



LONDON  
METROPOLITAN  
UNIVERSITY

# Annual Report and Accounts

for the year ended 31 July 2024



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## from the Vice-Chancellor



**As London Met's new Vice-Chancellor, my mission is to advance our 2025 strategic ambitions while building on Professor Lynn Dobbs' legacy of championing social justice. I also intend to follow Professor Dobbs' lead of financial sustainability, ensuring that this wonderful institution continues to play its role changing lives through the power of education. We owe a significant debt to Lynn and the change she drove during her 6 years at London Met.**

Despite the global challenges faced this year, we have demonstrated financial resilience. London Met's strategy achieved an impressive operating surplus, enabling us to invest what we have carefully accumulated into improving the experience for students, staff, and the wider community.

We have a thriving student body, a diversified income portfolio, and an unparalleled commitment to social impact and inclusivity with our civic university status, helping future-proof the institution for generations to come.

I am proud of our strong relationships across the university. We have worked closely with the Students' Union to support students with cost-of-living challenges. Good industrial relations mean that we mitigated some of the impacts of widespread industrial action seen across the sector. I am hugely grateful to all our colleagues during a turbulent time for higher education.

Recent months have seen several significant milestones. In 2024, we launched the Centre for Applied Research in Empowering Society (CARES), bringing together a multi-disciplinary group focused on applied research and knowledge exchange. Our research community continues to grow, with increasing engagement and income from partnerships with public institutions, community groups,

and socially responsible businesses. London Met doesn't pay lip service to working with the community. Our aim is to make a difference to marginalised, voiceless, and discriminated-against people. We've also made strategic investments in both physical and digital infrastructure, including new student facilities and the transformational MyView platform, London Met's new one-stop platform for people and finance.

Our commitment to improving the student experience is reflected in the three National Awards for Teaching Expertise and the National Student Survey, where we have maintained a strong position. However, we recognise the ongoing challenge of reducing non-continuation rates and are actively implementing measures to ensure more students successfully complete their studies.

I was delighted earlier this year when the hard work of our staff and students was recognised, with London Met being shortlisted for the 2024 University of the Year award by Times Higher Education. This recognition is a testament to the remarkable transformation within our community. Students are central to our strategy; however, to deliver the best for them, we recognise the immense value of investing in our staff. Staff who are well supported and respected will always go the extra mile

to help achieve the university's aims. With that in mind, this year we have designed a generous parental leave policy – we now grant 52 weeks of fully paid maternity and adoption leave to qualifying staff, a substantial increase from the previous provisions. Additionally, paternity leave has been extended to 8 weeks at full pay. Our entire compensation packages are regularly under review.

In this year's annual report, we have mapped out the progress we have made and take stock of our achievements. I am optimistic about where we are heading; the steps we have taken so far have primed us for a positive future, irrespective of the socio-economic and political conditions we will face in the coming months.

My heartfelt thanks to everyone in the London Met community for their invaluable contributions as we continue to build a leading institution, driving genuine social change through education, and especially to Professor Dobbs as she starts her well-deserved retirement.

**Julie Hall**  
Vice-Chancellor & Chief Executive

## from the Chair of Governors



**Over the last year, I have had the privilege of witnessing the University's journey as Chair of the Board of Governors. This has been a significant year for us, particularly as the landscape of higher education faces very profound challenges.**

The achievements highlighted in this report are a testament to the dedication of our staff and paint a picture of resilience and unwavering commitment to excellence. The recognition in the Teaching Excellence Framework and our ranking in the National Student Survey, just two examples, are clear indicators of our upward trajectory.

A notable highlight this year has been the continued success of The Real London campaign. It has been fantastic to see how well it has resonated with our community, capturing the essence of what makes London Met unique. The campaign not only underscores our commitment to reflecting the true spirit of London but also reinforces our dedication to providing an authentic, inclusive, and transformative educational experience.

As we celebrate these successes, we must also acknowledge the ongoing challenges, including the need to improve continuation and graduate outcomes. Continued investment in our estates, digital infrastructure, and people strategy is critical to ensuring we meet these goals. By enhancing our facilities and equipping staff and students with the right tools, we will build on our success and create an environment where everyone can thrive.

The last year has been very tough for many across the country. Rising inflation has created a cost-of-living crisis that has been felt in a profound way by our students, staff, and communities. Wider economic recovery has been slower than many hoped, although the change in government and approach

has brought with it the potential for positive change and with it the end of the 'war on universities', which is very welcome.

Yet, in the face of these challenges, London Met stands strong. Our financial performance, as outlined in this report, is a testament to our robust strategies and the trust our community places in us. We are not just weathering the storm; we are charting a course that ensures our growth is sustainable and our momentum continues to build.

While the future is uncertain, I am confident in our direction. With Julie's leadership, the dedication of our staff, and the support of our community, I know we will continue to create waves across the sector and provide the best possible experience for our students.

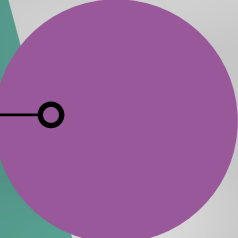
And finally, 2024 will see the retirement of Professor Lynn Dobbs as Vice-Chancellor & Chief Executive. Lynn's tenure as Vice-Chancellor was transformative for the University, giving us the stability and financial sustainability to weather the challenges we are facing now. We will all miss her but wish her all the best with her retirement and the exciting new journey she is on.

Thank you for your continued commitment to our shared vision.

Warm regards,

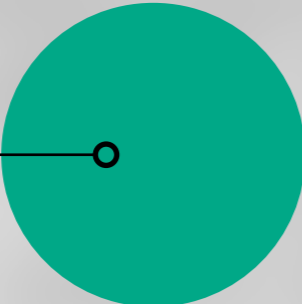
**Tijs Broeke**  
Chair of the Board of Governors

# London Met 2023/24 at a glance



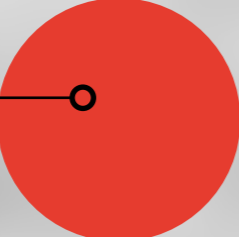
54%

Undergraduate students



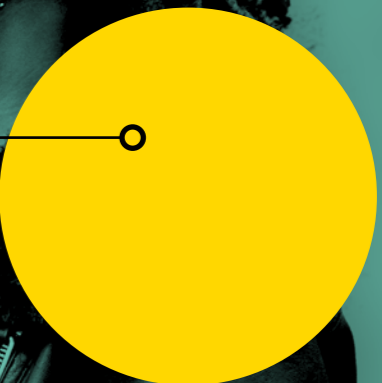
79%

Full-time students



6,052

Full-time mature students



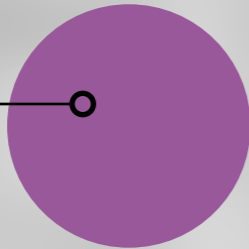
150

Nationalities represented



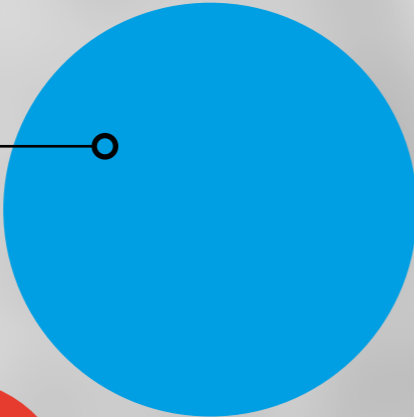
66%

Students from minoritised backgrounds



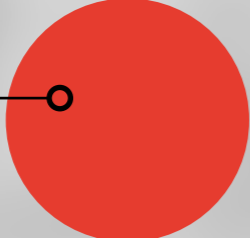
14,039

Total students



Shortlisted

For THE university of the year



## London Metropolitan University achieved a significant milestone this year with the publication of our Civic University Statement.

The publication forms a core component of the University's broader mission to re-engage with local communities and drive social change. This statement, which was launched in February 2024, reflects the university's commitment to tackling key social challenges such as crime, health improvement, poverty, and discrimination, environment, and social wealth.

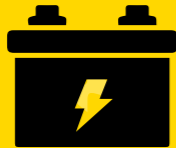
External guests at Lab linked events

4,700



Students on Empowering London module

188



Students engaged in clinic activities

928



Clinic enquiries

3,341



London Met is part of the Civic University Network, which places us at the forefront of civic engagement among UK universities. By forging agreements with the boroughs of Islington, Hackney, and Tower Hamlets, where our buildings are located, London Met is ensuring its presence is felt in these communities. This aligns with its goal of addressing local social issues while supporting London's economy.

Spearheaded by the **London Met Lab: Empowering London**, the University has revitalised its work with the local community over the past five years. The London Met Lab has helped the university to position itself as a critical player in community-driven change.

The Lab's work encompasses six core areas of focus, bringing together students, staff, and external partners to co-create solutions that directly address the needs of London's most vulnerable populations. The university's Civic University Statement captures the essence of this work, highlighting both past successes and future ambitions.

### London Met CARES

Launched alongside the Civic University Statement, another part of the London Met Lab is the Centre for Applied Research in Empowering Society (CARES), an interdisciplinary research collaboration that tackles systemic social issues using empowering models of engagement. Its mission is to generate solutions that address inequalities and deliver impactful changes in communities. By working with public institutions, local government, and businesses, CARES has already started developing actionable insights into poverty, health, and social justice issues.

London Met has also made significant strides in creating practical community-focused initiatives. The university's five community clinics, established as part of the London Met Lab, offer vital services to local communities while giving students invaluable employability experience. These clinics include the Injury and Rehabilitation Clinic, which works with the local NHS, and the Charities and Social Enterprise clinic, which provides consultancy and business services to third-sector organisations. The clinics are prime examples of how London Met is integrating real-world service into the student experience, ensuring that academic work translates into practical, community-driven impact.

Looking ahead, London Met plans to deepen its community engagement through the expansion of its Injury and Rehabilitation clinic and a renewed focus on building partnerships with local organisations.

The Empowering London work-based learning module, which is part of this initiative, is a distinctive study module designed to equip students with practical skills and critical self-reflection, providing opportunities for hands-on engagement with real-world challenges faced by local partners in London. Through this module, students are actively contributing to solutions for crime, health, and environmental challenges, among others. It demonstrates the potential of integrated experiential learning to enhance the student experience and foster civic engagement. By expanding the module's reach and addressing potential challenges, we can further strengthen our commitment to civic engagement and social responsibility.

London Metropolitan University's Civic University Statement and the work of the London Met Lab represent a pivotal moment in the university's civic journey. With the ongoing development of CARES and its focus on tackling systemic social inequalities, London Met is solidifying its role as a key civic institution. Its commitment to "Giving Back to the City" is more than a slogan—it is a sustained and impactful effort to empower London's communities through education, research, and meaningful partnerships.



## Our people, our most significant asset

**Our outstanding academics and professional service staff are at the heart of our strategy. Happy Staff, Happy Students is a favourite saying of the Vice Chancellor and over the last five years we have worked hard to give stability, restore confidence and build pride amongst the staff in the University.**

### Our goals

- To continue to build capacity and capability amongst all staff creating a staff base that both reflects our student body and our local area.
- To continue to give staff confidence in the institution and their future which in turn feeds through to the students.
- To promote wellbeing and inclusion.

### The solid foundations of the last 5 years:

- We protected our staff during the pandemic by staying ahead of Government advice, locking down early, and only returning staff to campus when we were certain it was safe to do so. We then developed a Hybrid Working policy to ensure both staff and students could benefit from a new way of working, which has now been implemented.

Approved and begun the implementation of the People Strategy.

The key priorities of the strategy are:

- Health and wellbeing.
- Inclusive culture, behaviour, and values.
- Attracting and growing talent.
- Enabling talent and excellent performance.
- Reward and recognition.

- Launched a sector-leading Race Equity Strategy (which can be found in Annex 1 of this document), committing the University to hard targets in our demographic makeup.
- Begun or achieved charter marks from Athena Swan, the Race Equality Charter, Stonewall, and Disability Confident.
- Built a strong, highly skilled Senior Leadership Team (SLT) with a commitment to social justice and delivering success for the University. We have also widened the representation on the Senior Management Team, ensuring effective decision-making, including the implementation of inclusive behaviours training for all managers and student-facing staff.
- Radically overhauled our family-friendly policies to create a suite of policies that are, at the very least, standouts if not sector-leading, such as our maternity, paternity, and menopause policies.

### We will continue to focus on our people by:

- Continuing the roll out of the pillars of the People strategy.



# Progress against our strategy



## Focusing on our students

**Our students are the fabric of our University. We are committed to improving every aspect of their university experience and we will work together to ensure our whole institution is built for student success, especially those who already face barriers. Our success in this area of effort is best demonstrated by our significantly improved National Student Survey results, with The Times Higher Education's combined score from the 2023 NSS ranking us among the top 15 universities nationally for overall student satisfaction.**

### Our goals

- To engage all students as partners.
- To create a world-class academic offer that meets the evolving needs of our highly diverse student body.
- To strengthen the infrastructure that helps all of our students to succeed.

### The solid foundations of the last 5 years:

- Delivered an excellent remote learning, teaching and support experience for our students during the pandemic by: implementing revised 'force majeure' regulations to ensure that our students were not academically disadvantaged; Supporting staff to provide the very best remote learning, teaching and student support; increasing the support available to our students including access to IT equipment from home, increased hardship funds and increased 24/7 support for mental health and wellbeing.
- Continued with the digital transformation of teaching and learning, by investing £5m in software such as Panopto and enhanced secure cloud infrastructure to support hybrid learning.
- Achieved a Silver award in the Teaching Excellence Framework, including a Gold award for the student experience.
- Launched our Centre for Equity and Inclusion to enable and oversee inspirational and inclusive teaching practice, while closely monitoring and driving forward improved student outcomes.
- Put a range of academic and organisational measures in place to improve continuation by: creating a Transitions Framework to support successful onboarding of new students during the first term of study; establishing an engagement-monitoring system to track students' engagement;

### We will continue to put students at the heart of what we do by:

- Develop strong learning communities for students by creating and establishing School offices within academic schools.
- Continuing build on the transitions framework to improve continuation.
- We will continue to review and enhance our assessment practice and improve processes around assessment boards to ensure that we give our students the best possible chance to succeed.
- Continuing to improve the NSS scores of all our courses.
- Evaluating the impact of our Education for Social Justice Framework training on student success.
- Implementing a new personal tutoring and academic support model that will be integrated with our student support services.
- Continuing to achieve success in our charter mark submissions as well as streamlining and improving our charter mark processes to produce impactful change across the institution.



## Our research and impact



**Our research, and the impact that it has, is fundamental to our social mission. It is also the key to supporting our high-quality teaching portfolio. In September 2018 it was clear that while research has been discouraged a number of staff were engaged in high quality work and operating without the support of the institution. It was apparent that with support a research culture could be re-ignited that would enable us to make a Research Excellence Framework (REF) submission but also help us compete for high quality staff and supplement our efforts to raise our league table provision.**

### Our goals

- To establish an improved infrastructure to support high-quality and high-impact research.
- To grow the volume of world-leading and internationally excellent research that we undertake.
- To improve the visibility of our research and the impact it has on some of the biggest challenges facing society today.

### The solid foundations of the last 5 years:

- Drove the development of research in all areas of the University, not only in our seven subject units submitted to the Research Excellence Framework (REF) but also in other disciplines and reviewed and restructured the research centres, groups and units to ensure we have 17 strong centres, groups and units, which were returned to REF, each with a plan, a lead and a strong membership base.
- Appointed a Head of Researcher Development (HRD), enabling us to expand the portfolio of training and events, and develop our research capacity, range and inclusivity and signed up to the Concordat to Support the Career Development of Researchers.
- Expanding the numbers of staff who are entitled to research time on their workloads as well as providing support to staff to start or restart their research careers.
- Supporting knowledge exchange-focused staff with funds to support their work and awarding time allocations to Challenge Champions.
- Developed a link between research (QR) and knowledge exchange (Higher Education Innovation Fund) through our new funding opportunities (rescaling and transformation funds), with a clear sense of both elements being supported in funding awards ensuring our partnerships are more strongly supported than ever before.
- Expanded the numbers of staff who are entitled to research time on their workloads as well as supporting staff to start or restart their research careers.
- Supported knowledge exchange-focused staff with funds to support their work and awarding time allocations to Challenge Champions and developed the link between research (QR) and knowledge exchange (Higher Education Innovation Fund) through our new funding opportunities (rescaling and transformation funds), with a clear sense of both elements being supported in funding awards ensuring our partnerships are more strongly supported than ever before.
- Having submitted to REF 2021, we reached a major milestone with the publication of the results in May 2022. 86% (70% in REF 2014) of our research is internationally recognised and 60% (47%) is world – leading or internationally excellent. As a result, we jumped 10 places nationally for impact.

### We will continue to develop our research and impact by

- A major focus on the REF and seeking to firm up units, FTEs of staff to be included, and the development of real, embedded, UOA culture.
- We will aim to add a further five percent to the total of staff with workloads for research.
- We will bid for at least two more KPTs with the aim to have, at all times, five running concurrently.
- We will at least maintain our current of bidding to UKRI and other funders.
- We will aim to at least maintain our current PRES score, but to increase the number of students participating to 30%.
- We will onboard PURE for research management.
- We will launch our new business support offer, which will large involved providing tailored support for individuals/groups of students and academic staff who wish to launch a business.
- We will develop our first research centre-based master's programme (in Security and Risk Education) in a joint initiative between Sciences and Social Sciences, and with an emphasis on international and online delivery.

### During 2024/25:

We will build on the work we have undertaken in 2022/23 but we will also place particular emphasis on:

- Strengthening and deepening our relationships with existing partners.
- Working with the NHS on their industrial placement pilot for London and then the UK.
- Opening a new applied research centre focusing on the challenges London faces and real world impact, working with public institutions, community groups and third sector organisations. Enabling informed and empowered public institutions, community groups and third sector organisations that are able to challenge social injustices and inequalities.
- Growing the number of students involved in clinics, Empowering London modules and volunteering in the local community.
- Providing volunteer days at scale for our staff and students across London at large events.





## Giving back to our City, London Met Labs

**We are one of London's vital civic institutions, united with other key organisations in our localities and the wider capital in driving opportunity and prosperity for all. In 2018 it was clear that the University had retreated from its community, no longer engaging with its feeder institutions and local institutions like charities and local government.**

### Our goals

- To embrace the strategic priorities of our London partners and the concerns of our local communities
- To support the city's economy and address the social issues it faces.
- To provide opportunities for our staff and students to give back to our city and contribute to its success.
- To provide the capital with values-driven graduates who will support London's transformation in line with our mission.

