,500 per individual item is recognised as revenue expenditure in the year of acquisition, unless it is of significant operating value to the College in which case the asset is recorded in the College's asset register and depreciated over its useful economic life. All equipment with a cost in excess of £1,500 is capitalised at cost.

Capitalised equipment is depreciated on a straight-line basis over its useful economic life as follows:

- General and technical equipment – between 5 and 10 years
- Motor vehicles – between 5 and 10 years
- Computer equipment – 5 years
- Fixtures and fittings – between 5 and 10 years.

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

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Comprehensive Income and Expenditure.

Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Leased assets

Costs in respect of operating leases are charged on a straight-line basis over the lease term to the Statement of Comprehensive Income and Expenditure. Any lease premiums or incentives relating to leases signed after 1 August 2014 are spread over the minimum lease term. The College has taken advantage of the transitional exemptions in FRS 102 and has retained the policy of spreading lease premiums and incentives to the date of the first market rent review for leases signed before 1 August 2014.

Leasing agreements which transfer to the College substantially all the benefits and risks of ownership of an asset are treated as finance leases.

Assets held under finance leases are recognised initially at the fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the balance sheet as an obligation under finance leases. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charges are allocated over the period of the lease in proportion to the capital element outstanding.

Investments in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Stocks

Stocks are stated at the lower of their cost (using the first in first out method) and net realisable value, being selling price less costs to complete and sell. Where necessary, provision is made for obsolete, slow-moving and defective stocks.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of three months or less from the date of acquisition.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All loans, investments and short-term deposits held by the College are classified as basic financial instruments in accordance with FRS 102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost). FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the College has calculated that the difference between the historical cost and amortised cost basis is not material and so these financial instruments are stated on the Balance Sheet at historical cost. Loans and investments that are payable or receivable within one year are not discounted.

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover around 1% of the VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Provisions and contingent liabilities

Provisions are recognised when:

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

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the Statement of Comprehensive Income in the period it arises.

A contingent liability arises from a past event that gives the College 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 College. 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 to the Financial Statements.

Judgements in applying accounting policies and key sources of estimation uncertainty

Judgements in applying accounting policies

In preparing these financial statements, management have made the following judgements:

- Determine whether leases entered into by the College either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the College's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.

Other key sources of estimation uncertainty

- *Tangible fixed assets*
Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- *Local Government Pension Scheme*
The present value of the Local Government Pension Scheme defined benefit liability/asset depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost/income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in Note 27, will impact the carrying amount of the pension liability/asset. The actuary has used a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 to value the pensions liability at 31 July 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability/asset.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Notes to the Financial Statements (continued)

Other key sources of estimation uncertainty (continued)

In accordance with the accounting policy adopted by the College, where the actuarial valuation at the year-end date results in a net asset, recognition of the asset is limited to the extent to which the College is able to recover its share of the surplus, either through reduced contributions in the future or through refunds from the scheme. The extent to which any net pension asset can be recognised is subject to significant actuarial assumptions around the potential future costs associated with the scheme, and can be impacted by changes to actuarial assumptions and agreed contribution rates. In particular, asset recognition is based on the accounting for the assets and liabilities at a point in time and may change materially should steps to be taken to obtain any refund from the scheme in the future. The College assesses the recoverability of any net pension asset on this basis, and determines whether it is appropriate for a surplus to be recognised or suppressed to £nil. At 31 July 2025, in line with the requirements of FRS 102, the calculated pension asset has been suppressed to £nil.

Salford City College Report and Financial Statements for the year ended 31 July 2025

2. Government Grants

| | 2025 £'000 | 2024 £'000 |
|--|---------------|---------------|
| Recurrent grants | | |
| Department for Education / Education and Skills Funding Agency – Adult Skills Fund | 14 | 22 |
| Department for Education / Education and Skills Funding Agency – 16-18 | 29,502 | 28,087 |
| Department for Education / Education and Skills Funding Agency – Apprenticeships | 5,233 | 4,424 |
| Greater Manchester Combined Authority - Adult Skills Fund | 6,443 | 6,079 |
| Office for Students | 103 | 122 |
| Specific grants | | |
| Department for Education / Education and Skills Funding Agency - additional funding: | | |
| 16-19 Tuition Fund | - | 621 |
| Teacher Pension Scheme contribution grant | 1,699 | 1,232 |
| Post-16 National Insurance contributions grant | 213 | - |
| Post-16 Budget grant | 346 | - |
| Other Department for Education grants | 518 | 383 |
| Other Greater Manchester Combined Authority grants | 960 | 201 |
| Higher Education grants | 79 | 196 |
| Releases of government capital grants | 1,250 | 975 |
| Total | 46,360 | 42,342 |

The Education and Skills Funding Agency (ESFA) was an executive agency of the Department for Education (DfE) responsible for funding education and skills providers in England. The ESFA became part of Department for Education in April 2025.

The College received notification in May 2025 for the Post-16 National Insurance contributions grant allocation for the period 1 April 2025 to 31 March 2026. The position includes four months of the allocation on this basis. The cash payment is expected in September 2025 in line with the guidance received from the DfE.

The Corporation was not in receipt of any provider release scheme funding from the Department for Education / Education and Skills Funding Agency.