### The solid foundations of the last 5 years:

- Launched Partners in Education, an innovative plan to re-engage with FE colleges, Sixth Forms and School with our Senior Leadership Team going out to meet them in their institutions with an offer of what can we do for you, over 70 schools and Colleges are now part of the network.
- Became one of the first Universities in the UK to sign up for the National Civic University Network, one of the few London Universities to meet the benchmark signing agreements with Islington, Hackney and Tower Hamlets boroughs, the current homes of our teaching buildings.
- In 2020, we launched London Met Labs: Empowering London linking research and knowledge exchange to our work and launching five clinics for the local community as part of London Met Lab, staffed by our students: Injury and Rehabilitation Clinic, working with the local NHS, London Met Pro Bono Legal Advice Clinic, focusing on housing, employment and consumer law, our Projects Office Clinic, providing art, architecture and design projects for the community, our Small Business Clinic and our Charities and Social Enterprise Clinic.
- Delivered a new work-based learning module, Empowering London, which concentrates on working in the community and the issues London faces – the module is for Level 5 and 6 students across the University.
- Prioritised four of our local boroughs: Islington, Tower Hamlets, Hackney and Haringey Identifying three new second-priority boroughs (Waltham Forest, Newham, and Enfield) to collaborate with – more than 50% of our home students come from these seven boroughs alone.
- Continued supporting the community with Covid recovery and the cost of living crisis, focusing on the identified six key challenges facing London: Crime, Social Wealth, Health Improvement, Discrimination, Poverty & Deprivation and Environment.

- Appointed Lead "Challenge Champions", academics with the expertise to drive other members of staff to take forward this agenda with co-produced research and co-designed solutions.
- Founded an Islington Anchor Institution Network with Arsenal Football Club, Islington Council, City University and five other organisations, working together for the benefit of the borough concentrating on – Employment, Procurement and Sustainability.
- We were successful in a £5 million, five year HDRC NIHR bid, a powerful collaboration between Tower Hamlets council, London Met, UEL, QMUL, and community organisations to establish a new local research partnership, our vision is to make Tower Hamlets a 'go to' place in which to conduct high quality, collaborative, applied and impactful research on health determinants and factors driving health inequalities to improve the health and wellbeing of residents.
- Continued to deliver the Big Idea Challenge, an entrepreneurial competition for Schools, colleges, our students and our staff and alongside this delivered the Big Writing Challenge for the same groups.

### We will continue to strengthen our links and engage with our local community by:

- Developing our networks and in turn more work placements in local community organisations and small and medium-sized enterprises (SMEs), Employer Engagement packages, Memorandums of Understanding, partnership agreements, and outreach programmes.
- Narrowing the focus and geography of our work to ensure we can bring the greatest benefit from our established resources.
- Launching our Civic University statement, our civic strategy, rooted in a robust and shared analysis of local needs and opportunities, and co-created with local partners.
- Launching a Research Centre linked to the London Met Lab – The Centre for Applied Research in Empowering Society (CARES) to critically develop interdisciplinary and system wide solutions to institutional reform, policy change and delivery issues, and to creatively enhance the economic potential to deliver social and planetary justice to service users and stakeholders.
- Developing our clinic provision, launching new clinics for the community while giving students more valuable employability experience.

## Managed Growth and Diversification

**Over the lifespan of the last strategy, we have succeeded in growing students' numbers in excess of the plans targets, including growing our international population far in excess of what we originally thought we could achieve. We have also added partnerships that see us have the same number of students off campus as on campus. To maintain that growth, we need now to both consolidate it by diversifying the courses, markets, level and length of awards we teach international students but urgently need to de-risk that income by insulating it from Government policy. Domestically student recruitment channels are imperiled by changing demographics in the London and the UK and a continued political push away from increased participation in HE. During the last strategy the building blocks were laid to mitigate continued decline in many of our long-established courses through expanding the portfolio into wholly new disciplines that are Government priorities to address skills shortages, nursing and built environment programmes.**

### Our goals

- Continually shape our attractive and highly distinctive course portfolio to match market demand.
- Continue to make our education accessible to greater numbers of prospective students locally, nationally and internationally.
- Broaden the reach of London Met programmes to have them delivered in all corners of the globe.



### The solid foundations of the last 5 years:

- We improved our conversion and processing of the recruitment pipeline to have market-leading conversion activities and turnaround time.
- Launched a new brand campaign, the Real London, that resonates with students and potential students which was delivered through low cost marketing channels to position the University in its target markets. The success of both the campaign and the Marketing and Communications team in its delivery has been recognised with awards and nominations from HEIST, PR Weekly and others.
- Following the pandemic, that delayed our aspirations, we have regained the University's position as one of the top recruiters of international students in the UK, increasing our on-campus international student numbers by 800% from just under 500 students to over 4,000.
- We have established a sector leading partnership with Historically Black Colleges and Universities (HBCUs) that has been greeted with significant enthusiasm across the United States significantly enhancing the University's profile in a key target market.
- We have continued to grow off campus student numbers so that they have matched the growth on campus. We have the same number of students off campus as on campus, in both cases 14,500. As well as London we have students studying London Met awards in Birmingham (UK), Colombo, Dubai, Dublin, Geneva, Hamburg, Kathmandu, Manchester (UK), Moscow, Shanghai, Singapore and Xi'an.

### We will continue to strength and diversify our business by:

- Continuing to review our portfolio to add programmes that are a good strategic fit, have realistic establishment costs, significant growth potential either domestically, internationally or both and good outcomes for our students.
- Continuing to grow our international community with the aim of recruiting students from a broad mix of geographies (both continents and countries) to programmes across all of our schools, subject areas, and levels of study (undergraduate, postgraduate, full degree and study abroad).
- Achieving this international diversification by placing recruitment, admissions and compliance operations in those countries that are sending students ensuring that we deliver both on a good applicant experience, but also maintain our high levels of compliance.
- Expanding our HBCU effort to lead the UK sector in learning from and engaging with HBCUs embedding the programme to ensure it has long term sustainability.
- Expanding on our established partnerships overseas to establish overseas campuses, working with private partners in both existing markets and new markets for UK Transnational Education (TNE).

## Physical and digital infrastructure (formally Vibrant campuses, cutting edge facilities)

**Our physical infrastructure is the foundation of our strategy. Our estate has been neglected and is in desperate need of investment, our digital infrastructure had been held back by a lack of cash to keep up to pace with our competitive environment. Both of these have been a focus over the last year after the University began to achieve financial sustainability.**

### Our goals

- To maintain and renovate our estate, IT and digital infrastructure to support our strategic priorities.
- To ensure that we provide high-quality learning resources and facilities to support student success.
- To continue taking steps to reduce our carbon footprint and demonstrate leadership on environmental sustainability.

### The solid foundations of the last 5 years:

- Maintained a health and safety-first approach to our pandemic response that received significant support and approval from our staff and trade unions.
- In 2021 we approved a digital first strategy, and in 2022 we approved an estates strategy, for which the combined expenditure is in excess of £220m over the next seven years. In both cases, but particularly the estate, this is critical investment in backlog maintenance and compliance to bring the estate to a standard that our students should expect. They are not vanity projects. Both strategies are included as annexes to this strategy and are planned to be delivered in such a way that they can be paused should the external environment change and challenge our financial sustainability.
- Our digital first strategy focussed on digitising the curriculum, cyber security, information-based decision support and new methods of delivering a flexible IT infrastructure, in support of continued flexible working arrangements and flexible academic delivery.
- Sustainability is a huge part of the estates strategy, backed by a commitment to being a carbon net-zero University by 2030, with all onsite electricity from renewable sources.
- Redeveloped part of our library and learning centre into a state-of-the-art nursing facility supported by an OfS grant.
- Updated over 300 teaching rooms with new decoration, furniture and IT equipment to enable flexibility in the delivery of our programmes.

### We will continue to develop a vibrant campus and cutting edge physical and digital facilities by:

- Withdrawing from our leased building in Aldgate, Calcutta house and repositioning the School of Art, Architecture and Design in our remaining freehold in Aldgate, in the Accelerator building in Hackney and on the Holloway road site, at the time re-thinking the curriculum and pedagogy in the School.
- Harnessing our new HR and finance system to drive business efficiencies and reduce time spent on admin for manager.
- Complete the roll out of attendance monitoring and onboard PURE for Research management.



# Progress against our strategy



## Sustainable Finances

**The first principle of the strategy over the course of the previous five years has been first to establish financial sustainability. That has involved stopping projects, halting investment in the campus to first ensure that the University could operate as a viable business. The strategy involved aligning investment with our KPIs and targets for improvement. The principle was once that sustainability was achieved investment in operational advancement and infrastructure could then flow.**

### Our goals

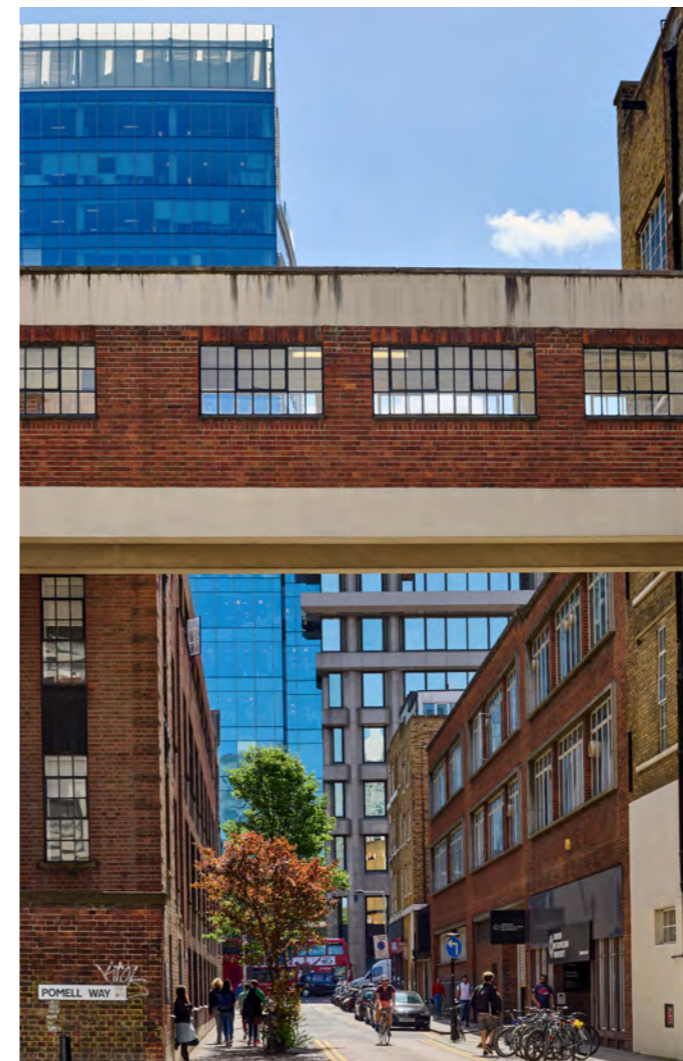
- To ensure the financial sustainability and long term viability of the University.
- To grow and diversify our income.
- To continue making significant improvements in the efficiency and effectiveness of our operations.
- To closely monitor our financial health, taking account of the impact of the external environment on our University.

### The solid foundations of the last 5 years:

- We developed a financial model that allows us to continuously look forward to the next three years, track cash flows and identify early interventions where actuals differ from plan. We also established a strategic planning and budget-setting process aligned to the strategy to ensure resources are allocated in the most effective way.
- Regular circulation of a monthly Financial Management Report that provides up-to-date performance information to the senior leadership team and budget holders about progress towards targets. The latest set of numbers are also presented to the Finance and Resources Committee and the Board of Governors at each meeting.
- We undertook a wide-ranging cost control and reduction programme focused particularly, but not exclusively on staffing. By slowing the growth in staff numbers and managing turnover to generate savings we were able to bring costs under control without any wide-scale redundancy programme that had so damaged the University and staff morale over the previous decade.
- The original strategy imagined targets that would bring the University into surplus 2022/23 that target was achieved 2 years ahead of schedule with a small surplus of £3.2m achieved in 2020/21 and surplus' in the following years of 2021/22, £7.2m and 2022/23 of £8.4m.
- Cash generation has also outperformed the targets that were set in the strategy underpinning the developments in our physical and digital infrastructure. By the year 2022/23 our cash reserves had increased to £102m ready for our investment strategy.
- We have managed the finances in such a way to ensure we have met our commitments to our staff. Whether that be ensuring everyone was paid during the pandemic, to honouring the UCEA pay awards, supporting staff with two cost of living payments of £1k a time and following outstanding performance in 2022/23, pay a bonus of 2% of pay to all staff.

### We will continue to control costs and generate cash to invest in the University by:

- Increasing and diversifying our income based on our financial model.
- Ongoing cost containment ensuring that significant fixed costs are not incurred when revenue streams are not assured in the long term, e.g. some partnership activity.
- Protecting our cash reserves for future investment by continuing to deliver surpluses and continuing to protect the cash and ensure excess cash is invested in line with the Treasury Policy, reviewing the external environment and keeping up to date with developments around pensions.
- Continuing to develop plans to further invest in the institution whilst protecting the long – term financial viability of the University.





Professor Nona McDuff OBE

### Professor Nona McDuff OBE appointed interim Deputy Vice-Chancellor and Provost of London Met

- **Appointment:** Professor Nona McDuff OBE has been appointed as the interim Deputy Vice-Chancellor and Provost of London Metropolitan University, effective immediately, while continuing her role as Pro-Vice Chancellor of Student Success.
- **Responsibilities:** In her new role, Nona will oversee several key areas including Student Support, The Registry, and the Centre for Equity and Inclusion, and International Compliance. She will also work closely with the Vice-Chancellor on academic matters such as research, knowledge exchange, and portfolio development.
- **Experience and Vision:** With over 30 years of experience in higher education, Nona is recognised for her work in creating inclusive and accessible education. She expressed her enthusiasm for contributing to the university's mission and supporting its diverse student body.

### Professor Julie Hall appointed as next Vice-Chancellor of London Metropolitan University

- **Appointment:** Professor Julie Hall has been appointed as the new Vice-Chancellor and Chief Executive of London Metropolitan University, succeeding Professor Lynn Dobbs upon her retirement at the end of the year. Julie currently serves as Deputy Vice-Chancellor and Provost at London Met.
- **Experience:** Julie Hall has 36 years of experience in Higher Education, with a focus on inclusive teaching and learning. She has played a key role in London Met's transformation, contributing significantly to the university's recent successes.
- **Vision:** Julie is committed to building on the strong foundation laid by Professor Lynn Dobbs, aiming to continue transforming lives through excellent education while bringing her own ideas and vision to London Met.



Professor Julie Hall



Vice-Chancellor Professor Lynn Dobbs

### Vice-Chancellor Professor Lynn Dobbs to retire

- **Retirement Announcement:** Professor Lynn Dobbs, Vice-Chancellor of London Metropolitan University, announced her intention to retire by the end of 2024, after six years of transformational leadership.
- **Achievements:** During her tenure, Lynn significantly enhanced the university's financial stability, doubling its income and increasing student numbers by 65%. She is recognised for her dedication to social justice and improving student outcomes.

### London Met announces full year of paid parental leave for staff

- **Enhanced Parental Leave:** London Metropolitan University has announced a significant enhancement to its parental leave policies, now offering 52 weeks of fully paid maternity and adoption leave, and 8 weeks of fully paid paternity leave.
- **People Strategy Alignment:** This move is part of London Met's broader People Strategy, which aims to create a supportive, inclusive workplace that aligns with the university's core values of ambition and inclusivity.
- **Broader Eligibility:** The qualification period for these benefits has been reduced from one year to 26 weeks, broadening access to more staff and further supporting work-life balance within the university community.



### Events in Israel, Gaza and the Middle East

- **Support and Solidarity:** London Metropolitan University extends its thoughts to all those affected by the conflict in Israel, Gaza, and the Middle East, particularly members of the London Met community with ties to the region.
- **Support Services Available:** The university reminds students and staff that support services are available through the Student Services team and the Employee Assistance Programme.
- **Commitment to Inclusivity:** London Met reaffirms its commitment to maintaining a supportive environment, condemning antisemitism and Islamophobia, and promoting respectful and lawful behavior during these challenging times.



### London Met rises 19 places in 2024 Guardian University Rankings

- **Significant Ranking Improvement:** London Metropolitan University rose 19 places to 85th in The Guardian's 2024 University Rankings, driven by a strong National Student Survey (NSS) performance.
- **Top-Ranked Courses:** The university's Nutrition and Food Science course ranked 2nd, and Interior Design placed 4th nationally, with Business and Biomedical Science courses also in the top third.
- **Commitment to Social Justice and Student Experience:** London Met continues to focus on enhancing student experience and promoting social justice, supported by significant investments in physical and digital infrastructure.

### London Met achieves Silver in Teaching Excellence Framework

- **Silver Award Achievement:** London Met has secured a Silver award in the Teaching Excellence Framework (TEF), with a notable Gold award for student experience. The TEF panel highlighted high standards across various metrics, including outstanding results in teaching, assessment, feedback, and support for diverse student needs.
- **Commitment to Equity:** The university's dedication to social justice and student partnership is reflected in its strategies, including the Education for Social Justice Framework. This focus on equity and tailored support has been integral to their success, especially in serving under-represented groups.
- **Future Focus and Strategy:** The university's renewed focus on student experience and strategic planning since 2018 has driven this achievement. The ongoing corporate strategy aims to enhance student outcomes further, with expectations for continued improvements in all areas over the coming years.





## London Met unveils new state-of-the-art health facilities at official launch event

- Unveiling New Facilities:** London Met has launched its new state-of-the-art health facilities for the School of Human Sciences, marking a major milestone in the university's multi-million-pound campus modernisation. The event featured advanced technology, including a virtual reality space for immersive learning experiences.
- Event Highlights:** The launch, attended by 80 guests including key stakeholders and NHS partners, celebrated both the new facilities and significant anniversaries, such as the 70th of the Dietetics course and the NHS's 75th. Dame Elizabeth Anionwu's keynote added inspiration, reflecting on the importance of modern learning environments.