In 2023-24 the College was eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak, at 31 July 2025 the funding ceased. The funding received for 16-19 Tuition Fund covered costs of £Nil in 2024-25 (2023-24: £621k).

Office for Students (OfS) registered colleges are required to include a note analysing grant and fee income received in a single additional table. OfS' requirements overlap with the existing structure of Department for Education's (DfE) finance record. An additional table is provided with the required analysis. As OfS only regulates higher education in colleges, only amounts relating to courses at level 4 and above are recorded here.

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Grant income from the Office for Students | 182 | 318 |
| Fee income for taught awards (exclusive of VAT) | 333 | 802 |
| Total HE grant and fee income | 515 | 1,120 |

Salford City College Report and Financial Statements for the year ended 31 July 2025

3. Tuition fees and education contracts

| | 2025 | 2024 |
|------------------------------------|------------|--------------|
| | £'000 | £'000 |
| Adult skills fees | 105 | 124 |
| Apprenticeship fees and contracts | 33 | 54 |
| Fees for FE loan supported courses | 180 | 149 |
| Fees for HE loan supported courses | 246 | 627 |
| Total tuition fees | 564 | 954 |
| Education contracts | 156 | 360 |
| Total | 720 | 1,314 |

4. Other grants and contracts

| | 2025 | 2024 |
|---------------------------------------|--------------|------------|
| | £'000 | £'000 |
| Additional Learning Support Element 3 | 1,431 | 864 |
| Other grants and contracts | 207 | 117 |
| Total | 1,638 | 981 |

5. Other income

| | 2025 | 2024 |
|------------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Catering | 1,259 | 1,187 |
| Other income generating activities | 326 | 252 |
| Miscellaneous income | 114 | 110 |
| Net Return on Pension Scheme | - | - |
| Total | 1,699 | 1,549 |

6. Investment income

| | 2025 | 2024 |
|---------------------------|------------|------------|
| | £'000 | £'000 |
| Other interest receivable | 589 | 608 |
| Total | 589 | 608 |

7. Donations

| | 2025 | 2024 |
|------------------------|----------|----------|
| | £'000 | £'000 |
| Unrestricted donations | - | - |
| Total | - | - |

Salford City College Report and Financial Statements for the year ended 31 July 2025

8. Staff costs

The average number of persons (including key management personnel) employed by the College during the year, described as full-time equivalents, was:

| | 2025 | 2024 |
|--------------------|------------|------------|
| | No. | No. |
| Teaching staff | 298 | 289 |
| Non-teaching staff | 273 | 264 |
| Total | 571 | 553 |

The average number of persons (including key management personnel) employed by the College during the year, on an average headcount basis, was:

| | 2025 | 2024 |
|--------------------|------------|------------|
| | No. | No. |
| Teaching staff | 339 | 335 |
| Non-teaching staff | 367 | 363 |
| Total | 706 | 698 |

Staff costs for the above persons

| | 2025 | 2024 |
|---|---------------|---------------|
| | £'000 | £'000 |
| Wages and salaries | 23,215 | 21,325 |
| Increase / (release) of holiday pay accrual | 8 | 20 |
| Social security costs | 2,588 | 2,106 |
| Other pension costs (incl. FRS102(28.11) adjustments Credit of £447k (2024: Credit of £328k)) | 5,159 | 4,492 |
| Payroll sub total | 30,970 | 27,943 |
| Contracted out staffing services | 570 | 534 |
| | 31,540 | 28,477 |
| Restructuring costs | 182 | 184 |
| Total staff costs | 31,722 | 28,661 |

The Corporation also makes available staff salary sacrifice schemes for childcare vouchers, Cycle to Work, zero emission cars and train season tickets. Staff costs are recorded at the full gross value before the deduction of the salary sacrifice.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the Executive Team, which comprise: the Group Principal & Chief Executive, Chief Financial Officer & Deputy Chief Executive, Deputy Principal (Student Experience and Support) & Deputy Principal (Quality and Curriculum).

Emoluments of key management personnel, Accounting Officer and other higher paid staff

| | 2025 | 2024 |
|--|------|------|
| | No. | No. |
| The number of key management personnel including the Accounting Officer was: | 4 | 3 |

Salford City College Report and Financial Statements for the year ended 31 July 2025

Staff costs (continued)

The number of key management personnel and other staff who received annual emoluments, excluding employer contributions to national insurance and pensions but including benefits in kind, in the following ranges was:

| | Key management personnel | | | Other higher paid staff | | |
|----------------------|--------------------------|---|-------------|-------------------------|-------------|-------------|
| | 2025 No. | | 2024 No. | | 2025 No. | 2024 No. |
| £5,001 to £10,000 | | | | | | |
| £10,001 to £15,000 | | | | | 1 | c |
| £15,001 to £20,000 | | | | | 1 | d |
| £20,001 to £25,000 | | | | | | |
| £25,001 to £30,000 | | | | | | |
| £30,001 to £35,000 | | | | | | 1 |
| £35,001 to £40,000 | | | | | 1 | e |
| £40,001 to £45,000 | | | | | | |
| £45,001 to £50,000 | | | | | 1 | f |
| £50,001 to £55,000 | | | | | 1 | g |
| £55,001 to £60,000 | | | | | 1 | h |
| £60,001 to £65,000 | | | | | 6 | i |
| £65,001 to £70,000 | | | | | 4 | j |
| £70,001 to £75,000 | | | | | 2 | 8 |
| £75,001 to £80,000 | | | | | 3 | 2 |
| £80,001 to £85,000 | | | | | 1 | 1 |
| £85,001 to £90,000 | | | | | 1 | |
| £90,001 to £95,000 | | | | | | 1 |
| £95,001 to £100,000 | | | | | | |
| £100,001 to £105,000 | | | 2 | | | |
| £105,001 to £110,000 | 2 | | | | | |
| £110,001 to £115,000 | 1 | a | | | | |
| £165,001 to £170,000 | | | 1 | b | | |
| £175,001 to £180,000 | 1 | | | | | |
| | 4 | | 3 | | 23 | 23 |

- a represents the pro-rata salary of a member of staff who joined the College on 19 August 2024 (full-year basic salary within the £115,001 - £120,000 range)
- b represents the salary of the Group Principal & Chief Executive following a salary review with an effective date of 1 December 2023 (full-year basic salary within the £170,001 - £175,000 range)
- c represents the pro-rata salary of a part-time member of staff who left the College on 31 July 2025 (full-year basic salary within the £75,001 - £80,000 range)
- d represents the pro-rata salary of a temporary member of staff who was employed from 3 March - 30 June 2025 (full-year basic salary within the £60,001 - £65,000 range)
- e represents one member of staff who has been on maternity leave since 6 January 2025 (full-year basic salary within the £60,001 - £65,000 range)
- f represents the pro-rata salary of a part-time member of staff (full-year basic salary within the £70,001 - £75,000 range)
- g represents the pro-rata salary of a part-time member of staff (full-year basic salary within the £75,001 - £80,000 range)
- h represents one member of staff who moved from a management role to a teaching role from 7 April 2025 (full-year basic salary within the £45,001 - £50,000 range)
- i includes two members of staff who have been included due to impact of the College's non-consolidated pay award (full-year basic salaries within the £55,001 - £60,000 range)
- j includes one member of staff who has been included as a result of overtime incurred whilst being on-call (full-year basic salary within the £50,001 - £55,000 range)

Salford City College Report and Financial Statements for the year ended 31 July 2025

Staff costs (continued)

- k represents the pro-rata salary of a member of staff who joined the College on 2 January 2024 (full-year basic salary within the £60,001 - £65,000 range)
- l includes one member of staff who was on maternity leave until 20 October 2023 (full-year basic salary within the £60,001 - £65,000 range), and the pro-rata salary of two part-time members of staff (full-year basic salary within the £70,000 - £75,000 range)
- m represents a member of staff who was promoted in-year with an effective date of 1 December 2023 (full-year basic salary within the £60,001 - £65,000 range)
- n includes the pro-rata salary of a member of staff who left the College on 30 June 2024 (full-year basic salary within the £65,001 - £70,000 range), as well as one member of staff who has been included as a result of overtime incurred whilst being on-call (full-year basic salary within the £45,001 - £50,000 range)
- o includes payments to one member of staff as a result of restructuring (full-year basic salary with the £60,001 - £65,000 range)
- p includes payments to one member of staff who has been included as a result of overtime incurred to cover staff absences (full-year basic salary within the £25,001 - £30,000 range)
- q represents the pro-rata salary of a member of staff following a College pay award effective 1 September 2023 (full-year basic salary within the £85,001 - £90,000 range)
- r represents payments to one member of staff as a result of restructuring (full-year basic salary with the £80,001 - £85,000 range)

Key management personnel compensation is made up as follows:

| | 2025 £'000 | 2024 £'000 |
|--|---------------|---------------|
| Basic salary | 506 | 370 |
| Performance related pay and bonus | - | - |
| Compensation for loss of office | - | - |
| Employer's National Insurance | 68 | 47 |
| Benefits in kind | - | - |
| Pension contributions | 137 | 89 |
| Total key management personnel compensation | 711 | 506 |

There were no emolument amounts due to key management personnel that were waived in 2024-25 or 2023-24. With regard to salary sacrifice arrangements, none were used by the Accounting Officer, whilst one other member of key management personnel used the Childcare Voucher Scheme.

The above compensation includes amounts paid to the Group Principal & Chief Executive, who is the Accounting Officer and who is also the highest paid member of staff. Their pay and remuneration is as follows:

| | 2025 Group Principal and Chief Executive (emoluments for full year) £'000 | 2024 Group Principal and Chief Executive (emoluments for full year) £'000 |
|-----------------------------------|---|---|
| Basic salary | 178 | 168 |
| Performance related pay and bonus | - | - |
| Employer's National Insurance | 24 | 22 |
| Other including benefits in kind | - | - |
| Pension contributions | 51 | 43 |
| Total | 253 | 233 |

Salford City College Report and Financial Statements for the year ended 31 July 2025

Staff costs (continued)

There are no other remuneration payments to the Head of Provider, including no payments in lieu of pension contributions.

The governing body adopted AoC's Senior Staff Remuneration Code in March 2023 and assesses pay in line with its principles.