## London Met Climbs 60 places in 2024 Stonewall Workplace Equality Index

- London Met's Climb in Workplace Equality:** London Met has risen 60 places to rank 102 in the 2024 Stonewall Workplace Equality Index and earned a Silver Award for its efforts in supporting LGBTQIA+ staff.
- Recognised Initiatives:** The award-winning Rainbow Room, a safe space for LGBTQ+ staff and students, and the active LGBTQ+ Staff Network have been pivotal in promoting inclusivity on campus.
- Top 20 UK Universities for LGBTQ+ Inclusion:** London Met is now ranked among the top 20 universities in the UK for LGBTQ+ inclusivity, marking significant progress since first entering the index in 2019.



## London Met teams up with Queen Mary University and UCL to launch social venture fund

- Launch of London Social Venture Fund:** London Met, in partnership with Queen Mary University and UCL, has launched the £1.5 million London Social Venture Fund to support early-stage startups with a social purpose.
- Supporting Social Entrepreneurship:** The fund aims to foster a pipeline of social ventures from London universities by providing funding, legal support, mentoring, and business model development.
- Addressing Key Challenges:** The initiative will tackle barriers such as a lack of funding, public procurement complexities, and the need for diversity among startup founders, supporting ventures with a significant social and economic impact.

## London Met and Islington Council launch disability and health conditions employment report

- Key Employment Barriers Identified:** London Met and Islington Council's report highlights significant barriers for people with disabilities and long-term health conditions, including discrimination, lack of awareness, and inadequate employer support.
- Impact on Economic Participation:** The study found higher unemployment rates for disabled individuals, compounded by barriers like digital illiteracy, low-paying jobs, and limited access to education, contributing to poverty.



- Recommendations for Action:** The report urges integrated, long-term solutions, including disability awareness training, expanded support services, and combating stereotypes, aiming to improve employment opportunities for disabled residents in Islington.

## Digital transformation at London Met

- Launch of Digital First Strategy:** Initiated in 2021, London Met's Digital First Strategy focuses on reshaping how the university interacts, teaches, and learns through technology, aiming to create a personalised, flexible learning environment for students.
- Key Achievements:** The digitisation of attendance monitoring and the transition to Microsoft 365 have enhanced teaching, reduced administrative burdens, and fostered collaboration among staff and students. Digital tools like Panopto and Microsoft Teams have significantly improved the learning experience.



- Future Developments:** Upcoming initiatives, including the launch of the MyView platform and a focus on digital skills, will drive further innovation and align with London Met's Student Success and People strategies.

## London Met launches new Gender and Sexual Diversity Research Group

- Launch Event:** The Gender and Sexual Diversity Research Group (GDSRG) was launched on 16 November 2023 at the Rainbow Room, uniting researchers across disciplines under a shared focus on gender and sexual diversity.
- Goals:** The group aims to produce high-quality research, build community links, combat stereotypes, and support early career researchers. It emphasizes intersectionality, covering various aspects of human experience related to gender and sexuality.
- Support and Collaboration:** The event featured presentations from steering committee members and researchers, highlighting ongoing projects and encouraging future collaborations across the university.

## London Met maintains excellent standing in the National Student Survey

- Strong Performance:** London Met continues to excel in the National Student Survey (NSS), with above-average scores in teaching, learning, assessments, feedback, and student voice.
- Ranking success:** The University outperformed the Russell Group in student representation, student voice, and assessments, with the Students' Union scoring 8 points above average and assessments 11 points higher.



- Leadership Impact:** Staff were praised for their commitment to enhancing student experience, with ongoing improvements in teaching and learning through the Education for Social Justice Framework.

## London Met shortlisted for the Times Higher Education University of the Year award 2024

- Prestigious Recognition:** London Metropolitan University has been shortlisted for the Times Higher Education (THE) University of the Year award, highlighting its remarkable transformation and performance in higher education.
- Achievements Under Leadership:** This recognition reflects the University's commitment to social impact, growth, and enhanced student experience under the leadership of Vice-Chancellor Professor Lynn Dobbs.
- Additional Shortlist:** London Met has also been shortlisted for Outstanding Marketing/Communications Team of the Year, celebrating the success of its award-winning Real London campaign and recent accolades in content marketing.



## Award given in recognition of an outstanding career achievements and commitment to students

- **Emeritus Status for Professor Lynn Dobbs:** London Metropolitan University honoured retiring Vice-Chancellor Professor Lynn Dobbs with the title of Professor Emerita, recognising her significant contributions to higher education and social justice.
- **Transformational Leadership:** Under her leadership since 2018, the University doubled its income and improved student satisfaction, while addressing equity gaps.
- **Legacy of Commitment:** Lynn's focus on staff welfare and community partnerships has left a lasting impact, enhancing opportunities for diverse students and promoting a culture of inclusivity at London Met.

## London Met joins tens of thousands marching in Pride parade

- **London Met Celebrates Pride:** Staff and students from London Metropolitan University joined approximately 35,000 marchers and 1.5 million spectators in the Pride in London parade on June 29, 2024.
- **Visible Commitment to Inclusion:** The University showcased its first-ever rainbow float, themed "Reflecting the Real London," featuring vibrant designs by student Thalia Lempong and entertainment from UK Drag Race star Just May.
- **Community and Acceptance:** Vice-Chancellor Professor Julie Hall emphasised the importance of inclusivity, celebrating individuality and fostering a supportive environment for the LGBTQIA+ community, aligning with this year's Pride theme, #WeAreEverywhere.



## London Met academics and partners win major grant for Afghan resettlement project

- **Major Grant for Afghan Resettlement Research:** London Met academics Professors Louise Ryan and Maria López, alongside partners, have secured a £268,792 grant from the Nuffield Foundation to evaluate the Afghan resettlement scheme in England.
- **Addressing Community Needs:** This 18-month project, led by Dr. Caroline Oliver at University College London, aims to assess how over 22,000 Afghan evacuees are integrating into UK life and the support provided by local authorities.
- **In-depth Research Approach:** The study will encompass a scoping review, surveys across five locations, and an analysis focusing on diverse demographic experiences, particularly of women and youth, to inform future policy and practice.



## London Met Labs hosts two impactful public engagement events with local stakeholders

- **Impactful Community Engagement:** London Met Labs successfully hosted two public events aimed at empowering local communities through partnerships with advocacy groups.
- **Empowering Women:** The HER VOICE conference, co-hosted with Skye Alexandra House, focused on supporting women and girls affected by sexual violence, aligning with International Women's Day to promote economic empowerment and healing strategies.
- **Strengthening Local Support Networks:** The second event, in collaboration with Voluntary Action Islington, brought together over 120 stakeholders to discuss critical issues facing the community, emphasizing capacity building and partnership strengthening within the Voluntary, Community, Faith and Social Enterprise sector.

## London Met and Mobilise awarded Knowledge Transfer Partnership

- **Innovative Partnership:** London Met has been awarded a Knowledge Transfer Partnership (KTP) with Mobilise to develop an AI-based tool aimed at enhancing support for unpaid carers.
- **Personalised Caregiver Support:** The project, led by Senior Professor Karim Ouazzane, will create a personalized, anticipatory AI tool that addresses specific caregiver needs, transforming the traditional reactive support model.



- **Empowering Communities:** This collaboration aims to improve carers' preparedness and resilience, offering tailored information and resources, and ultimately enhancing their overall caregiving experience while fostering student employability through practical engagement in cutting-edge technology.

## 2023–24 trade union facility time reporting

Facility time is defined as the provision of paid or unpaid time off from an employee's normal role to undertake trade union (TU) duties and activities as a TU representative. There is a statutory entitlement to reasonable paid time off for undertaking union duties. We recognise three trade unions: UCU, UNISON and GMB.

Nine employees (6.66 FTE) were relevant union officials during the period 1 April 2023 to 31 March 2024.

The proportion spent by union officials on facility time was:

- 0% of working hours: Zero representatives
- One to 50% of working hours: Eight representatives
- 51 to 99% of working hours: One representative
- 100% of working hours: Zero representatives

808.67 hours were paid in facility time. The percentage of the total pay bill spent on facility time was 0.05%. No hours were spent on paid trade union activities.

## Sustainability

Environmental management arrangements for the university are set out in the Carbon and Environmental Management Plan (CEMP) which forms part of the Estates Strategy and is publicly available. Progress against the plan and the university's environmental governance arrangements are overseen by the Carbon and Environmental

Management Group (CEMG) which is chaired by the Vice-Chancellor.

The CEMP addresses significant environmental risks and opportunities for the university. A key focus is around carbon reduction and the plan sets out a Net Zero target for Scope 1 and 2 emissions. Further measures include objectives and targets relating to waste management, reducing water consumption and reducing Scope 3 emissions relating to purchased goods and services. The CEMP also includes commitments to increase education and awareness of sustainability issues across both staff and students.

Key policies which support the implementation of the CEMP include:

- Environmental Sustainability Policy Statement
- Waste Management Policy
- Sustainable Construction & Refurbishment Policy
- Sustainable & Ethical Food Policy
- Biodiversity Policy

In 2024/25, the university has also completed its first submission to join the Times Higher Education (THE) Impact Rankings. These are global performance tables that assess universities against the 17 United Nations' Sustainable Development Goals (SDGs). Participation in the rankings provides university stakeholders with external assurance regarding its sustainability performance. Internally, progress against the CEMP is reported publicly within our Estates Annual Report including details of performance against our carbon reduction KPIs.

## Equality and Diversity

Our [Equality and Diversity policy](#) sets out how the University intends to meet its equality commitments in respect of staff and students, encompassing its general equality duty and duties in respect of the protected characteristics listed in the Equality Act 2010. This policy applies to all aspects of employment and study at the University, including recruitment, selection, education and assessment.

London Met is committed to meeting and furthering EDI standards in relation to Athena SWAN, the Race Equality Charter, Stonewall and Disability Confident as set out in our Strategic Plan to facilitate diversity in our staff community and ensure that everyone at London Met is valued and included.

# Strategic Report

## Operating and financial review

London Met uses operating surplus and cash reserves as key indicators of its financial sustainability. For the past four years it has delivered an operating surplus and has cash balances greater than outlined in its current strategy. During that time it has generated the cash required to invest in its physical and digital infrastructure.

2023/24 has been a challenging year. Our income growth plans were hit by changes to government policy mid-cycle which has slowed our international student recruitment. Costs have increased, notably with respect to pension provision but also across our entire cost base. The unit of funding for teaching UK undergraduate students continues to be eroded by the impact of inflation and all of this puts pressure on our ongoing financial sustainability.

Despite these hurdles the University has delivered an operating surplus of £1.5m (2022–23: £8.4m) and we ended the year with £81.7m (2022–23: £101.6m) of cash and liquid investments in the bank. Capital expenditure in the year was £23m and represented the largest amount invested across the strategic plan. The efforts by all areas of the University to deliver this surplus budget has been outstanding.

### Operating surplus

	2022-23 £'000	2023-24 £'000
Total income	152,333	161,188
Total staff costs (excluding pension adjustments)	(67,482)	(72,219)
Total non staff costs (excluding pension adjustments)	(76,417)	(87,485)
<b>Operating performance surplus</b>	<b>8,434</b>	<b>1,484</b>

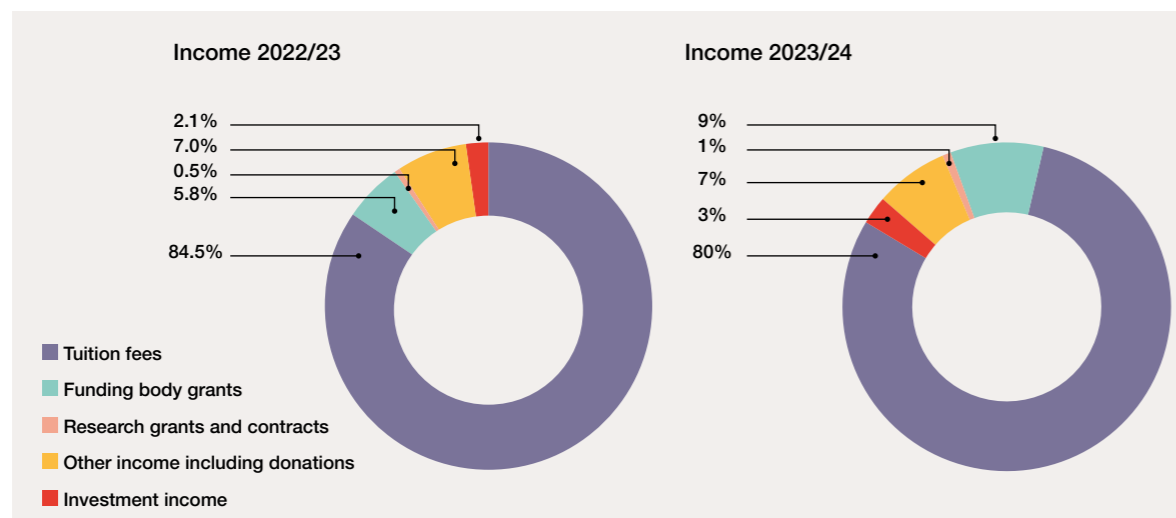
### Income

Total income for 2023–24 was £161.2m, an increase of £8.9m (5.8%) on 2022–23. All of our income streams have grown and it is worth noting that in 2023/24 we have recognised the Office for Students grant used to fund our Nursing facilities and we continue to use our surplus cash to generate investment income returns in line with market conditions.

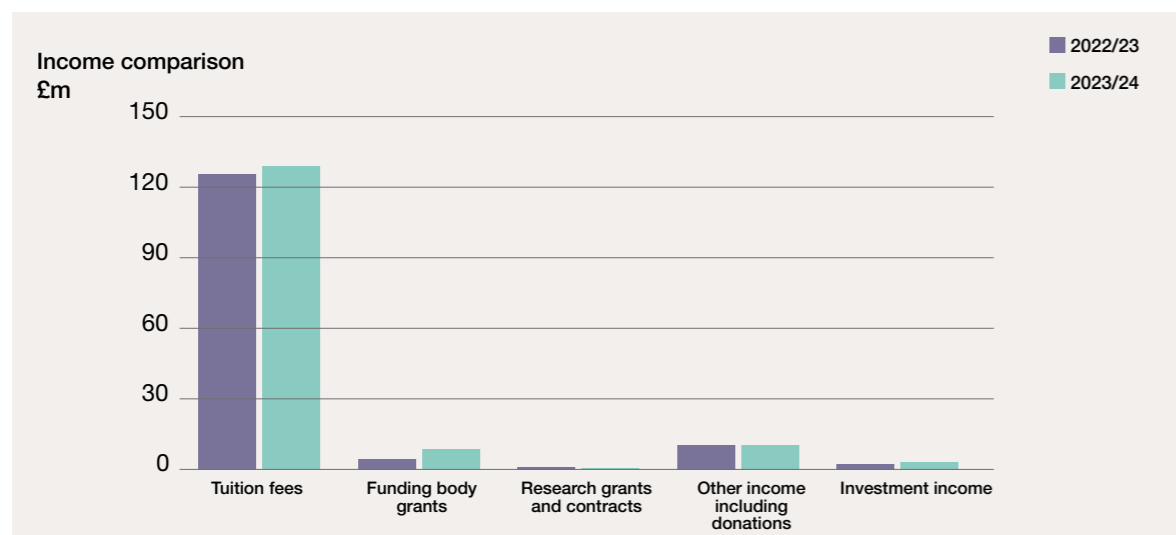
	2022-23 £'000	2023-24 £'000
Tuition fees	128,790	129,871
Funding body grants	8,877	14,313
Research grants and contracts	754	1,124
Other income including donations	10,680	10,889
Investment income	3,232	4,991
<b>Total income</b>	<b>152,333</b>	<b>161,188</b>

Income is still predominantly generated from tuition fees in 2023/24, with 80% of income from this source, compared to 84.5% in 2022/23.





Tuition fee income increased in the year by 0.8% to £129.9m (2022/23:£128.8m) through growth in student numbers. Funding body grants increased by 61.8% to £14.3m (2022/23:£8.9m) and this increase is mainly due to the release of deferred capital grants associated with our capital investment in nursing training. Research income increased in year by 49.1% to £1.1m as a result of recognition of our growing research capacity and capabilities and other income grew by £0.2 to £10.9m. Investment income grew by £1.8m as a result of strong cash management and increase returns from market investments.



## Expenditure

Total expenditure for 2023/24 was £158.6m, an increase of £11.1m (7.6%) from the previous year.

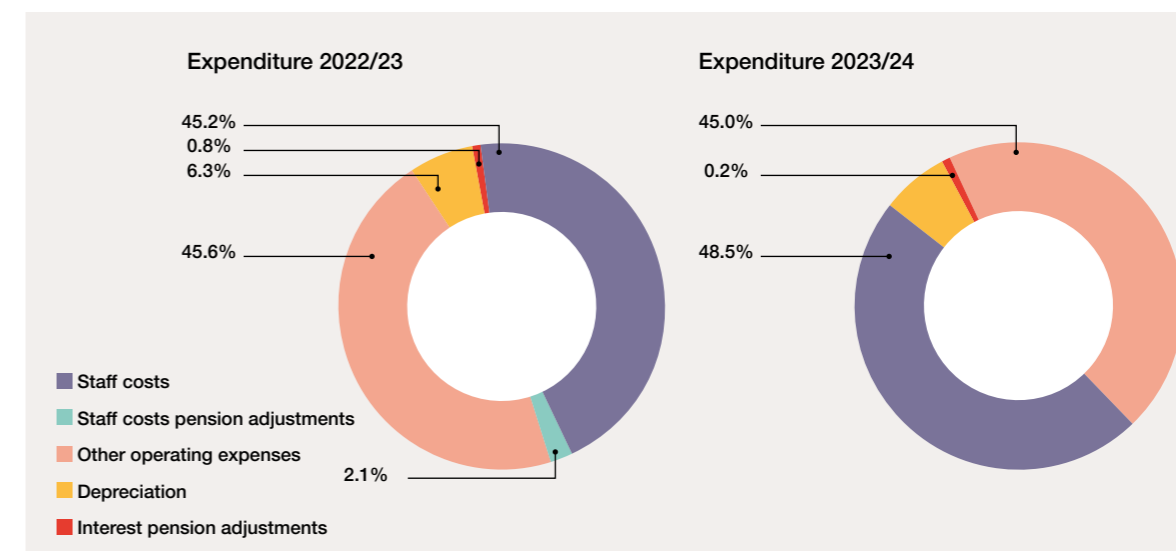
	2022-23 £'000	2023-24 £'000
Staff costs (including staff restructuring costs)	66,706	71,363
Staff costs pension adjustments	3,169	71
Other operating expenses	67,189	76,860
Depreciation	9,228	10,625
Interest pension adjustments	1,144	(348)
<b>Total expenditure</b>	<b>147,436</b>	<b>158,571</b>

Staff costs increased from £66.7m last year to £71.4m which represents an increase of 6.9%. In 23/24 total staff costs represented 45% (2022/23:45.2%) of expenditure.

Other operating expenditure increased to £76.9m (2022/23: £67.1m) an increase of 14.4%. This was due to a combination of increased student recruitment costs and franchise fees which are both directly related to the increase in tuition fees generated. Other operating expenditure makes up 48.5% (2022/23:45.6%) of total expenditure.

Depreciation increased by 15.1% to £10.6m in 2023/24 from £9.2m in 2022/23, reflecting the increased capital spend due to the delivery of the digital and estates strategies. Depreciation is 6.9% (2022/23:6.3%) of total expenditure.

The total staff pension and interest pension adjustments fell from £4.4m to (£0.3m) which was mainly due to a credit received for LPFA pension interest.



## Balance sheet

The balance sheet shows a total net assets figure of £286.2m at 31 July 2024 compared to £260.4m at the end of last year, 31 July 2023. This is driven by the actuarial pension gain of £23.2m which resulted in an overall pension surplus of £28.6m.

	2022-23 £'000	2023-24 £'000
<b>Non-current assets</b>		
Intangible assets	508	4,697
Tangible assets	176,605	184,800
Investments	64	64
Pension surplus	5,608	28,627
	182,785	218,188
<b>Current assets</b>		
Stock	54	45
Trade and other receivables	29,068	32,126
Investments	70,233	70,797
Cash and cash equivalents	31,428	10,935
Total current assets	130,783	113,903
Less: Creditors: Amounts falling due within one year	(51,748)	(39,327)
Net current assets	79,035	74,576
<b>Total assets less current liabilities</b>	261,820	292,764
<b>Provisions</b>		
Pension provisions	(1,270)	–
Other provisions	(174)	(6,615)
<b>Total net assets</b>	260,376	286,149
<b>Restricted reserves</b>		
Income and expenditure reserve—endowment reserve	260	274
Income and expenditure reserve—restricted reserve	326	334
<b>Unrestricted reserves</b>		
Income and expenditure reserve—unrestricted reserve	199,168	224,919
Revaluation reserve	60,622	60,622
<b>Total reserves</b>	260,376	286,149

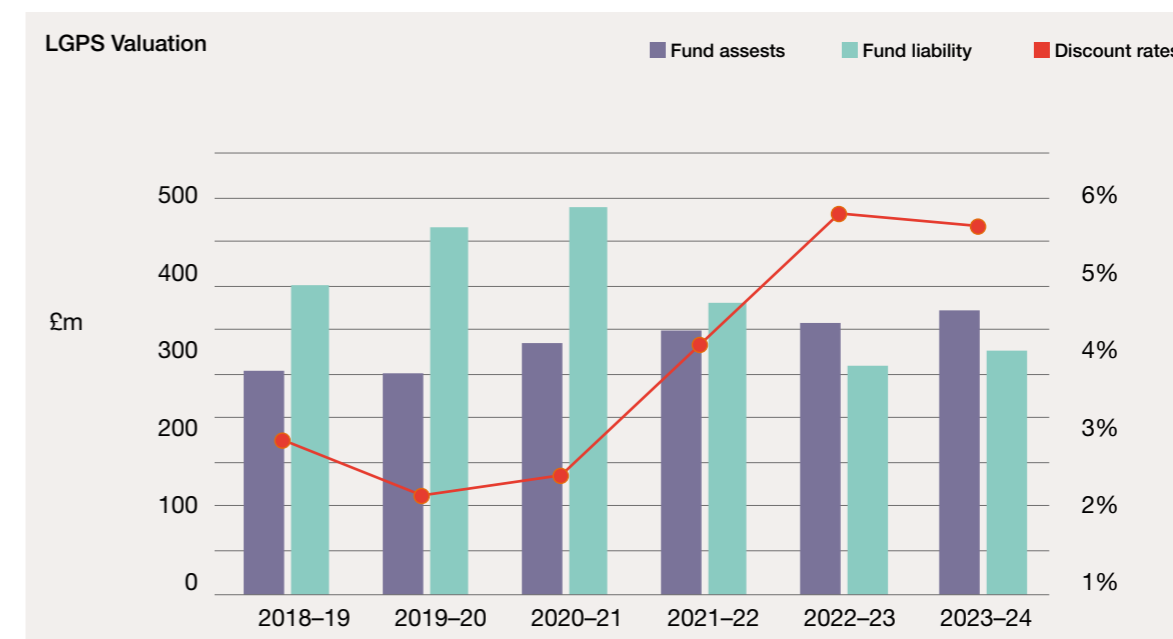
Fixed assets were valued at £189.5m (2022/23: £177.1m). During the year £23m was spent on fixed asset additions.

The University's working capital management has remained robust. Total current assets ended the year at £113.9m (2022/23:£130.8m) a decrease of £16.9m. Debtors increased by £3.0m, cash and cash equivalents decreased by £20.5m and investment balances increased by £0.6m as a result of the underlying trading performance.

Creditors falling due within one year decreased by £12.4m, from £51.7m in 2022/23 to £38.3m in 2023/24 mainly as a result of decreased levels of deferred income. Total assets less current liabilities was £292.8m (2022/23: £261.8m) an increase of £30.9m with £28.6m of that increase attributed to the LPFA pension surplus.

## LPFA Pension

The fund assets in the year ended 31st July 2024 increased to £321.3m (2022/23):£306.8m) which was mainly due to an increase in the return on assets, with fund liabilities reduced to £274.8m (2022/23:£259.5m). Actuarial gains reduced from £43.3m in 22/23 to £23.2m in 23/24 and this resulted in an overall pension surplus of £34m.



## Treasury management

Treasury management plays a critical role by ensuring that the University has the cash it needs at all times to operate smoothly. As a key component of the University's financial control, the treasury management function monitors the timing and amounts of cash inflows and outflows, in particular monitoring and tracking those activities that result in significant cash movements.

Day-to-day cash and short-term investments are managed through rolling annual cash flow forecasts which are reviewed every month. Annual capital cash flow budgets are updated every year in line with the strategic planning and annual budget setting cycles, so that potential future borrowing requirements can be identified and negotiated well in advance of need. Currently the University has an unused £1m overdraft facility in place to provide flexibility for its working capital needs.

The University carefully manages its long-term and short-term cash requirements. In the short term, the University earns interest on working capital fluctuations via placing funds on money market deposit. The University also invests in longer term investments in order to maximise the interest receivable.

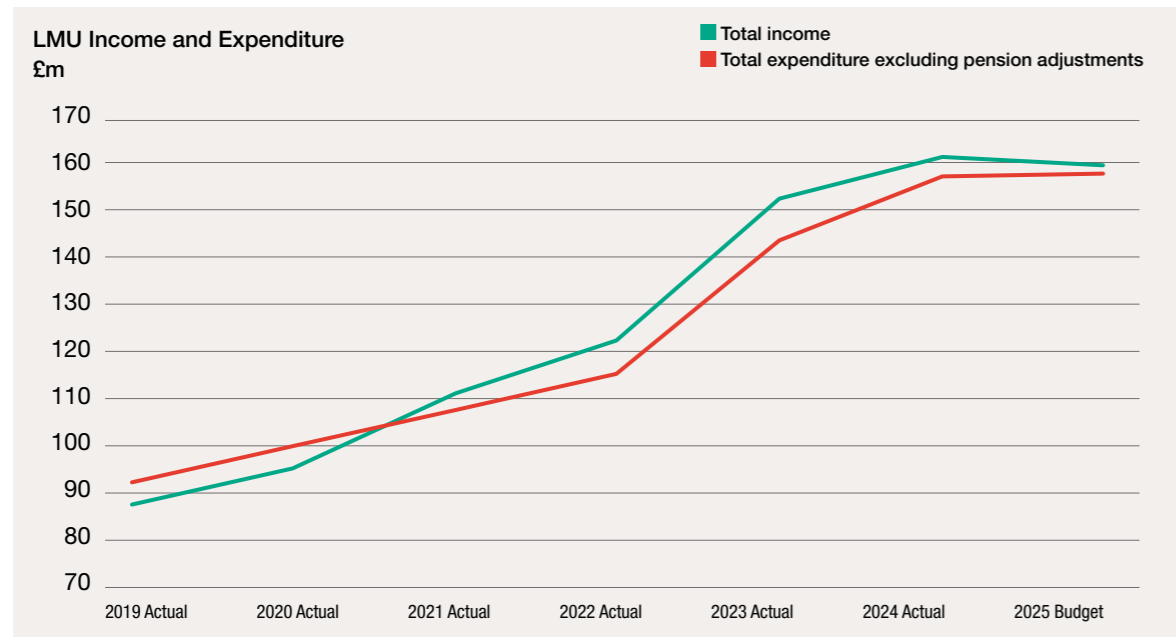
All investments are governed by the University Treasury Management and Ethical Investment Policy that is reviewed annually and has been updated in 2023 to place stricter conditions on investing. The University also has a treasury management policy to ensure that each counterparty meets the minimum credit rating requirement set by the University, as well as restricting the amount deposited with counterparties in any single country and restricting the percentage deposit with any single counterparty.

The University's foreign currency earnings represent a small proportion of its income and the overall exposure to exchange rate fluctuations is small.

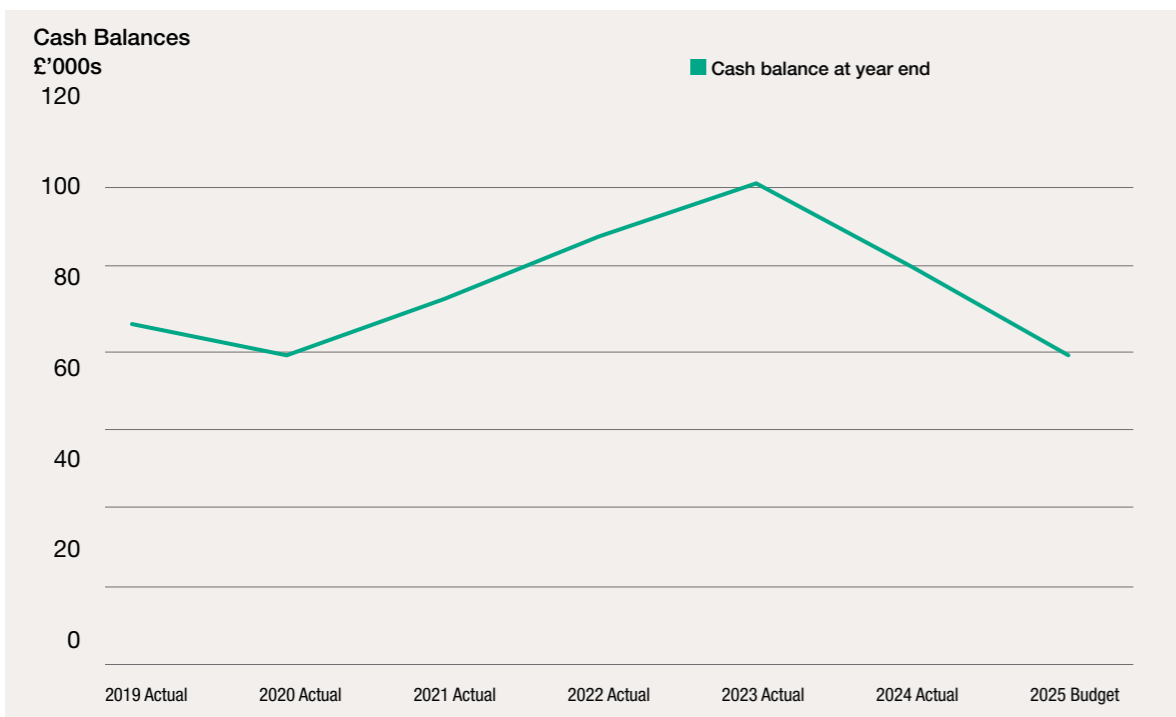
Average daily cash and short-term investment balances in 2023-24 was £81.7m (2022-23: £101.7m). Interest earned on the balances was £4.9m (2022-23: £3.2m) giving an average return for the year of 5.28% (2022-23: 3.2%). The reduction in cash is due to an increased spend in capital expenditure coupled with a reduction in tuition fee deposits received in July 24 for overseas students starting in the academic year 24/25. In addition, the University brought forward payment to suppliers to clear down creditors as a result of the Oracle system changes.

## Future developments

The University agreed a new Strategy – 2019/20 – 2024/25 in October 2019. This plan is underpinned by a drive towards financial sustainability. A key target is to increase operating surplus year on year over the life of the strategy. The University is on target to achieve this with total income exceeding total expenditure excluding pension adjustments consistently for the last 3 years.



In March 2022, the governing body approved a new estates strategy, coupled with the digital first strategy and ongoing capital maintenance amounting to an investment of £200m over the next ten years. This spend will be targeted at improving the University infrastructure to enhance the student experience and drive student success. This increased spend in capital expenditure will result in the University's cash balances reducing to £60.2m after spending £55.0m in 2024/25, however the cash position will improve and is forecasted to be £69.0m at the end of 2027/28.



## Key Performance indicators

	Actual 2018-19	Actual 2019-20	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Budget 2024-25
Operating performance surplus as a % of turnover	-9.4%	-5.0%	2.9%	5.9%	5.5%	0.9%	1.1%
Net cashflow from operations as a % of turnover	10.0%	18.1%	-5.9%	14.1%	14.4%	-4.7%	5.5%
Staff Costs as a % turnover	62.6%	62.3%	55.3%	54.6%	45.9%	44.3%	48.2%
Cash Balance at year end (£m)	£67.7	£60.1	£74.0	£88.8	£101.7	£81.7	£60.2

## Risks and uncertainties

The University has in place an embedded risk management strategy and policy which has been approved by senior management and the Audit and Risk Committee. This is also subject to review by the University's internal auditors. The key risks, priorities and mitigating factors within the risk register are regularly considered and updated. The risk register is a standing item on the agenda of the University Executive Board and the Audit and Risk Committee.

The principal risks to the achievement of the University's strategy and uncertainties include:

- Economic and political risks related to political uncertainty and changes in HE policy.
- Failure to meet legal and regulatory requirements.
- Reputational risk management.
- Failure to recruit and re-enrol students to target numbers.

## Section 172 Statement

The members of the University Board of Governors are Trustees of the University and directors of the Company. In line with their duties under s172 of the Companies Act 2006, directors act in a way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole. As part of the decision-making process, matters that are of strategic importance to the Company, the Board and its Committees consider the potential impact of decisions on relevant stakeholder. Whilst also having regard to a number of broader factors, including the impact of the Company's operations on the community and environment, responsible business practices and the likely consequences of decisions in the long term.

**Tijs Broeke**  
Chair of the Board of Governors

Date: 28 November 2024

**Professor Julie Hall**  
Vice-Chancellor and Chief Executive

Date: 28 November 2024

## Members of the Board of Governors

The members of the Board of Governors of London Metropolitan University as at 31 July 2024 are listed below. Unless otherwise stated, all members served throughout the year.

	<b>Date of Appointment</b>
Baron Anyangwe (ARC)	
Tijs Broeke (Chairman of the Board, [Chair] GC, PFRC, RC)	
Rosemary Benson (ARC, GC,EMP, SG)	Resigned on 31st July 2024
Isaac Sorinola (PFRC, AB, EMP, SG)	
David Morrall (PFRC)	Appointed on 23 November 2023
Lynn Dobbs (AB [Chair], PFRC, GC, EMP)	Resigned on 31ST July 2024
Urmi Dutta-Roy (PFRC [Chair], RC)	
Muniya Barua (PFRC)	
Usman Khan (ARC [Chair], GC, RC)	
Linda Patterson (GC, RC)	
Valerie Leipheimer (ARC)	
Petra Wend (AB, PFRC)	
Andrea Stark (RC [Chair], ARC)	
Awesome Olasope (GC, ARC, ST)	Re-elected on 8th March 2024
Tammika Chambers (AB, PFRC, ST)	Resigned on 23 June 2024

### Independent co-opted committee members

Allan Boardman (ARC)  
 Rosemary Lemon (PC)  
 Tracey Rob Perera (ARC)

### Student Committee members

Bianca Jurcut (ARC)

#### KEY:

(AB)	Member of the Academic Board
(AC)	Member of Audit Committee
(EMP)	University Employee
(FRC)	Member of Finance and Resources Committee
(GC)	Member of Governance Committee
(RC)	Member of Remuneration Committee
(ST)	Student Governor
(AG)	Academic Governor
(SG)	Staff Governor

### Changes in membership during the year and after the year-end

The Board approved the appointment of Isaac Sorinola for an initial term of three years, commencing on the 5th October 2023.

The Board approved the appointment of Isaac Sorinola to the People, Finance and Resources Committee on the 5th October 2023.

The Board approved the appointment of Rosemary Benson to the Governance Committee on the 5th October 2023, and she resigned from the Board of Governors on the 31st July 2024.

The Board approved the appointment of David Morrall as an Independent Governor for an initial term of three years, commencing on 23rd November 2023. The Board approved the appointment of David Morrall to the People, Finance and Resources Committee on the 25 January 2024.

The Board approved the reappointment of Independent Governor Urmi Dutta-Roy for a further three years, also continuing her role as the Chair of the People, Finance and Resources Committee on the 21st March 2024.

The Board approved the reappointment of Rosemary Lemon for the third term as a coopted member of the Remuneration Committee on the 21st March 2024.

Awesome Olasope was re-elected as the President of the SU on the 8th March and will serve his second term from 1st July 2024.

The Board approved the appointment of Professor Julie Hall as the University Vice Chancellor and Chief Executive commencing on 1st August 2024.

Professor Lynn Dobbs resigned as University Vice Chancellor and Chief Executive from 31st July 2024.

Rosemary Benson resigned as Staff Governor on 31st July 2024.