The remuneration package of the Executive Team, namely the Group Principal & Chief Executive, Chief Financial Officer & Deputy Chief Executive, Deputy Principal (Student Experience and Support) & Deputy Principal (Quality and Curriculum), are subject to annual review by the Remuneration Committee of the governing body who justify the remuneration on the grounds of performance and using benchmarking information to provide objective guidance. The Group Principal & Chief Executive reports to the Chair of the Corporation who oversees an annual review of performance against the College's overall objectives using both qualitative and quantitative measures of performance. The Remuneration Committee assesses the Corporation's performance against targets and objectives, including the attainment of students in the year, as well as the progress against the College's long term strategic objectives when reviewing the remuneration package of the Executive Team. Qualitative measures of success, such as the level of engagement of staff and students are also considered.

In 2024-25, the Corporation met its aims and objectives for staff satisfaction, student numbers and student achievement. An inflationary pay increase of 3% was awarded to all staff, excluding key management personnel (Executive Team). Further to this, a non-consolidated pay award was awarded to all staff, including the key management personnel (Executive Team).

Relationship of highest paid member of staff's pay and remuneration expressed as a multiple:

| | 2025 No. | 2024 No. |
|--|-------------|-------------|
| Group Principal & Chief Executive's basic salary as a multiple of the median of all staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff | 5.8 | 4.9 |
| Group Principal & Chief Executive's total remuneration as a multiple of the median of all staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff | 7.5 | 6.2 |

Compensation for loss of office paid to former key management personnel and other higher paid staff

| | 2025 £'000 | 2024 £'000 |
|--|---------------|---------------|
| Compensation paid to the former post-holder | - | 50 |
| Estimated value of other benefits, including provisions for pension benefits | - | - |

The Accounting Officer did not receive any severance payments or compensation for loss of office in 2024-25 (2023-24: none).

No member of key management personnel received any severance payments or compensation for loss of office in 2024-25 (2023-24: none).

No member of other higher paid staff received a severance payment or compensation for loss of office in 2024-25 (2023-24: three).

Salford City College Report and Financial Statements for the year ended 31 July 2025

Staff costs (continued)

The members of the Corporation, other than the Accounting Officer and the staff members, did not receive any payment from the institution other than the reimbursement of travel and subsistence expenses incurred in the course of their duties.

Severance payments for all staff

The College paid 6 severance payments for staff in the year, including those detailed within *Compensation for loss of office paid to former key management personnel and other higher paid staff*, disclosed in the following bands:

| | 2025 £'000 | 2024 £'000 |
|----------------------|---------------|---------------|
| £0 to £25,000 | 6 | 6 |
| £25,001 to £50,000 | - | 3 |
| £50,001 to £100,000 | - | - |
| £100,001 to £150,000 | - | - |
| £150,000 or greater | - | - |

Included in staff restructuring costs are special severance payments totalling £9,853 (2023-24: £48,701). Individually, the payments were: £1, £2,138, £2,714, £5,000.

9. Other operating expenses

| | 2025 £'000 | 2024 £'000 |
|--------------------|---------------|---------------|
| Teaching costs | 2,656 | 2,071 |
| Non-teaching costs | 7,074 | 6,021 |
| Premises costs | 4,041 | 4,330 |
| Total | 13,771 | 12,422 |

Other operating expenses include:

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Auditors' remuneration: | | |
| Financial statements audit* | 34 | 34 |
| Other services provided by financial statements auditor** | 7 | 4 |
| Internal audit fees | 16 | 17 |
| Subcontracting Assurance Report | - | - |
| Payments to Subcontractors | 854 | 1,040 |
| Depreciation | 3,310 | 3,128 |
| Hire of assets under operating leases | 708 | 706 |

* This amount includes £4,308 for the Funding Audit (2023-24 £4,356)

** Fees incurred in relation to the Access & Participation Audit and the Teachers' Pension Audit. There were two independent audits for one grant in 2024-25. (2023-24: One)

Salford City College Report and Financial Statements for the year ended 31 July 2025

10. Access and participation spending

OfS registered colleges with access and participation plans are required to disclose spending in up to four categories in a separate note:

| | 2025 | 2024 |
|--|--------|--------|
| | £ | £ |
| - Access investment | 69,634 | 79,459 |
| - Financial support to students | 8,465 | 8,645 |
| - Disability support | - | - |
| - Research and evaluation (relating to access and participation) | 77,034 | 34,658 |

Judgements and Assumptions

Access and participation costs have been identified as relating to specific parts of the plan and have been reviewed by management as part of the annual budget review. The review ensures that the spend is in line with forecasted spend and that it can clearly be identified that those students needing the most support have been in receipt of that. The bulk of the spend will always be attributed to the activities to reach potential students to support our engagement with them.

The costs in these categories are very distinct. All events, taster sessions, marketing, publications and sessions with HE student support staff are to enhance awareness of courses to students from underrepresented groups and classed as 'Access investment'. Additional time has also been devoted to the management of the activities to support the Access and Participation Plan and to review and evaluate the performance and success of such activities.

All monies paid directly to students, such as bursaries or one-off hardship payments, are directly related to the 'Financial support to students' category. Any financial support to disabled students, adjustments made in the college for disabled students, or learning supports costs are attributed to the 'Disability support' category. 'Research and evaluation' costs derive from the time spent by a range of management staff in reviewing the plan and evaluating its effectiveness.