The Board approved the appointment of Professor Julie Hall as the University Vice Chancellor and Chief Executive commencing on 1st August 2024.

The Board approved the appointment of Munesh Mahtani as the Chair of the Governance Committee commencing 1st August 2024 on the 21st March 2024.

Fahmida Yesmin was appointed as Student Governor on the 3rd October 2024.

## Principal advisers

Bankers	Barclays Bank Plc Holloway and Kingsland Business Centre London E8 2JK
External Auditors	KPMG LLP 15 Canada Square Canary Wharf London E14 5GL
Insurer	Arthur J. Gallagher Station Square One Gloucester Street Swindon SN1 1GW  Zurich Municipal Southwood Crescent Farnborough Hampshire GU14 0NJ
Property Advisers	Avison Young LLP 65 Gresham Street London EC2V 7NQ
Solicitors	JG Poole & Co LLP E-Space South 26 St Thomas Place Ely Cambridgeshire CB7 4EX  Veale Wasbrough Vizards LLP 24 King William Street London EC4R 9AT

## Statement of responsibilities of the Board of Governors

The Education Reform Act 1988 vested the custody and control of all assets and affairs in the Board of Governors of the University.

Under the University's revised Articles of Association approved in March 2023 (which took effect on 23rd March 2023), the Board of Governors is responsible for "determining the educational character and mission of the University, for stewardship of its resources and for oversight of its activities" (Article 11.1).

The Financial Statements have been prepared in compliance with the Companies Act 2006 and the Office for Students' Account direction.

The Financial Statements should give a true and fair view of the state of affairs of the University, and of the income and expenditure, cash flows and recognised gains and losses for that period.

In causing the financial statements to be prepared, the Board has to ensure that:

- suitable accounting policies are selected and then applied consistently;
- judgments and estimates are made that are reasonable and prudent;
- applicable accounting standards and statements of recommended practice are followed, and that any material departures are disclosed and explained in the financial statements, and
- the financial statements are prepared on a going concern basis unless it is inappropriate to presume that the University will continue in operation.

To assist the members of the Board of Governors in discharging its ultimate responsibility, the University's People, Finance and Resources Committee and, where appropriate, the Audit and Risk Committee, are responsible for ensuring that proper accounting records are kept which disclose with reasonable accuracy at any time the financial position of the University. This also enables the Board of Governors to ensure that the financial statements comply with the Companies Act, the Accounts Direction issued by the OfS and the Statement of Recommended Practice: Accounting for Further and Higher Education. The People, Finance and Resources Committee and the Audit and Risk Committee also have delegated responsibilities for ensuring that the assets of the University are safeguarded and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Governors are responsible for ensuring that funds from the Department for Education, the OfS and other funding bodies are used only for the purposes they have been given and in accordance with the OfS' Terms and Conditions of Funding and the grant

funding agreement with the Department for Education and any other conditions which funding bodies may prescribe from time-to-time. Members of the Board must ensure that there are appropriate financial and management controls in place sufficient to safeguard public funds and ensure that they are used only in accordance with the conditions under which they have been made available. In addition, members of the Board are responsible for promoting the economic, efficient and effective management of the University's resources and expenditure, so that the benefits derived from the application of public funds provided by the OfS are not put at risk.

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the University financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The terms and conditions of funding further require the financial statements to be prepared in accordance with the Statement of Recommended Practice—Accounting for Further and Higher Education, in accordance with the requirements of the Accounts Direction issued by the Office for Students.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the University and of their income and expenditure, gains and losses and changes in reserves for that period. In preparing each of the University financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so.

## Statement of responsibilities of the Board of Governors

The Board of Governors is responsible for keeping adequate accounting records that are sufficient to show and explain the University's transactions and disclose with reasonable accuracy at any time the financial position of the University and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the University and to prevent and detect fraud and other irregularities.

The Board of Governors is also responsible for ensuring that:

- funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students and Research England have been applied in accordance with the terms and conditions attached to them;
- ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; and
- securing the economical, efficient and effective management of the University's resources and expenditure.

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

This statement is intended to help readers understand the corporate governance procedures that are in place at the University. It covers the period from 1 August 2023 to the date of approval of the audited financial statements.

### The moral and ethical environment

The University's mission and values are defined in the University's Strategic Plan 2019/20–2024/25. The University endeavours to conduct its business in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership). Through appropriate due diligence processes, the University ensures that Governors are fit and proper persons.

In accordance with these principles the University maintains a publicly accessible register of governors' interests and declared charity trusteeships. Provisions relating to the declaration of interests are specified in the University's Articles and in the Board Regulations approved by the Board. All governors are asked to declare their interests on appointment and at least annually thereafter, and to inform the University of any changes to their declaration. Members are asked to declare any interests they may have in business on the agenda at the beginning of each meeting of the Board and its sub-committees.

## Statement of corporate governance

The Board's Governance Committee carried out its annual mapping of the University's compliance with the CUC Code in May 2024, this exercise was used to inform further development of the University's governance arrangements. The University also adopted the CUC Higher Education Senior Staff Remuneration Code (June 2018) and the CUC Higher Education Audit Committee Code of Practice (May 2020).

The University complies with the OfS Regulatory Framework. Any enquiries about the governance of the University should be addressed to the University Secretary.

As the University is a charity, the Board has also had regard to the Charity Commission's guidance on public benefit.

In 2022/23 the University commissioned an independent review of its governance effectiveness by Advance HE. It concluded that from their 'review of governance documents, meetings with governors, and observation of meetings it appears that core regulatory compliance at LMU is sound'. The reports' recommendations were considered and approved at the Board's June 2023 meeting, the implementation of actions was overseen by the Governance Committee throughout 2023/24. In March 2024 the Governance Committee confirmed that all actions had been satisfactorily implemented.

### How the University is governed

The University is a company limited by guarantee and an exempt charity defined by the Charities Act 2011 (with the OfS acting on behalf of the Charity Commission as the principal regulator for English higher education institutions), which means that the governors are simultaneously company directors and charity trustees. Its governing document is the Memorandum and Articles of Association. The current Articles were approved and adopted by the Board of Governors on 23rd March 2023 to take immediate effect.

The Board consists of staff, student and independent (non-executive) members, and is structured so that the independent members form an absolute majority.

Independent Governors are not staff or students and are chosen for their expertise in areas relevant to the work of the University. The Board of Governors appoints Independent Governors following recommendations by the Governance Committee. The roles of Chair and Chief Executive (Vice-Chancellor) are separated. The Articles stipulate that neither staff nor student members of the Board are eligible to serve as Chair of the Board. There is thus a clear division of responsibility. The Vice Chancellor is a member of the Board of Governors Ex-officio. Newly appointed Governors receive induction briefings and training on the University, the role of the Board of Governors and on the wider higher education context. Through appropriate due diligence processes, the University ensure that's Governors are fit and proper persons on an ongoing basis.

The Board is responsible for the ongoing strategic direction of the University, its financial solvency, approval of major developments, and the receipt of regular reports from the Senior Leadership Team (the University's Executive) on the day-to-day operations of the University and its subsidiary companies. Under the Articles of Association a number of matters are reserved to the Board. The Board has approved the following key governance documents, which are regularly reviewed:

- A Statement of Primary Responsibilities, defining the Board's principal responsibilities under the University's Articles of Association;
- A Scheme of Delegation, which defines how responsibilities are delegated to the Board's Committees and to the Vice-Chancellor and other members of the Executive;
- Board Regulations, which set out in detail how matters which the University's Articles envisage being governed by Regulations will operate and how matters set out in the Articles will operate on a day to day basis. The Board Regulations provide an overarching framework for other University Regulations,
- including the Academic Regulations (approved by the Academic Board under delegated authority), the Financial Regulations and the Scheme of Delegation, and
- Financial Regulations, which provide the framework within which the University's financial policies, procedures and systems of control operate.

## Statement of corporate governance

The Board has established an Academic Board which is responsible under delegated authority from the Board of Governors for maintaining and enhancing the academic performance of the University in teaching, examining and research, and for advising the Board of Governors on matters relating to the educational character and mission of the University. The Academic Board's terms of reference are approved by the Board of Governors.

The Senior Leadership Team (SLT) is formally designated as the University's Executive by the Scheme of Delegation, and is responsible for advising the Vice-Chancellor on the exercise of the functions and responsibilities delegated by the Board to the Vice-Chancellor as the University's chief executive. The SLT is assisted by the Senior Management Team (SMT), reporting to the SLT, which brings together the senior academic and professional services management of the University to ensure a common understanding and engagement over the implementation of the University's Strategic Plan and the strategies and plans approved by the Board to ensure the sustainability of the University.

London Metropolitan University's Students' Union is a company limited by guarantee with charitable status. While the Students' Union is an independent organisation with considerable responsibility for and autonomy in its own affairs, the University's Board of Governors is responsible under the Education Act 1994 for general oversight. The University values its students and to that end the University's Articles of Association provide for up to 2 Student Governors (who shall be the President of the Students' Union acting ex-officio and the Deputy President or a sabbatical officer appointed by the Students' Union Executive Committee).

The Vice Chancellor, as chief executive, has a general responsibility to the Board of Governors for the organisation, direction and management of the University. The Vice Chancellor is responsible for the development of the strategic plan, and is the University's accountable officer under the Office for Students' Regulatory Framework.

In accordance with the Articles of Association the University Secretary is appointed to act as Secretary to the Board of Governors and its committees and also acts as Company Secretary. In that capacity, the University Secretary provides independent advice to Governors on governance matters.

### Governance during the year

In the year to 31 July 2024 the Board met six times, which included one Strategy session held in January 2024.

The Board's sub-committees are:

- Audit and Risk Committee (met four times in 2023/24, plus 1 pre-committee meeting with Internal Audit)
- People, Finance and Resources Committee (met four times in 2023/24)
- Governance Committee (met three times in 2023/24)
- Remuneration Committee (met three times in 2023/24)

Additionally the Audit and Risk Committee and People, Finance and Resources Committee met jointly to consider the University's Financial Statements in November 2024.

These committees are formally constituted with appropriate terms of reference approved by the Board of Governors, which are regularly reviewed. The Scheme of Delegation defines the responsibilities delegated to committees by the Board. The Board of Governors receives a report of each committee meeting, which is presented to the Board by the chair of the committee.

The membership of each of the above committees consists of a majority of independent governors and co-opted members, and the chair is always an independent governor.

The Remuneration Committee was chaired by Andrea Stark in 2023/24. The Remuneration Committee is responsible for the remuneration benefits and terms and conditions of the Vice Chancellor and other Senior Staff as defined by the Board Regulations, the performance and personal development objectives of the Vice Chancellor and Senior staff, returns relating to senior staff remuneration as required by the OfS and other regulatory bodies. The University has formally adopted The Higher Education Senior Staff Remuneration Code, published by the CUC in June 2018.

## Statement of corporate governance

The Audit and Risk Committee, chaired by Usman Khan in 2023/24, plays a key part of the University's system of internal control. The Committee reviews the work of the internal and external auditors and considers their reports, together with recommendations for the improvement of the systems of internal control in conjunction with management responses and implementation plans. It reviews the University's annual financial statements and the appropriateness of its accounting policies. It also provides oversight of the risk management process on the Board's behalf and satisfies itself that suitable arrangements are in place to ensure the sustainability of the University and to promote economy, efficiency and effectiveness. It also satisfies itself that arrangements are in place to ensure appropriate and accurate data returns are made to regulatory bodies and external stakeholders. The committee receives and considers reports from the Office for Students insofar as they affect the University's business and monitors adherence to regulatory requirements, including health and safety (a health and safety report is provided to each meeting of the Audit and Risk Committee; operational matters relating to the implementation of the Health and Safety Strategy are considered by the Health and Safety Committee, which is an executive committee). Members of the Senior Leadership Team attend Audit and Risk Committee meetings as necessary, but are not members of it. The Chair of the Board is not a member and does not attend its meetings. No members of the Audit and Risk Committee are also members of the Finance and Resources Committee. The Committee has adopted terms of reference which reflect the CUC's higher Education Audit Committee Code of Practice.

Members of the executive team attend Audit and Risk Committee meetings as necessary, but are not members of it. The Chair of the Board is not a member and does not attend its meetings.

The Finance and Resources Committee, chaired by Urmi Dutta-Roy in 2023/24, reviews and recommends to the Board of Governors the University's annual capital and revenue budgets and the financial forecasts submitted to the Office for Students. Its role includes inter alia reviewing the University's financial regulations and its draft financial statements, monitoring financial performance, and considering estates matters. In 2023/24 they had responsibility in relation to pay and conditions of employment for all University Staff and is responsible for recommending and providing oversight of matters relating to the University's People Strategy and policies.

The Governance Committee, chaired by Tijs Broeke in 2023/24, is responsible for making recommendations to the Board about filling vacancies in Board and Committee membership and about the award of honorary degrees. It has a remit to consider any governance matters. The Committee reviews the effectiveness of the University's governance as an ongoing process, including an annual assessment of the University's compliance with the Higher Education Code of Governance, and the annual consideration of effectiveness questionnaires completed by governors and committee members.

The committee regularly reviews the diversity of the Board and its committees, and takes diversity into account when making recommendations to the Board regarding appointments in line with the target adopted by the Board of Governors in November 2023 that in line with the 2021 census, we are dedicated to reflecting London's diverse population composition within our Board. By 2028, our aim is to achieve a diverse representation that aligns with the ethnic diversity benchmark set by the most recent census data, with a specific target of 63% representation from Black and minoritised backgrounds on the Board of Governors and its sub-committees. Throughout Board recruitment processes, we will also place emphasis on values-alignment and take into account the lived experiences of individuals from various socio-economic backgrounds. The Board also acknowledges the significance of considering the University's student body as a broader aspiration when recruiting members for the Board of Governors and its sub-committees.

In addition to the above, the Academic Board is also a sub-committee of the Board of Governors. Its membership is drawn from staff and students. The Academic Board is responsible for overseeing the teaching and research of the University and is responsible for the academic quality and standards of the University and the admission and regulation of students. The Board of Governors receives and tests assurance from the Academic Board that academic governance, including the standard of university awards and student academic experience and student outcomes, are adequate and effective.

## Statement of corporate governance

### Internal control

The Board of Governors is responsible for ensuring a sound system of internal control to support the University's policies and objectives. It is responsible for safeguarding the public and other funds available to the University.

Internal control is designed to manage rather than eliminate the risk of failing to achieve business objectives. It can only provide reasonable, not absolute, assurance against material misstatement or loss. It is also designed to prevent and detect fraud and other irregularities.

Our Internal Auditors assist the University in maintaining effective controls by evaluating the effectiveness, efficiency of controls and promoting continuous improvement.

Our external auditors ensure that the University's internal controls, processes, guidelines and policies are adequate, effective and are in compliance with governmental requirements, industry standards and company policies.

The system of internal control is informed by a continuous process to identify, evaluate and manage the University's significant risks, linked to the achievement of institutional objectives. This process covers business, operational and compliance as well as financial risk, and has been in place for the year ended 31 July 2024 and up to the date of approving these financial statements.

The effectiveness of the system of internal control is assessed in the following ways:

- The Board receives regular progress reports on Risk Management and confirms there is a clear policy and plan of risk management, which has been communicated to the Schools and Professional Service Departments (PSDs). The University's Risk Management Policy and Process was reviewed and approved in May 2023.
- The Corporate Risk Register is updated throughout the year and identifies the main risk owners and risk-mitigating actions. Risks are scored by likelihood and impact and are ranked accordingly. Risk registers are also maintained for each School and major PSD. The University has a 'Risk Champions' group of staff involved in maintaining local risk registers which meets quarterly. A report of the Risk Champions group is submitted to the Audit and Risk Committee and to the Senior Leadership Team;

- The Board and Audit and Risk Committee have been regularly updated regarding the review of the Corporate Risk Register throughout 2023/24.
- The Senior Leadership Team reviews the Corporate Risk Register on a quarterly basis over the course of the year. The Chief Operating Officer is the member of the Senior Leadership Team with lead responsibility for risk management;
- The Audit and Risk Committee oversees the arrangements for risk management and at each meeting receives a report on the Corporate Risk Register as well as a report on the risk management processes in place in Schools and PSDs. Members of the Board receive a report of each meeting of the Audit and Risk Committee;
- Each year the Audit and Risk Committee approves a programme of specific internal audits for the following year. The programme of internal audit is based around a structured assessment of system risks within the University's operations and is reviewed in-year to ensure that emerging issues are addressed;
- The Audit and Risk Committee receives reports from the internal auditors at each meeting. These reports provide an independent opinion of the adequacy and effectiveness of the University's arrangements for risk management and the internal control systems, together with appropriate recommendations. The internal auditors also report as a matter of course on the progress made in implementing recommendations from previous reports;
- The Audit and Risk Committee, in its annual report to the Board of Governors, provides an annual assessment on the adequacy and effectiveness of the University's arrangements for risk management, control and governance;
- The Chief Operating Officer and the University Secretary attend meetings of the Audit and Risk Committee and have direct and independent access to members of that Committee, as do the internal and external auditors. The Audit Committee held one 'members only' sessions with the internal and external auditors in 2023/24.

## Statement of corporate governance

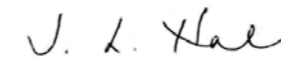
The Board, through the Audit and Risk Committee, has reviewed the effectiveness of the system of internal control operating in 2023/24 and up to the date of approval of the financial statements.

There were no significant internal control issues during the year.

The financial statements on pages 52 to 80 were approved by the Board of Governors of London Metropolitan University on 28 November 2024, and signed on its behalf by:

**Tijs Broeke**  
Chair of the Board of Governors

**Professor Julie Hall**  
Vice-Chancellor and Chief Executive





## Directors' report

The Board of Governors (the Board), as the directors of London Metropolitan University, presents the University's annual report and audited financial statements for the year ended 31 July 2024.

### Basis of preparation of the financial statements

The financial statements have been prepared to comply with the Companies Act 2006 and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education. The University has applied the Accounts Direction for periods beginning on or after 1 August 2019 as published on 25 October 2019.

After examining the financial forecasts of the University, the Board has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future.

The Board has examined financial forecasts based upon these audited financial statements, estimates of income, expenditure and cash flow for the period to 31 July 2027. For the purpose of their going concern review, the Board has focused on the period to 30 November 2025.

As at 31 July 2024, the University held cash and liquid investments totalling £81.7m, which provide the basis for investment in the plan. The cash flow forecast for 2024/25 shows cash and liquid investments of £60.2m at 31 July 2025, after funding £50.6m of capital investment. All major capital projects are considered by the Board before major financial commitment is made. The forecasts are regularly updated and reported to the Board at each meeting.

The Board approved a budget for 2024/25 in June 2024 which forecast an operating surplus of £1.8m, in line with the University strategy for 2020–2025. In 2024/25, the University plans to generate positive operating cash flows ensuring that to fund capital expenditure of £50.6m with the aim of enhancing student experience.

Based upon its review of the financial forecasts, the Board is satisfied that these financial statements are properly prepared on a going concern basis. The Board considers that the use of the going concern basis is appropriate because, at the date of approval of the financial statements, it is not aware of any material uncertainties related to events or conditions that might cast significant doubt as at the date of approval of the financial statements about the ability of the University to continue as a going concern.

### Constitution

London Metropolitan University is a company limited by guarantee with no share capital, with up to 15 members limited in liability to the sum of £1 each.

In the event of winding up, each member of the University and any person who ceased to be a member within one year of the date of the winding up is liable to contribute a sum not exceeding £1.

### Donations

The University makes no political donations but makes grants and charitable donations.

### Auditor

A resolution to re-appoint KPMG LLP as auditors will be proposed at the next Annual General Meeting.

### Creditor payment policy

The University is committed to the prompt payment of its suppliers' bills. The University aims to pay bills in accordance with agreed contractual conditions or, where no such conditions exist, within 45 days of receipt of goods and services or the presentation of a valid invoice.

### Section 172 Statement

The members of the University Board of Governors are Trustees of the University and directors of the Company. In line with their duties under s172 of the Companies Act 2006, directors act in a way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole. As part of the decision-making process, matters that are of strategic importance to the Company, the Board and its Committees consider the potential impact of decisions on relevant stakeholder. Whilst also having regard to a number of broader factors, including the impact of the Company's operations on the community and environment, responsible business practices and the likely consequences of decisions in the long term.

**Students** – LMU promotes its success in relation to our student population taking pride in providing a distinctive place for learning that offers them the best possible student transformational experience whilst getting to know our students one by one. The University considers it extremely important that effective ways are found to hear the whole students' voice in order to respond to their concerns and build a supportive learning community. A well-functioning Students' Union is a vital part of to this endeavour and the University ensures that students are represented in all its major decision-making bodies.

**Employees** – Established systems, frameworks and processes are in place to support and protect the wellbeing of our colleagues, to ensure they are recognised and rewarded for their work, to listen to and address their concerns and to provide clear paths to career progression, personal development and training. We have promoted our wellbeing support resources for both physical and mental health and have been particularly strong in providing a virtual resource for colleagues during the pandemic. Online resilience training has also been provided. Equity and inclusion is a key part of the University's people strategy focusing on:

- Health and wellbeing.
- Inclusive culture, behaviour, and values.
- Attracting talent.
- Enabling talent and excellent performance.
- Reward and recognition

**Suppliers** – Procurement within the University is carried out in accordance with legal requirements, the University Financial Regulations and Procurement Policy. A carefully managed University that works efficiently and effectively delivering value-for money is central to the University's strategic plan and our procurement activity supports that goal. LMU recognises that in order to achieve its ambitious strategic objectives, we need our suppliers to be on board. When engaging suppliers, we utilise a number of routes to market including third party collaborative framework agreements, such as from the London Universities Purchasing Consortium (LUPC), together with other consortia as well as awarding our own contracts through competitive tender and quotation activity. We also work closely with our Estates suppliers to look at energy saving projects and initiatives.

### Employment

Employment means anyone who has a contract of employment at London Met.

We provide employees with information via established communication mechanisms such as our staff intranet which provides news as it happens, a monthly staff newsletter, Met Connect and all staff emails. We regularly meeting with our recognised Trade Unions for the purposes of communication, consultation and collective bargaining. All of our employees are UK based.

### Approval of financial statements by the Board

The financial statements on pages 49 to 80 were approved by the Board of Governors of London Metropolitan University on 28 November 2024, and signed on its behalf by:

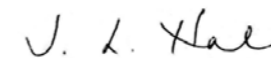
#### Tijs Broeke

Chair of the Board of Governors



#### Professor Julie Hall

Vice-Chancellor and Chief Executive



Date: 28 November 2024

# Independent auditor's report to the Board of Governors of London Metropolitan University

## Report on the audit of the financial statements

### Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the University's affairs as at 31 July 2024, and of the University's income and expenditure, gains and losses and changes in reserves, and of the cash flows, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Going concern

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

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

Our conclusions based on this work:

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

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

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

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

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

Our risk assessment procedures included:

- Enquiring of the Audit and Risk Committee, internal audit as to the University's high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected, or alleged fraud.
- Reading minutes of the meetings of the Board of Governors, Audit and Risk Committee, and People and Remuneration Committee; and
- Using analytical procedures to identify any unusual or unexpected relationships.

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

As required by auditing standards and taking into account possible pressures to meet and to improve financial performance, we perform procedures to address the risk of management override of controls, in particular the risk that University management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition due to nature of the revenue received during the year,

which for the University's primary revenue streams is straightforward in nature and requires little judgment in determining its recognition. We therefore assessed that there was limited opportunity for the University to manipulate the income balances reported.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation of design and implementation of University-wide fraud risk management controls. We also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual account combinations and other unusual journal characteristics;
- Identifying whether there were any significant unusual transactions; and
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

#### Identifying and responding to risks of material misstatement related to compliance with laws and regulations

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

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

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

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

Secondly, the University is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the loss of the University's license to operate. We identified the following areas as those most likely to have such an effect: health and safety, employment law, and certain aspects of company legislation recognising the financial nature of the University's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

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

#### Other information

The Board of Governors is responsible for the other information, which comprises the Strategic Report, Statement of responsibilities of the Board, Statement of corporate governance, and Director's Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

## Independent auditor's report to the Board of Governors of London Metropolitan University (contd.)

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Strategic Report, Statement of responsibilities of the Board of Governors, Statement of corporate governance, and Directors' Report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception Under the Companies Act 2006, we are required to report to you if, in our opinion:

- adequate accounting records have not been kept by the University, or returns adequate for our audit have not been received from branches not visited by us; or
- the University's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all of the information and explanations we require for our audit.

We have nothing to report in these respects.

### Board of Governors' responsibilities

As explained more fully in its statement set out on page 39, the Board of Governors (the members of which are the Directors of the University for the purposes of company law) is responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless it either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities

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

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

### Report on other legal and regulatory requirements

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

In our opinion, in all material respects:

- funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the financial statements meet the requirements of the Accounts Direction.

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

We are required by the Accounts Direction to report to you where the University has an access and participation plan that has been approved by the Office for Students' director of fair access and participation and the results of our audit work indicate that the University's expenditure on access and participation activities for the financial year disclosed in note 25 has been materially misstated.

We are also required by the Accounts Direction to report to you where the results of our audit work indicate that the University's grant and fee income, as disclosed in note 7 to the financial statements, has been materially misstated.

We have nothing to report in these respects.

### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Board of Governors, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and paragraph 13(2) of the University's Articles of Government and section 124B of the Education Reform Act 1988. Our audit work has been undertaken so that we might state to the Board of Governors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the Board of Governors for our audit work, for this report, or for the opinions we have formed.

### Jessica Hargreaves (Senior Statutory Auditor)



for and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants  
15 Canada Square  
London  
E14 5GL

03 December 2024

## Statement of comprehensive income and expenditure

		2023-24 £'000	2022-23 £'000
	Notes		
Tuition fees	1	129,871	128,790
Funding body grants	2	14,313	8,877
Research grants and contracts	3	1,124	754
Other income	4	10,866	10,659
Investment income	5	4,991	3,232
<b>Total income before donations and endowments</b>		<b>161,165</b>	<b>152,312</b>
Donations and endowments	6	23	21
<b>Total income</b>		<b>161,188</b>	<b>152,333</b>
<b>Expenditure</b>			
Staff costs	8	70,982	66,288
Staff costs-movement on pension provisions	8	71	3,169
Staff restructuring costs	8	381	418
Other operating expenses	9	76,860	67,189
Depreciation	11	10,625	9,228
Interest – pension adjustments	10	(348)	1,144
<b>Total expenditure</b>		<b>158,571</b>	<b>147,436</b>
<b>Surplus/deficit before other gains and losses</b>		<b>2,617</b>	<b>4,897</b>
<b>Surplus/deficit for the year</b>		<b>2,617</b>	<b>4,897</b>
Actuarial gain in respect of pension scheme	20	23,156	43,268
<b>Total comprehensive income/expenditure for the year</b>		<b>25,773</b>	<b>48,165</b>
Represented by income/expenditure:			
Endowment comprehensive income for the year	18	14	9
Restricted comprehensive income/expenditure for the year	19	8	6
Unrestricted comprehensive expenditure for the year		25,751	48,150
		<b>25,773</b>	<b>48,165</b>
<b>Reconciliation of total comprehensive income /expenditure to the operating performance</b>			
Total comprehensive income		25,773	48,165
Actuarial gain in respect of pension scheme	20	(23,156)	(43,268)
Pension Interest	10	(348)	1,144
Notional costs and staff adjustments relating to pension fund surplus	8 & 20	(785)	2,393
<b>Operating performance surplus</b>		<b>1,484</b>	<b>8,434</b>

All items of income and expenditure relate to continuing activities.  
The accompanying notes form an integral part of the financial statements

## Statement of changes in reserves

	INCOME AND EXPENDITURE RESERVES			Revaluation	Total £'000
	Endowment £'000	Restricted £'000	Unrestricted £'000	Reserve £'000	
<b>Balance at 1 August 2022</b>	251	320	151,018	60,622	212,211
– Surplus/(deficit) for the year	9	10	4,878	–	4,897
– Other comprehensive income	–	–	43,268	–	43,268
– Release of restricted funds spent in year	–	(4)	4	–	–
<b>Total comprehensive income for the year</b>	<b>9</b>	<b>6</b>	<b>48,150</b>	<b>–</b>	<b>48,165</b>
<b>Balance at 1 August 2023</b>	260	326	199,168	60,622	260,376
– Surplus/(deficit) for the year	14	11	2,592	–	2,617
– Other comprehensive income	–	2	23,154	–	23,156
– Release of restricted funds spent in year	–	(5)	5	–	–
<b>Total comprehensive income for the year</b>	<b>14</b>	<b>8</b>	<b>25,751</b>	<b>–</b>	<b>25,773</b>
<b>Balance at 31 July 2024</b>	<b>274</b>	<b>334</b>	<b>224,919</b>	<b>60,622</b>	<b>286,149</b>

## Balance Sheet

	Notes	2023-24 £'000	2022-23 £'000
<b>Non-current assets</b>			
Intangible assets	11	4,697	508
Tangible assets	11	184,800	176,605
Investments	12	64	64
Pension Surplus	20	28,627	5,608
		<b>218,188</b>	<b>182,785</b>
<b>Current assets</b>			
Stock	13	45	54
Trade and other receivables	14	32,126	29,068
Investments	15	70,797	70,233
Cash and cash equivalents		10,935	31,428
<b>Total current assets</b>		<b>113,903</b>	<b>130,783</b>
Less: Creditors: Amounts falling due within one year	16	(39,327)	(51,748)
<b>Net current assets</b>		<b>74,576</b>	<b>79,035</b>
<b>Total assets less current liabilities</b>			
		<b>292,764</b>	<b>261,820</b>
<b>Provisions</b>			
Pension provisions	17	-	(1,270)
Other provisions	17	(6,615)	(174)
<b>Total net assets</b>		<b>286,149</b>	<b>260,376</b>
<b>Restricted reserves</b>			
Income and expenditure reserve—endowment reserve	18	274	260
Income and expenditure reserve—restricted reserve	19	334	326
<b>Unrestricted reserves</b>			
Income and expenditure reserve—unrestricted reserve		224,919	199,168
Revaluation reserve		60,622	60,622
<b>Total reserves</b>		<b>286,149</b>	<b>260,376</b>

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

The financial statements on pages 52 to 80 were approved by the Board of Governors of London Metropolitan University on 28 November 2024, and were signed on its behalf by:

Tijs Broeke



Chair of the Board of Governors

Professor Julie Hall



Vice-Chancellor and Chief Executive

## Cash flow statement

	Notes	2023-24 £'000	2022-23 £'000
<b>Cash flow from operating activities</b>			
Surplus for the year		2,617	4,897
<b>Adjustment for non-cash items</b>			
Depreciation	11	10,625	9,228
Gain on investments	5	(178)	(158)
Exchange rate loss/(gain)		7	29
(Increase)/decrease in stock	13	9	5
(Increase) in debtors	14	(3,059)	(3,493)
Increase in creditors	16	(12,249)	13,611
(Decrease)/increase in pension provision	17	(785)	2,401
(Decrease)/increase in other provisions	17	6,441	(2,547)
			-
<b>Adjustment for investing or financing activities</b>			
Investment income	5	(4,799)	(3,065)
Interest payable	10	(348)	1,144
Endowment income		(14)	(9)
Capital grant income		(5,893)	(161)
<b>Net cash inflow from operating activities</b>		<b>(7,626)</b>	<b>21,883</b>
<b>Cash flows from investing activities</b>			
Capital grant receipts		5,893	161
Investment income		4,813	3,074
Payments made to acquire fixed assets		(23,009)	(12,277)
(Increase) in current asset investments		(564)	(11,199)
		<b>(12,867)</b>	<b>(20,241)</b>
<b>Increase in cash and cash equivalents in the year</b>		<b>(20,493)</b>	<b>1,641</b>
Cash and cash equivalents and the beginning of the year		31,428	29,787
Cash and cash equivalents and the end of the year		10,935	31,428

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

## Accounting Policies

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

### (A) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2015 and in accordance with Financial Reporting Standard FRS 102. They have also been prepared in accordance with the carried over powers and duties of the previous legislation (Further and Higher Education Act 1992 and the Higher Education Act 2004) and the new powers of the Higher Education and Research act 2017 during the transition period to 31 July 2019, the Royal Charter, the Account Direction Issued by the Office for Students, the terms and conditions of funding for higher education institutions issued by the Office for Students and the terms and conditions of Research England Grant.

The University is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102. The financial statements are prepared under the historical cost convention (modified by the revaluation of fixed assets).

The University has applied the provisions of Section 11 for basic financial instruments of FRS 102 in full.

The University has applied the allowance to early adopt the requirements of paragraph 12(d) of the Accounts Direction for periods beginning on or after 1 August 2019 as published on 25 October 2019.

### Going concern

After examining the financial forecasts of the University, the Board has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future.

The Board has examined financial forecasts based upon these audited financial statements, estimates of income, expenditure and cash flow for the period to 31 July 2027. For the purpose of their going concern review, the Board has focused on the period to 30 November 2025.

As at 31 July 2024, the University held cash and liquid investments totalling £81.7m, which provide the basis for investment in the plan. The cash flow forecast for 2024/25 shows cash and liquid investments of £60.2m at 31 July 2025, after funding £50.7m of capital investment. The forecast cash and liquid investments balance at 31 July

2026 is £39.9m, after funding £39m of capital investment in 2025/26. All major capital projects are considered by the Board before major financial commitment is made. The forecasts are regularly updated and reported to the Board at each meeting.

The Board approved a budget for 2024/25 in June 2024 which forecast an operating surplus of £1.8m, in line with the University strategy for 2020–2025. In 2024/25, the University plan to generate positive operating cash flows ensuring that to fund capital expenditure of £39m with the aim of enhancing student experience.

Based upon its review of the financial forecasts, the Board is satisfied that these financial statements are properly prepared on a going concern basis. The Board considers that the use of the going concern basis is appropriate because, at the date of approval of the financial statements, it is not aware of any material uncertainties related to events or conditions that might cast significant doubt as at the date of approval of the financial statements about the ability of the University to continue as a going concern.

### (B) BASIS OF CONSOLIDATION

The financial statements do not include the income and expenditure of London Metropolitan University Students' Union. The Union is a separate legal entity which the University does not control or exercise significant influence over policy decisions.

### (C) INCOME RECOGNITION

Income recognition is determined by the nature of the transaction, income source and whether or not the transaction has commercial substance.

Where a transaction has commercial substance it is accounted for as a revenue transaction. Income is recognised in line with the provision of the associated goods or services, with reference to the terms of the contract.

### Tuition Fees

Fee income is credited to the statement of comprehensive income & expenditure using a time-apportionment method over the period of the course; it is stated gross of bursaries, scholarships, fee waivers and provisions for doubtful debts, all of which are included in other operating expenses. Where the amount of the tuition fee is reduced by a discount for prompt payment, income receivable is shown net of the discount. Short course fees are accounted for as for service contracts below.

### Franchise Income

Franchise income is credited to the statement of comprehensive income & expenditure using a time-apportionment method over the period of the course; it is stated gross fee waivers and provisions for doubtful debts, all of which are included in other operating expenses. Where the amount of the franchise income is reduced by a discount for prompt payment, income receivable is shown net of the discount.

### Sale of goods and services

Income from the sale of goods or services is credited to the Statement of comprehensive income when the goods or services are supplied to customers.

Where services are being supplied, but are not complete at the end of the period, income is recognised with reference to the stage of completion of provision of the service.

### Investment Income

Investment income is credited to the Statement of comprehensive income and expenditure on a receivable basis.

### Agency Income

The University acts as an agent in the collection and payment of training bursaries from the National College for Teaching and Leadership (NCTL). Payments received from the NCTL and subsequent disbursements to students are excluded from the income and expenditure of the University.

### Performance model

Income is recognised within the Statement of Comprehensive Income when a grant is receivable and performance related conditions specified in the agreement have been met. In the absence of performance conditions income is recognised in full as soon as it becomes receivable.

Performance conditions are defined as follows: "A condition that requires the performance of a particular level of service or units of output to be delivered, with payment of, or entitlement to the resources conditional on that performance".

Resources received in advance of completion of performance conditions are recognised on the balance sheet as deferred income and released to the Statement of Comprehensive Income as conditions are met. Where grants are received in arrears, accrued revenue or receivable assets are recognised in line with income recognition.

### Government grants

Both revenue and capital government grants are accounted for under the performance model.

Funding council block grants relating to a single academic year are recognised in full in the period to which the grant relates.