Staff costs are apportioned on the basis of 1% of the total gross pay for several staff, and the full cost for the HE & Access Wellstudent Coach. This is confirmed by line managers and senior managers in line with their role and responsibilities for the Access and Participation Plan.

11. Write offs and losses

| | 2025 | 2024 |
|------------|-------|-------|
| | £'000 | £'000 |
| Write offs | 19 | 57 |
| Losses | - | - |

There are no individual write-offs or losses of £5,000 or more in 2024-25 (2023-24: two).

12. Guarantees, letters of comfort and indemnities

The College has not committed to any guarantees, letters of comfort or indemnities outside the normal course of business (2023-24: £nil).

13. Compensation payments and ex-gratia payments

The College has made one compensation payment for £500 in 2024-25. There were no ex-gratia payments during the financial year (2023-24: £nil).

Salford City College Report and Financial Statements for the year ended 31 July 2025

14. Interest payable and other finance costs

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| On bank loans, overdrafts and other loans | 160 | 306 |
| On finance leases | - | - |
| Net interest on defined pension liability (Note 27) | (788) | (646) |
| Total | (628) | (340) |

15. Taxation

The Corporation does not believe that the College was liable for any corporation tax arising out of its activities during either year.

16. Tangible fixed assets

| | Freehold Land and Buildings £'000 | Property Improvements £'000 | Fixtures & Fittings £'000 | Equipment £'000 | Assets in the course of construction £'000 | Total £'000 |
|--|--|-----------------------------------|---------------------------------|--------------------|---|----------------|
| Cost or valuation | | | | | | |
| As at 1 August 2024 | 36,723 | 26,065 | 2,488 | 6,109 | 409 | 71,794 |
| Assets under construction transferred | - | - | - | - | - | - |
| Additions | - | 1,408 | 244 | 327 | 609 | 2,588 |
| Assets under construction capitalised | - | 300 | 67 | - | (409) | (42) |
| Disposals | - | - | - | (121) | - | (121) |
| Reclassified | - | 15 | (15) | - | - | - |
| As at 31 July 2025 | 36,723 | 27,788 | 2,784 | 6,315 | 609 | 74,219 |
| Depreciation | | | | | | |
| As at 1 August 2024 | 14,470 | 12,416 | 1,380 | 4,670 | - | 32,936 |
| Charge for the year | 753 | 1,699 | 366 | 492 | - | 3,310 |
| Disposals – fully depreciated assets | - | - | - | (122) | - | (122) |
| As at 31 July 2025 | 15,223 | 14,115 | 1,746 | 5,040 | - | 36,124 |
| Net book value as at 31 July 2025 | 21,500 | 13,673 | 1,038 | 1,275 | 609 | 38,095 |
| Net book value as at 31 July 2024 | 22,253 | 13,649 | 1,108 | 1,439 | 409 | 38,858 |

Other tangible fixed assets inherited from the Local Education Authority at incorporation have been valued by the College on a depreciated replacement cost basis with the assistance of independent professional advice.

There are no assets held under finance leases.

17. Non-current investments

The College holds no non-current investments, including no investments in subsidiary or associate companies.

Salford City College Report and Financial Statements for the year ended 31 July 2025

18. Trade and other receivables

| | 2025 £'000 | 2024 £'000 |
|----------------------------------|---------------|---------------|
| Amounts falling due in one year: | | |
| Trade receivables | 26 | 26 |
| Prepayments and accrued income | 904 | 572 |
| Amounts owed by the DfE / ESFA | 611 | 367 |
| Total | 1,541 | 965 |

19. Creditors: amounts falling due within one year

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Bank loans (Note 21) | 255 | 242 |
| Payments received in advance | 109 | 114 |
| Trade payables | 147 | 264 |
| Other taxation and social security | 886 | 493 |
| Holiday pay accrual | 117 | 109 |
| Accruals and deferred income | 2,751 | 2,685 |
| Deferred income – government capital grants | 1,253 | 1,165 |
| Deferred income – government revenue grants | - | - |
| Fixed asset creditor | 11 | (7) |
| Other creditors | 856 | 564 |
| Amounts owed to the DfE / ESFA | 52 | 11 |
| Total | 6,437 | 5,640 |

20. Creditors: amounts falling due after one year

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Bank loans (Note 21) | 2,618 | 2,873 |
| Deferred income – government capital grants | 13,802 | 12,296 |
| Total | 16,420 | 15,169 |

21. Maturity of debt

(a) Bank loans

Bank loans are repayable as follows:

| | 2025 £'000 | 2024 £'000 |
|----------------------------|---------------|---------------|
| In one year or less | 255 | 242 |
| Between one and two years | 270 | 256 |
| Between two and five years | 900 | 853 |
| In five years or more | 1,448 | 1,764 |
| Total | 2,873 | 3,115 |

At 31 July 2025, the College has one bank loan facility, repayable in quarterly instalments. A £5.375m secured loan at a fixed rate of 5.367%. The loan is repayable over 25 years from May 2009 to May 2034.

(b) Finance leases

The College does not have any finance lease obligations.

Salford City College Report and Financial Statements for the year ended 31 July 2025

22. Provisions

| | Defined benefit obligations | Enhanced pensions | Total |
|---------------------------|-----------------------------|-------------------|-----------|
| | £'000 | £'000 | £'000 |
| As at 1 August 2024 | - | 104 | 104 |
| Expenditure in the period | (1,820) | (13) | (1,833) |
| Additions in period | 1,820 | 8 | 1,828 |
| As at 31 July 2025 | - | 99 | 99 |

Defined benefit obligations relate to the liabilities under the College's membership of the Local Government Pension Scheme. Further details are given in Note 27.

The principal assumptions for the defined benefit calculation are:

| | 2025 | 2024 |
|-----------------|-------|-------|
| Price inflation | 2.75% | 2.75% |
| Discount rate | 5.80% | 5.00% |

The enhanced pension provision relates to the cost of staff who have already left the College's employment and commitments for reorganisation costs from which the College cannot reasonably withdraw at the balance sheet date. This provision has been recalculated in accordance with guidance issued by the Association of Colleges.

23. Cash and cash equivalents

| | At 1 August 2024 | Cash flows | At 31 July 2025 |
|---------------------------|------------------|--------------|-----------------|
| | £'000 | £'000 | £'000 |
| Cash and cash equivalents | 10,843 | 3,818 | 14,661 |
| Bank overdraft | - | - | - |
| Total | 10,843 | 3,818 | 14,661 |

24. Capital commitments

| | 2025 | 2024 |
|---------------------------------------|-------|-------|
| | £'000 | £'000 |
| Commitments contracted for at 31 July | 252 | 119 |

25. Lease obligations

At 31 July the College had minimum lease payments under non-cancellable operating leases as follows:

| | 2025 | 2024 |
|---|---------------|---------------|
| | £'000 | £'000 |
| Future minimum lease payments due: | | |
| Land and buildings | | |
| Not later than one year | 687 | 594 |
| Later than one year not later than five years | 2,595 | 1,659 |
| Later than five years | 14,464 | 13,709 |
| | <u>17,746</u> | <u>15,962</u> |
| Other | | |
| Not later than one year | 84 | 111 |
| Later than one year not later than five years | 113 | 271 |
| Later than five years | - | - |
| | <u>197</u> | <u>382</u> |
| Total lease payments due | 17,943 | 16,344 |

Salford City College Report and Financial Statements for the year ended 31 July 2025

26. Contingencies

One complaint is being investigated by the Office of the Independent Adjudicator for Higher Education (OIA). The complaint process can take up to 6 months. The outcome is currently unknown; therefore, it has not been practical to estimate the potential liability at this stage.

In the case of *Harpur Trust v Brazel* 2022, the Supreme Court judged in favour of the appellant which means that calculating holiday pay at a rate of 12.07% was no longer sufficient. However, given the significant implications, the Government launched further consultation, the outcome of which was released on 8 November 2023. Following this the Government introduced legislation, effective for leave years starting on or after 1 April 2024, that allows employers to calculate holiday pay for irregular hours and part year workers using 12.07% of hours worked in a pay period. As there is still uncertainty as to the value of any liability, it has not been practical to estimate the potential liability at this stage (2023-24: £nil).

27. Defined benefit obligations

The College's employees belong to two principal post-employment benefit plans: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Greater Manchester Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Tameside Council. Both are multi-employer defined-benefit plans.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the LGPS was 31 March 2022 which took effect on 1 April 2023. The latest formal actuarial valuation of the TPS was 31 March 2020, which took effect on 1 April 2024.

Total pension cost for the year

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Teachers' Pension Scheme: contributions paid | 3,279 | 2,753 |
| Local Government Pension Scheme: | | |
| Contributions paid | 1,820 | 1,741 |
| FRS 102 (28) charge / (credit) | (447) | (328) |
| Charge / (Credit) to the Statement of Comprehensive Income | 1,373 | 1,413 |
| Enhanced pension charge / (credit) to Statement of Comprehensive Income | 8 | (49) |
| Total Pension Cost for Year within staff costs | 4,660 | 4,117 |

At 31 July 2025, there was £843k outstanding contributions due to the two schemes (£529k TPS and £314k GMPF) which were both paid over in August 2025 (2023-24: £368k TPS and £193k GMPF). Of which employer's contributions due to the two schemes were £390k TPS and £237k GMPF (2023-24: £283k TPS and £148k GMPF).

Teachers' pension scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

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. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The College is unable to identify its share of the underlying assets and liabilities of the plan.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Defined benefit obligations (continued)

Accordingly, the College has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The College has set out above the information available on the plan and the implications for the College in terms of the anticipated contribution rates.

The valuation of the TPS is carried out in line with regulations made under the Public Service Pension Act 2013. Valuations credit the teachers' pension account with a real rate of return assuming funds are invested in notional investments that produce that real rate of return.

The latest actuarial review of the TPS was carried out as at 31 March 2020, which took effect on 1 April 2024. The next valuation, based on 2024 data, is expected to take effect from April 2027.

The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million giving a notional past service deficit of £39,800 million, based on the 31 March 2020 actuarial valuation report.