### Non-government grants and donations

Grant and donation income received from a non-governmental source is accounted for under the performance model. Income is recognised as donation income, with the exception of funding for the purposes of research which is recognised as income from 'Research grants and contracts'.

### (i) Non –government grants and donation income with performance conditions;

Donations with restrictions – a donation is considered to have a restriction when the gift agreement contains "a requirement that limits or directs the purposes for which a resource may be used that does not meet the definition of a performance – related condition". Income with restrictions, but no performance conditions, is recognised within the Statement of comprehensive income when the grant is receivable and recorded within restricted reserves. As the funding is expended against the restriction it is transferred to unrestricted reserves by way of a reserves transfer.

### (ii) Donations without restrictions

Income with neither restrictions nor performance conditions is recognised within the Statement of comprehensive income when the grant is receivable and recorded within unrestricted reserves.

### Capital grants

Grants, both government and non-government, for the purpose of purchasing, constructing and altering and improving specific assets are recognised as income upon the asset being brought into use, or in line with phase completion of construction or alteration and improvement projects. Grants where the University has discretion over the asset purchased/built/alterd are recognised in full as income when the grant becomes receivable.

Grant income is only recognised across the useful life of the asset to the extent that the grant specifically funds the operation/maintenance of the asset.

### Research Income

Income recognition for research funding is dependent upon the source of the funding and the nature of the transaction.

## Accounting Policies

Where funding is from a government body, expenditure on the grant purpose is presumed to be the performance condition unless specifically disallowed under the funding agreement. Funding from charities and industry is accounted for as non-government grant income unless it is demonstrable that a revenue transaction has taken place with near equal value being exchanged.

### (D) ENDOWMENTS

Endowments are a class of donation where the donor requires the original gift to be invested, with the return to be spent against the donor's charitable aims. The donor can specify that the capital be maintained in perpetuity (permanent endowment) or can be spent (expendable endowment).

Endowments are classified as 'Non-exchange transactions' and are accounted for under the performance model. The original endowment gift is recognised as 'Donation and endowment income' when receivable.

#### Restricted permanent endowments

Restricted permanent endowments arise when the donor has indicated the original gift be maintained in perpetuity, with investment income spent on restricted purposes as defined by the donor.

Upon initial income recognition permanent endowments are recorded as endowment capital within endowment reserves.

#### Restricted expendable endowments

These arise when the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the University has the power to use the capital.

Restricted expendable endowments upon initial income recognition are recognised within expendable endowment reserves.

Investment income is recognised within the Statement of comprehensive income as accrued and recorded as accumulated income within expendable endowment reserves.

Accumulated income is released to unrestricted reserves as a reserve transfer in line with spend against the restricted purposes of each endowment.

### (E) TAXATION

The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011 and, as such, is a charity within the meaning of Section 506 (1) of the Income and Corporation Taxes Act 1988. The University is recognised

as a charity by HM Revenue and Customs. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the University is potentially exempt from UK Corporation Tax in respect of income and capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The University is partially exempt in respect of Value Added Tax (VAT), so that it can only recover a minor element of 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.

### (F) TANGIBLE AND INTANGIBLE ASSETS

Property, plant and equipment is stated at cost/deemed cost less accumulated depreciation and accumulated impairment losses.

#### Land and buildings

The University's freehold land and buildings were revalued to fair value on 1 August 2014, the date of transition to FRS 102, and are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

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

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

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight-line basis over their expected useful lives as follows:

- Freehold buildings – 55 years, or their remaining expected economic life, if shorter;
- Major alterations and building improvements – 20 years, or their remaining expected economic useful life, if shorter.
- Minor refurbishments and building improvements – 10 years, or their remaining expected economic useful life, if shorter.

No depreciation is charged on assets in the course on construction.

#### Equipment and furniture

Unless part of a capital project, furniture and equipment, including computers and software, costing less than £10,000 per individual item or group of items is recognised as expenditure in the year of acquisition. All other equipment is capitalised.

Capitalised equipment is stated at cost and depreciated over its expected useful life as follows:

- Computer equipment, software, other equipment and furniture – 5 years;
- Boiler system – 25 years.

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each balance sheet.

#### Intangible assets

Intangible assets consist of computer, network software and their associated incremental costs of implementation. Unless part of a capital project, intangible assets costing less than £10,000 per individual item or group of items is recognised as expenditure in the year of acquisition.

Intangible assets are stated at cost and amortised over its expected useful life as follows:

- Software – 5 years

#### Impairment

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable, whether through the economic benefits of use or through disposal.

#### Repairs and maintenance

Expenditure to ensure that a fixed asset maintains its previously recognised standard of performance is recognised as expenditure in the period it is incurred. The University has a planned maintenance programme, which is reviewed on an annual basis.

#### Heritage assets

A heritage asset is an asset with historic or artistic qualities that is held and maintained principally for its contribution to knowledge and culture. The University has a number of these assets in the form of furniture, books, pamphlets, periodicals and visual materials. These assets are not capitalised as reliable cost information is not available and conventional valuation approaches lack sufficient reliability.

### (G) LEASES

#### Finance leases

Leases in which the University assumes substantially all the risks and rewards of ownership of the leased assets are classified as finance leases. Leased assets acquired by way of finance lease and the corresponding lease

liabilities are initially recognised at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease.

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

#### Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Future commitments under operating leases are disclosed in note 22.

Any lease premiums or incentives are spread over the minimum lease term. The difference between expenditure recognised and cash flow benefits received is recognised as a liability released to the Statement of Comprehensive Income over the lease term.

### (H) STOCK

Stock is held at the lower of cost and net realisable value, and is measured using an average cost formula.

### (I) RETIREMENT BENEFITS

The principal pension schemes for the University's staff are the Teachers' Pension Scheme (TPS) and the Universities Superannuation Scheme (USS) for academic staff, and the London Pensions Fund Authority (LPFA) scheme for non-academic staff.

The schemes are statutory, contributory, defined benefit and are contracted out of the State Second Pension. The LPFA scheme and the funds of the USS are valued every three years. The funds of the TPS normally are valued every five years. In the intervening years, actuaries review the progress of the schemes.

The University is able to identify its share of the underlying assets and liabilities of the LPFA scheme and thus account for it as a defined benefit scheme. The TPS and USS are multi-employer schemes for which it is not possible to identify the assets and liabilities to University members due to the mutual nature of these schemes and therefore these schemes are accounted for as defined contribution retirement benefit schemes.

The amount charged to the Statement of comprehensive income represents the contributions payable to the schemes in respect of the accounting period, excluding any extra costs incurred relating to clearing scheme deficits already provided for. A liability is recorded within provisions for any contractual commitment to fund past deficits within the USS scheme. The associated expense is recognised in the Statement of Comprehensive Income.

## Accounting Policies

### (J) EMPLOYMENT BENEFITS

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employee renders service to the University. A liability is recognised at each balance sheet date to the extent that employee holiday allowances have been accrued but not taken, the expense being recognised as staff costs in the Statement of comprehensive income.

### (K) INVESTMENTS

Investments in subsidiary and associated undertakings are carried at cost less impairment in the University's balance sheet. Current asset investments are held at fair value with movements recognised in the surplus or deficit.

### (L) 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. These include term deposits and other instruments held as part of the University's treasury management activities.

### (M) PROVISIONS AND CONTINGENT LIABILITIES

Provisions are recognised in the financial statements when the University has a present obligation (legal or constructive) as a result of a past event; it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

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

Provisions for staff-related restructuring costs are recognised when the University has confirmed redundancy to the members of staff concerned.

A contingent liability arises from a past event that gives the University a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not possible 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.

### (N) FOREIGN CURRENCIES

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the dates of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling and are shown in the balance sheet at the rate of exchange ruling at the year-end date. The resulting exchange differences are taken to the Statement of comprehensive income in the year in which they arise.

### (O) RESERVES

Reserves are classified as restricted and unrestricted reserves. Restricted endowment reserves include balances which, through endowment to the University, are held as a permanent restricted fund which the University must hold in perpetuity. Other restricted reserves include balances through which the donor has designated a specific purpose and therefore the University is restricted in the use of these funds is restricted.

### (P) SIGNIFICANT ESTIMATES AND JUDGEMENTS

The University's financial statements contain a number of estimates including the balances in respect of depreciation (see Note 11) and where relevant impairment. In addition, within debtors, an estimate of the proportion of each category of debt likely to be recovered is recorded (see Note 14). In terms of judgement the University will determine whether leases entered into by the University are operating or finance leases (see Note 22). The University however considers the following areas to be a significant area of estimation and judgement which could as a result of estimation uncertainty or the nature of the judgement made have a significant or material impact on the financial statements:

#### Tangible fixed assets

A full valuation of the University's land and buildings was prepared as at 1 August 2014 by an independent, professionally qualified valuer which provided the fair value as at the transition date to FRS102. As with all property valuations there is an inevitable degree of judgement as their value can ultimately only be tested in the market itself. Further information on the basis of the valuation and the impact on the financial statements can be found in Note 11.

### Defined benefit pension scheme

The University contributes to the London Pensions Fund Authority (LPFA) Fund which is a defined benefit scheme, and for which a surplus is recorded within the balance sheet. The recognised surplus is based on the valuation provided by a professionally qualified independent actuary which is based on a number of assumptions. These include the future cash flows of the Fund, the discount rate used (which is based on average AA rated UK Corporate Bond rates that reflect the duration of our liability), mortality rates, the pensionable salary growth going forward and proposed price inflation (which is based on the Retail Price Index).

Further details can be found in Note 20. The net interest expense is based on interest rates of AA rated corporate bonds and the surplus position.



## Notes to the accounts

	2023-24	2022-23
	£'000	£'000
<b>1. Tuition fees</b>		
Full-time students:		
Home and EU	91,749	93,972
Overseas	32,877	29,478
Part-time students	5,245	5,340
	<b>129,871</b>	<b>128,790</b>

### 2. Funding body grants

#### Recurrent grants

Office for Students (OfS)–from 1 April 2018	5,210	5,358
Research England (RE)–from 1 April 2018	1,667	1,605
National College for Teaching and Leadership	25	–

#### Specific grants–OfS

Knowledge exchange funding	631	687
Capital grants	5,893	161
Inherited pension liability reimbursement	887	885
Other	–	181
	<b>14,313</b>	<b>8,877</b>

### 3. Research grants and contracts

Research councils	63	38
UK based charities	114	63
European Union	16	29
Other	931	624
	<b>1,124</b>	<b>754</b>

### 4. Other income

Consultancy	120	187
Trading income	844	1,550
Sale of materials and other departmental income	869	310
Rental income and hire of facilities	997	1,275
Income from academic partnerships	7,509	7,044
Other income	527	293
	<b>10,866</b>	<b>10,659</b>

### 5. Investment income

Investment income on endowments	9	9
Investment income on restricted reserves	10	10
Gain on investments	178	158
Other investment income	4,794	3,055
	<b>4,991</b>	<b>3,232</b>

### 6. Donations and endowments

Unrestricted donations	23	21
------------------------	----	----

### 7. Total grant and fee income

	2023-24	2022-23
	£'000	£'000
Grant Income from the OfS	11,990	6,585
Grant Income from Other Bodies	2,323	2,292
Fee income for taught awards (exclusive of VAT)	128,415	127,467
Fee income from non-qualifying courses (exclusive of VAT)	1,456	1,323
	<b>144,184</b>	<b>137,667</b>

Total grant and fee income is summary of income received for tuition fee, from the OfS, Research England and the Department of Education as shown in note 1 and 2. This is not additional income.

### 8. Staff costs

	2023-24	2022-23
	£'000	£'000
Costs:		
Academic staff	40,106	36,858
Other staff	30,947	32,599
	<b>71,053</b>	<b>69,457</b>
Comprising:		
Salaries	55,562	51,369
Social security costs	5,905	5,644
Pension Contributions	9,244	9,035
HMRC apprenticeship levy	271	240
Movement in LPFA provision	1,370	3,398
Movement in USS provision	(1,299)	(229)
	<b>71,053</b>	<b>69,457</b>
Staff restructuring costs	381	418
	<b>71,434</b>	<b>69,875</b>

The number of full-time equivalent staff included in staff restructuring costs was 14.8 (2022/23:12.9)

#### Vice-Chancellor and Chief Executive Emoluments

Salary	297	264
Staff reward	6	–
Pension contributions	73	63
Contractual pay on retirement	219	–
	<b>595</b>	<b>327</b>

Following the appointment of a successor in the year ended 2023-24, the Vice Chancellor received £219k contractual pay to allow the incoming Vice Chancellor to start her tenure and facilitate an early transition.

The emoluments shown were approved by the University's Remuneration Committee. The Committee, advised by the Executive Director of People, takes into account the executive pay ratios, sector benchmark pay and market advice from our executive search partners with the aim of maintaining senior pay at sector median rates.

#### Pay ratios

The ratio of the Vice-Chancellor and Chief Executive's pay to the median pay of staff, where the median pay is calculated on a full-time equivalent basis is as follows:

	No.	No.
<b>Basic salary</b>	<b>7.1</b>	6.6
Total remuneration	7.6	7.0

In calculating the pay ratios the University has included substantive staff, hourly paid lecturers and casual staff but has not included agency staff as their pay information was not readily obtainable from external agencies and this does not materially alter the reported ratio.

## Notes to the accounts

### 8. Staff costs (continued)

#### Higher paid post-holders' emoluments

The number of other higher-paid staff (excluding the Vice-Chancellor and Chief Executive) who received remuneration (excluding pension contributions) in the following ranges was:

	2023-24		2022-23	
	Headcount	Fte	Headcount	Fte
£100,001 to £105,000	0	0.0	1	1.0
£105,001 to £110,000	1	1.0	0	0
£110,001 to £115,000	1	1.0	4	4.0
£115,001 to £120,000	7	7.0	5	5.0
£120,001 to £125,000	4	4.0	0	0.0
£125,001 to £130,000	1	1.0	0	0.0
£130,001 to £135,000	0	0.0	3	3.0
£135,001 to £140,000	5	4.2	1	1.0
£140,001 to £145,000	0	0.0	1	1.0
£145,001 to £150,000	0	0.0	1	1.0
£155,001 to £160,000	0	0.0	1	0.3
£160,001 to £165,000	1	1.0	1	1.0
£165,001 to £170,000	1	1.0	2	2.0
£175,001 to £180,000	2	2.0	0	0.0
£210,001 to £215,000	0	0.0	1	1.0
£220,001 to £225,000	1	1.0	0	0.0
£260,001 to £265,000	0	0.0	1	1.0
£290,001 to £295,000	1	1.0	0	0.0
	<b>25</b>	<b>24.2</b>	<b>21</b>	<b>20.3</b>

The average number of full-time equivalent employees during the year was:	2023-24	2022-23
Academic staff	539	497
Other staff	559	526
	<b>1,098</b>	<b>1,023</b>

Compensation of loss of office to higher paid post holders	2023-24	2022-23
	£'000	£'000
Compensation recorded within staff costs	-	110

#### Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University. The University considers the Board of Governors and the Senior Leadership Team as its key management personnel. Key management personnel consist of 22 people (2022/23:27), including the Vice-Chancellor and Chief Executive. Of the 22 personnel, 13 (2022/23:12) were remunerated as employees of the University. The remaining 9 (2022/23: 15) are independent governors and three of them received remuneration with details shown in note 26, related party transactions.

Salaries	1,611	1,526
Pension contributions	255	301
	<b>1,866</b>	<b>1,827</b>

During the year £350 (2022-23: £1,665) was paid in respect of governors' expenses. Three governors received expenses during the year.

### 9. Analysis of total expenditure by activity

	Staff Costs	Other operating expenses	Depreciation	Interest payable	2023-24	2022-23
Academic departments	41,655	3,182	691	-	45,528	40,091
Academic services	11,727	9,227	320	-	21,274	20,814
Administration and central services	13,264	48,855	947	(348)	62,718	59,586
Premises	3,919	14,802	8,641	-	27,362	24,333
Research grants and contracts	869	795	26	-	1,690	1,468
Other expenditure	-	-	-	-	-	1,144
	<b>71,434</b>	<b>76,861</b>	<b>10,625</b>	<b>(348)</b>	<b>158,572</b>	<b>147,436</b>

#### Analysis of total expenditure by activity

	2023-24	2022-23
	£'000	£'000
<b>Other operating expenses includes:</b>		
Operating lease rentals		
- land and buildings	3,006	1,034
- other	253	227
External auditor's remuneration:(Excluding VAT)		
- audit of these financial statements	163	100
- other audit	21	15
- other audit services	-	-
Internal auditor's remuneration	242	168
Students' Union grant	645	641

#### Other expenditure includes:

Restructuring		
- Staff costs	381	418
- Non-staff costs	-	-
Notional interest and staff adjustments relating to pension fund surplus	9,574	9,842
Compensation for loss of office for higher paid staff	-	110

### 10. Interest and other finance costs

Interest on net defined benefit pension liability	(377)	1,096
Interest on USS pension deficit funding	29	48
	<b>(348)</b>	<b>1,144</b>

## Notes to the accounts

### 11. Tangible and intangible assets

	Land and buildings						Total
	Freehold	Under construction	Alterations and improvements	Long leasehold	Intangible assets under construction	Equipment and furniture	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>							
At 1 August 2023	144,887	5,893	66,897	1,175	508	52,417	271,777
Additions	–	7,281	7,587	–	4,189	3,952	23,009
Disposals	–	–	–	–	–	(558)	(558)
Transfers	–	(5322)	4991	–	–	331	–
<b>At 31 July 2024</b>	<b>144,887</b>	<b>7,852</b>	<b>79,475</b>	<b>1,175</b>	<b>4,697</b>	<b>56,142</b>	<b>294,228</b>
<b>Depreciation</b>							
At 1 August 2023	16,197	–	33,326	477	–	44,664	94,664
Charge for year	1,997	–	6,210	19	–	2,399	10,625
Eliminated on disposal	–	–	–	–	–	(558)	(558)
Impairment reduction	–	–	–	–	–	–	–
<b>At 31 July 2024</b>	<b>18,194</b>	<b>–</b>	<b>39,536</b>	<b>496</b>	<b>–</b>	<b>46,505</b>	<b>104,731</b>
<b>Net book value at 31 July 2024</b>	<b>126,693</b>	<b>7,853</b>	<b>39,939</b>	<b>679</b>	<b>4,697</b>	<b>9,637</b>	<b>189,497</b>
<b>Net book value at 31 July 2023</b>	<b>128,690</b>	<b>5,893</b>	<b>33,571</b>	<b>698</b>	<b>508</b>	<b>7,753</b>	<b>177,113</b>
<b>Cost of land included in above</b>	<b>35,050</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>35,050</b>

The most recent valuation of the University's freehold properties was prepared by Cushman & Wakefield as at 1 August 2014 (the date of transition to FRS 102). At the date of transition to FRS 102, the University chose to perform a one-off valuation of its freehold properties and freeze that value as 'deemed cost'. The University will continue to adopt the historical cost accounting convention.