As a result of the March 2020 valuation, employer contribution rates rose to 28.68% of pensionable pay from April 2024, compared to the previous rate of 23.68% since September 2019. These rates include the administration levy of 0.08%. The Department for Education continues to pay a teacher pension employer contribution grant to cover the additional costs.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

The pension costs paid to TPS in the year amounted to £3,279,012 (2023-24: £2,683,105).

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The College is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the College has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The College has set out above the information available on the plan and the implications for the College in terms of the anticipated contribution rates.

Local government pension scheme

The LGPS is a funded defined-benefit plan, with assets held in separate funds administered by Tameside Local Authority. The total contributions made for the year ended 31 July 2025 was £2,369k, of which employer's contributions totalled £1,816k and employees' contributions totalled £552k. The agreed contribution rates for current and future years are 20.7% for employers, and range from 5.5% to 12.5% for employees, depending on salary according to a national scale.

The College requested a review of the pension contribution rates during 2024-25, but following the actuarial review, no change was deemed necessary.

Salford City College Report and Financial Statements for the year ended 31 July 2025

Defined benefit obligations (continued)

Principal actuarial assumptions

The following information is based upon a full actuarial valuation of the fund as at 28 March 2022 updated to 31 July 2025 by a qualified independent actuary, Hymans Robertson LLP.

| | At 31 July 2025 | At 31 July 2024 |
|--------------------------------------|-----------------|-----------------|
| Rate of increase in salaries | 3.55% | 3.55% |
| Future pensions increases | 2.75% | 2.75% |
| Discount rate for scheme liabilities | 5.80% | 5.00% |
| Inflation assumption (CPI) | 2.75% | 2.75% |
| Commutation of pensions to lump sums | 50.00% | 50.00% |

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

| | At 31 July 2025 | At 31 July 2024 |
|-----------------------------|-----------------|-----------------|
| <i>Retiring today</i> | | |
| Males | 20.4 | 20.1 |
| Females | 23.2 | 23.1 |
| <i>Retiring in 20 years</i> | | |
| Males | 20.9 | 20.6 |
| Females | 24.5 | 24.5 |

The College's share of the assets in the plan at the balance sheet date and the expected rates of return were:

| | Fair value at 31 July 2025 £'000 | Fair value at 31 July 2024 £'000 |
|---|--|--|
| Equities | 45,619 | 44,092 |
| Bonds | 11,931 | 9,585 |
| Property | 6,316 | 5,112 |
| Cash | 6,316 | 5,112 |
| Total fair value of plan assets | 70,182 | 63,901 |
| Weighted average expected long term rate of return | 5.80% | 5.00% |
| Actual return on plan assets | 5,348 | 5,502 |

The amount included in the balance sheet in respect of the defined benefit pension plan and enhanced pension benefits is as follows:

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Fair value of plan assets | 70,182 | 63,901 |
| Present value of plan liabilities | (70,182) | (63,901) |
| Net pensions (liability) / asset | - | - |

Salford City College Report and Financial Statements for the year ended 31 July 2025

Defined benefit obligations (continued)

Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

| | 2025 £'000 | 2024 £'000 |
|---|-----------------------|-----------------------|
| Amounts included in staff costs | | |
| Current service cost | 1,373 | 1,411 |
| Past service cost | - | 2 |
| Total amount recognised in Other Comprehensive Income | 1,373 | 1,413 |
| Amounts included in interest payable | | |
| Net interest on defined pension liability | 796 | 598 |
| Total amounts included in Interest Payable | 796 | 598 |
| Amounts recognised in Other Comprehensive Income | 2025 £'000 | 2024 £'000 |
| Return on pension plan assets | 2,132 | 2,575 |
| Experience gains / (losses) arising on defined benefit obligations | 464 | (1,540) |
| Experience gains / (losses) arising on defined benefit assets | - | - |
| Changes in assumptions underlying the present value of plan liabilities | (3,839) | (1,961) |
| Amount recognised in Other Comprehensive Income | (1,243) | (926) |

Movement in net defined benefit (liability) / asset during the year

| | 2025 £'000 | 2024 £'000 |
|---|---------------|---------------|
| Net defined (liability) / asset in scheme at 1 August | - | - |
| Movement in the year: | | |
| Current service cost | (1,373) | (1,411) |
| Employer contributions | 1,820 | 1,741 |
| Past service costs | - | (2) |
| Net interest on the defined liability | 796 | 598 |
| Actuarial gain or (loss) | (1,243) | (926) |
| Net defined benefit (liability) / asset at 31 July | - | - |

Asset and Liability Reconciliation

Changes in the present value of defined benefit obligations

| | 2025 £'000 | 2024 £'000 |
|--|---------------|---------------|
| Defined benefit obligations at start of period | 63,901 | 57,522 |
| Current service cost | 1,373 | 1,411 |
| Interest cost | 2,420 | 2,329 |
| Contributions by Scheme participants | 554 | 530 |
| Experience (gains) and losses on defined benefit obligations | (464) | 1,540 |
| Changes in financial assumptions | 3,839 | 1,961 |
| Estimated benefits paid | (1,441) | (1,394) |
| Past service costs | - | 2 |
| Curtailments and settlements | - | - |
| Defined benefit obligations at end of period | 70,182 | 63,901 |

Salford City College Report and Financial Statements for the year ended 31 July 2025

Defined benefit obligations (continued)

Changes in fair value of plan assets

| | 2025 | 2024 |
|--|---------------|---------------|
| | £'000 | £'000 |
| Fair value of plan assets at start of period | 63,901 | 57,522 |
| Return on plan assets | 2,132 | 2,575 |
| Interest on plan assets | 3,216 | 2,927 |
| Employer contributions | 1,820 | 1,741 |
| Contributions by Scheme participants | 554 | 530 |
| Contribution in respect of unfunded benefits | - | - |
| Estimated benefits paid | (1,441) | (1,394) |
| Fair value of plan assets at end of period | <u>70,182</u> | <u>63,901</u> |

In accordance with the accounting policy adopted by the College, where the actuarial valuation at the year-end date results in a net asset, recognition of the asset is limited to the extent to which the College is able to recover its share of the surplus, either through reduced contributions in the future or through refunds from the scheme. The extent to which any net pension asset can be recognised is subject to significant actuarial assumptions around the potential future costs associated with the scheme, and can be impacted by changes to actuarial assumptions and agreed contribution rates. In particular, asset recognition is based on the accounting for the assets and liabilities at a point in time and may change materially should steps to be taken to obtain any refund from the scheme in the future. The College assesses the recoverability of any net pension asset on this basis, and determines whether it is appropriate for a surplus to be recognised or suppressed to £nil. At 31 July 2025, in line with the requirements of FRS 102, the calculated pension asset has been suppressed to £nil.

28. Related party transactions

Due to the nature of the College's operations and the composition of the board of governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of governors may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

There were no expenses claim paid to a governor during the year 2024-25. (2023-24: £37.76).

No Governor has received any remuneration or waived payments from the College or its subsidiaries during the year (2023-24: £nil).

Salford Academy Trust

Salford City College was the sponsor of Salford Academy Trust. Salford Academy Trust comprises of the Albion Academy, Marlborough Road Academy, Dukesgate Academy and Irlam and Cadishead College. The Academies within the Trust transferred to the United Learning Trust on 1 February 2019. Following transfer, a process of closure was enacted for the Salford Academy Trust, with the Trust placed into solvent liquidation on 10th September 2021. The College made no payments on behalf of the Trust in 2024-25 (2023-24: £nil). There were no sales to the individual academies within the Trust during the year (2023-24: £nil). The Trust was formally dissolved on 16 July 2024 as evidenced on the Companies House website. There was no balance owing to the College at that date (2023-24: £nil). The following employees of Salford City College were directors of Salford Academy Trust:

Salford City College Report and Financial Statements for the year ended 31 July 2025

Salford Academy Trust (continued)

| | | |
|------------------------|--|---|
| Kimberley Cash | Salford City College Deputy Principal (Student Experience and Support) | Salford Academy Trust Director (commenced 10 October 2015) |
| Ruth Osbourne-Thompson | Director of Student Experience and Communications | Director (commenced 7 February 2018) |

29. Amounts disbursed as agents

| Learner support funds | 16-18 bursary £'000 | Free College meals £'000 | Vulnerable bursaries £'000 | Advanced Learner Loan £'000 | 2025 £'000 | 2024 £'000 |
|---|---------------------------|-----------------------------------|----------------------------------|--------------------------------------|---------------|---------------|
| 16-18 bursary grants | 1,021 | 406 | 171 | - | 1,598 | 1,493 |
| Other funding body grants | - | - | - | 54 | 54 | 64 |
| Total income received in year | 1,021 | 406 | 171 | 54 | 1,652 | 1,557 |
| Deferred income carried forward from previous year | 1,132 | 121 | 36 | - | 1,289 | 1,027 |
| Returned to funding body | - | - | (36) | - | (36) | (6) |
| Disbursed to students | - | (1) | (110) | (47) | (158) | (349) |
| Administration costs | (51) | (20) | - | - | (71) | (62) |
| Other expenditure in line with grant conditions | (671) | (550) | - | (7) | (1,228) | (878) |
| Virement between bursaries | (44) | 44 | - | - | - | - |
| Balance unspent as at 31 July, included in creditors | 1,387 | - | 61 | - | 1,448 | 1,289 |

Learner support funds are available solely to students. In the majority of instances, the College only acts as a paying agent. In these circumstances, the grants and related disbursements are therefore excluded from the Statement of Comprehensive Income.

The College distributes 16-19 discretionary and vulnerable bursaries and free meals in further education (FEFM) funds to students as an agent for DfE.

In the accounting period ended 31 July 2025, the College received a total of £1,597,869 and disbursed £1,403,401 from DfE 16-19 discretionary and vulnerable bursaries and FEFM funding after charging £71,340 for administration costs. The College also received £54,188 for the advanced learner loan bursary and disbursed £54,188 after charging £0 for administration costs.

As at 31 July 2025, the cumulative unspent 16-19 discretionary, vulnerable bursary funds, FEFM funding and advanced learner loan bursary is £1,448,282, of which £0 relates to funds that are in scope to be returned to DfE in March 2026.

Comparatives for the accounting period ended 31 July 2024 are £1,556,742 received from DfE, £348,854 disbursed to learners after charging £62,057 for administration costs, and total cumulative unspent funds of £1,289,808, of which £35,993 was repaid.

30. Events after the reporting period

There are no significant post balance sheet events.