The University owns a number of heritage assets, described below, which are not included in the University's balance sheet as reliable cost information is not available and conventional valuation approaches lack sufficient reliability.

The TUC Library Collection, established in 1922, was transferred to the University of North London in 1996. The holdings include reference and historical works on the trades union movement, union publications from the UK and overseas, documents relating to working conditions and industrial relations in various industries and countries, and material collected from the various campaigns and policy areas in which the TUC has been involved since its foundation in 1868.

The Irish History Archive consists of materials donated in a number of different media over the last twenty years, the most significant of which is the Paul Hill Prison Letters (1974-89). The original collections were inherited by the University from the Irish in Britain History Group in 1989 and have been substantially augmented.

The Frederick Parker Collection is made up of a study collection of British chairs from 1600 to the present day. There are 167 chairs in the Collection of which 140 are on view. Archives include photographs of every Frederick Parker model made between 1872 and 1939, some on glass plates, the complete range of their reference books, and many drawings of proposed items for specific customers.

### 12. Non-current investments

	Other non-current investments
	£'000
At 1 August 2023	64
Change in market value	–
<b>At 31 July 2024</b>	<b>64</b>

### Other non-current investments

CVCP Properties plc was set up by the Committee of Vice-Chancellors and Principals (now known as Universities UK) to buy and manage their headquarters building. The University has a small (less than 20%) shareholding in the company.

	2023-24	2022-23
	£'000	£'000
<b>13. Stock</b>		
Raw materials	45	54
	<b>45</b>	<b>54</b>

### 14. Trade and other receivables

Amounts falling due within one year:

Trade receivables	24,582	22,753
Due from OfS	299	302
Loans to staff and students	7	9
Other debtors	3	62
Prepayments and accrued income	7,235	5,942
	<b>32,126</b>	<b>29,068</b>

### 15. Current investments

Short term deposits	70,797	70,233
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Deposits with less than three months maturity at the balance sheet date are held with banks and building societies operating in the London market and licensed by the Financial Services Authority. The interest rates for these deposits are fixed for the duration of the deposit at the time of placement.

### 16. Creditors – amounts falling due within one year

Trade payables	(2,859)	(6,190)
Social security and other taxation payable	(3,183)	(2,986)
Other payables	(23)	(58)
Accruals	(9,648)	(9,723)
Deferred income	(23,614)	(32,791)
	<b>(39,327)</b>	<b>(51,748)</b>

## Notes to the accounts

### 17. Provisions for liabilities

	USS Pensions £'000	Other provisions £'000
At 1 August 2023	(1,270)	(174)
Utilised in year	1,270	–
Additions	–	(6,441)
<b>At 31 July 2024</b>	<b>–</b>	<b>(6,615)</b>

#### USS Obligation

There was no deficit recover required under the 2023 valuation because the scheme was in surplus on a technical provision basis. The institution was no longer required to make deficit recovery contributions from the 1 January 2024 and accordingly released the outstanding provision to the profit and loss account.

#### Other provisions – Legal case

Other provisions is related to a long running legal case which is yet to be resolved in Court and an onerous contract.

### 18. Endowment reserves

Restricted net assets relating to permanent endowments are as follows:

	2023-24 £'000	2022-23 £'000
<b>Endowment reserves</b>		
Balance at 1 August		
Capital	221	221
Accumulated income	39	30
	<b>260</b>	<b>251</b>
Investment income	14	9
<b>Balance at 31 July</b>	<b>274</b>	<b>260</b>
Represented by:		
Capital	221	221
Accumulated income	53	39
	<b>274</b>	<b>260</b>
<b>Analysis by purpose:</b>		
Lectureships	24	23
Scholarships and bursaries	103	98
Research support	9	8
Prize funds	85	81
General	53	50
	<b>274</b>	<b>260</b>
<b>Analysis by asset:</b>		
Non-current asset investments	274	260

### 19. Restricted reserve

	Restricted Funds £'000	2024 Total £'000	2023 Total £'000
At 1 August	326	326	320
New donations	2	2	
Investment income	11	11	10
Expenditure	(5)	(5)	(4)
Increase in market value of investments	–	–	–
<b>Total restricted comprehensive income for the year</b>	<b>8</b>	<b>8</b>	<b>6</b>
At 31 July	334	334	326
<b>Analysis of restricted funds by purpose:</b>			
Scholarships and bursaries		79	77
Prize funds		69	66
General		186	183
		<b>334</b>	<b>326</b>

### 20. Pension arrangements

The University contributes to three defined benefit pension schemes: the LPFA, the TPS and the USS. TPS and USS are multi-employer schemes and are treated under FRS 102 as defined contribution schemes. The LPFA is accounted for under FRS 102 as a defined benefit scheme.

#### Summary LPFA and Unfunded TPS Pensions assts and liabilities

	2023-24	2022-23
Fairvalue of scheme assets (bid value)	321,329	306,786
Present value of the defined benefit obligation	(269,421)	(254,112)
Impact of assets ceiling	(17,857)	(41,688)
Surplus/(deficit) in respect of LGPS funded obligations	34,051	10,986
Present value of LGPS unfunded obligation	(971)	(990)
Present value of TPS unfunded obligations	(4,453)	(4,388)
Deficit in respect of unfunded obligations	(5,424)	(5,378)
Recognised on the face of the balance sheet	28,627	5,608

#### A. The London Pensions Fund Authority (LPFA) fund

The LPFA fund (the Fund) provides members with benefits related to pay and service at rates which are defined under the Local Government Pension Scheme Regulations 1997. To finance these benefits assets are accumulated in the Fund and held separately from the assets of the University.

The University pays contributions to the Fund at rates determined by the Fund's actuaries, based on regular actuarial reviews of the financial position of the Fund.

The University's contribution to the Fund for 2023/24 was £2,338k (2022/23: £2,757k). The University's estimate of the contribution to the Fund for 2023/24 is £2,333k.

The Fund has variable employee contribution rates dependent on the employee's pensionable salary. These rates range from 5.5% to 12.5% of pensionable pay. The fund offers contribution flexibility where members can opt to pay 50% contributions for 50% of the pension benefit.

Rate of salary increases	3.85% per annum
Rate of pension increases	2.85% per annum.

## Notes to the accounts

The actuarial valuation as at 31 March 2022 showed that the market value of the Fund's assets attributable to the University was estimated at approximately £321m and that the actuarial value of those assets represented 85.6% of the value of the benefits that have accrued to the University's pensioners, deferred pensioners and current members based upon past service but allowing for assumed pay increases and pension increases.

A number of pensioners in the Fund are teachers who retired from the Inner London Education Authority prior to the formation of the University. Their pension costs are classed as unfunded inherited liabilities. OfS (previously HEFCE) reimburses the University for the annual charge from the LPFA for these pension costs.

An estimate of the Employer's future cashflows is made using notional cashflows. These estimated cashflows are then used to derive a Single Equivalent Discount Rate (SEDR). The discount rate derived is such that the net present value of the notional cashflows, discounted at this single rate, equates to the net present value of the cashflows, discounted using the annualised Merrill Lynch AA rated corporate bond yield curve (where the spot curve is assumed to be flat beyond the 30 year point and flat over the initial short -end period up to the 3 year period). This is consistent with the approach used at the previous accounting date.

Similar to the approach used to derive the discount rate, the Retail Prices Index (RPI) increase assumption is set using a Single Equivalent Inflation Rate (SEIR) approach, using the notional cashflows described above. The single inflation rate derived is that which gives the same net present value of the cashflows, discounted using the annualised Merrill Lynch AA rated corporate bond yield curve, as applying the BoE implied inflation curve. As above, the Merrill Lynch AA rated corporate bond yield spot curve is assumed to be flat beyond the 30 year point and the BoE implied inflation spot curve is assumed to be flat beyond the 40 year point. This is consistent with the approach used at the previous accounting date.

For most employers, an allowance for part-year inflation experience was made when preparing their 2023 year-end accounting balance position. This would have allowed for ONS CPI inflation up to 31 July 2023, or the most recent available data at the time the report was prepared. The inflation experience to 31 July 2024 will allow for ONS CPI inflation observed over the year to 31 July 2024, or the most recent information available when the report is prepared. The DBO at 31 July 2024 includes allowance for emerging inflation experience up to July 2024, which has reduced the DBO at 31 July 2024 by (£670k) (23/24:£16.8m)

### Court of Appeal Decision - Virgin Media Ltd vs NTL Trustees

On 25 July 2024, the Court of Appeal dismissed the appeal in the case of Virgin Media Limited v NTL Pension Trustees II Limited and others. The appeal was brought by Virgin Media Ltd against aspects of the High Court's ruling handed down in June 2023 relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. The Court of Appeal upheld the High Court's ruling. The ruling may have implications for other UK defined benefit plans. It is understood this would apply to the LGPS and HM Treasury is currently assessing the implications for all public service pension schemes. No further information is available at this stage.

### LPFA-FRS 102 statements

A full FRS 102 actuarial valuation was carried out as at 31 July 2024 by the Fund actuary, Barnett Waddingham.

The major assumptions used by the actuary were as follows:

	2024	2023	2022
Rate of increase in salaries	3.85%	3.85%	3.80%
Rate of increase in pensions payment - CPI	2.85%	2.85%	2.80%
RPI inflation	3.20%	3.25%	3.15%
Discount rate	5.00%	5.20%	3.40%

Salaries are assumed to increase at 1.0% p.a. above CPI.

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.

The assumed life expectations on retirement at age 65 are:

	2024 Years	2023 Years
Retiring Today		
Males	20.9	20.8
Females	24.0	23.8
Future pensioners (retiring in 20 years)		
Males	21.7	21.6
Females	25.1	25.0

Post retirement mortality	31-Jul-24	31-Jul-23
Base table	Club Vita tables	Club Vita tables
Multiplier (M/F)	1	1
Future improvements model	CMI_2023	CMI_2022
Long-term rate of improvement	1.25% p.a.	1.25% p.a.
Smoothing parameter	7	7
Initial addition parameter	0.0% p.a.	0.0% p.a.
2020 weight parameter	0%	0%
2021 weight parameter	0%	0%
2022 weight parameter	15%	25%
2023 weight parameter	15%	n/a

### Fund assets

The estimated asset allocation for London Metropolitan University and the expected rate of return were:

	Fair value as at 31 July 2024		Fair value as at 31 July 2023		Fair Value as at 31 July 2022	
	%	£'000	%	£'000	%	£'000
Equities	61.0%	194,599	59.0%	180,175	56.8%	169,087
Target return portfolio	16.0%	52,790	18.0%	54,662	21.7%	64,688
Infrastructure	11.0%	34,664	12.0%	38,310	10.5%	31,348
Property	9.0%	28,878	9.0%	29,018	9.8%	29,258
Cash	3.0%	10,398	2.0%	4,621	1.2%	3,583
<b>Total</b>	<b>100%</b>	<b>321,329</b>	<b>100%</b>	<b>306,786</b>	<b>100%</b>	<b>297,964</b>

The return on the Fund (on a bid value to bid value basis) for the year to 31 July 2024 is estimated to be 6.53% (2023: 2.97%). Based on the above the employer's share of assets of the fund is approximately 4.00%.

### Net pension liability

The following amounts at 31 July 2024 related to London Metropolitan University is measured in accordance with the requirements of FRS102:

	2023-24 £'000	2022-23 £'000
Fair value of scheme assets (bid value)	321,329	306,786
Present value of the defined benefit obligation	269,421	254,112
Present value of unfunded obligations	5,424	5,378
Impact of asset ceiling	17,857	41,688
Total value of obligations	292,702	301,178
<b>(Surplus)/ Deficit in the scheme-net pension liabilities</b>	<b>(28,627)</b>	<b>(5,608)</b>

The present value of the unfunded liabilities as at 31 July 2023 consists of £990k (2022: £892k) in respect of enhanced LGPS pensions.

Current service cost	3,708	6,171
Past service costs, including curtailments	-	202
<b>Total operating charge</b>	<b>3,708</b>	<b>6,373</b>

### Analysis of the amount charged to interest payable

Interest cost	(13,274)	(11,140)
Interest on assets	15,819	10,044
Interest on impact of asset ceiling	(2,168)	-
<b>Net charge to interest payable</b>	<b>377</b>	<b>(1,096)</b>

## Notes to the accounts

### Analysis of other comprehensive income

Return on Fund assets in excess of interest	4,049	(1,269)
Other actuarial gains on assets	–	5,329
Change in demographic assumptions	547	15,501
Experience (loss) / gain on defined benefit obligation	670	(16,839)
Change in financial assumptions	(8,109)	82,234
Change in effect of asset ceiling	25,999	(41,688)
<b>Total other comprehensive income</b>	<b>23,156</b>	<b>43,268</b>

### Cumulative actuarial loss recognised as other comprehensive income

Cumulative actuarial losses recognised at the start of the year	45,305	(36,929)
Cumulative actuarial losses recognised at the end of the year	37,196	45,305

### Analysis of movement in surplus/(deficit)

Surplus/(deficit) at beginning of year	5,608	(33,942)
Contributions paid by the University	3,286	3,901
Current service costs	(3,708)	(6,171)
Past service costs, including curtailments	–	(202)
Other finance charges	377	(1,096)
Administration expenses	(92)	(150)
Actuarial gains recognised in other comprehensive income	23,156	43,268
<b>Surplus at end of year</b>	<b>28,627</b>	<b>5,608</b>

### Analysis of the movement in the present value of the University's share of the Fund's liabilities

	2023-24	2022-23
	£'000	£'000
At 1 August	259,490	331,906
Movement in year:		
Current service cost	3,708	6,171
Interest cost	13,274	11,140
Contributions by members	1,658	1,407
Change in demographic assumptions	(547)	(15,501)
Contributions in respect of unfunded benefits	(948)	(926)
Change in financial assumptions	8,109	(82,234)
Experience loss / (gain) on defined benefit obligation	(670)	16,839
Past service costs, including curtailments	–	202
Estimated benefits paid	(9,229)	(9,514)
<b>At 31 July</b>	<b>274,845</b>	<b>259,490</b>

### Analysis of movement in the fair value of the University's share of Fund's assets

At 1 August	306,786	297,964
Interest on assets	15,819	10,044
Return on assets less interest	4,049	(1,269)
Other actuarial gains/(losses)	–	5,329
Administration expenses	(92)	(150)
Contributions by employer including unfunded	3,286	3,901
Contributions by Scheme participants and other employers	1,658	1,407
Estimated benefits paid including unfunded net of transfers in	(10,177)	(10,440)
Settlement prices received / (paid)	–	–
<b>At 31 July</b>	<b>321,329</b>	<b>306,786</b>

The total return on fund assets for the year to 31 July 2024 is £19,868,000 (2023, £8,775,000). LPFA Fund assets do not include any of the University's own financial instruments, or any property occupied by the University.

### B. The Teachers' Pension Scheme (TPS)

The Teachers' Pension Scheme (TPS or scheme) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended), and the Teachers' Pension Scheme Regulations 2014 (as amended). These regulations apply to teachers in schools and other educational establishments in England and Wales that are maintained by local authorities, and in academies. In addition, teachers in many independent schools, and teachers and lecturers in some establishments of further and higher education may be eligible for membership.

Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

#### The teachers' pension budgeting and valuation account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in the above mentioned regulations, made under the Superannuation Act (1972) and Public Service Pensions Act (2013), and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – contributions from members, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Acts. The Teachers' Pensions Regulations 2010 require an annual account – the Teachers' Pension Budgeting and Valuation Account - to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

#### Valuation of the teachers' pension scheme

As a result of the latest scheme valuation, employer contributions were increased in April 2024 from a rate of 23.6% to 28.6%. Employers also pay a charge equivalent to 0.08% of pensionable salary costs to cover administration expenses.

A copy of the latest valuation report can be found by following this link to [Valuation result | 10 | 2023](#). The next valuation is expected to take effect in 2027.

#### Scheme changes

In line with the requirements of the Public Service Pensions and Judicial Offices Act 2022, the Department for Education laid regulations which came into force on 1 April 2022, closing the legacy scheme to any further accrual which prevented any further discrimination. The regulatory changes, along with the ongoing Transitional Protection remedy, are being implemented in response to the McCloud-Sargeant discrimination ruling. The retrospective remedy offers members in scope a deferred choice of benefits, legacy or reformed, in respect of pensionable service during the remedy period (1 April 2015 to 31 March 2022).

The University's contribution to the TPS for 2023–24 was £6,876k (2022-23: £5,656k). The University's estimated contribution to the Scheme for 2024–25 is £7,353.

### C. The Universities Superannuation Scheme (USS)

#### Significant accounting policies

The institution participates in Universities Superannuation Scheme. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The institution is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the institution therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme and the deficit recovery contributions payable under the scheme's Recovery Plan. Where a scheme valuation determines that the scheme is in deficit on a technical provisions basis (as was the case following the 2020 valuation), the trustee of the scheme must agree a Recovery Plan that determines how each employer within the scheme will fund an overall deficit. The institution recognises a liability for the contributions payable that arise from such an agreement (to the extent that they relate to a deficit) with related expenses being recognised through the income statement. Further disclosures relating to the deficit recovery liability can be found in note 17.

## Notes to the accounts

### Critical accounting judgements

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as Universities Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit, results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with the resulting expense charged through the profit or loss account in accordance with section 28 of FRS 102.

### Key sources of estimation uncertainty

At 31 July 2023, the institution's balance sheet included a liability of £1,270m for future contributions payable under the deficit recovery agreement which was concluded on 30 September 2021, following the 2020 valuation when the scheme was in deficit. No deficit recovery plan was required from the 2023 valuation, because the scheme was in surplus. Changes to contribution rates were implemented from 1 January 2024 and from that date the institution was no longer required to make deficit recovery contributions. The remaining liability of £1,270m was released to the profit and loss account. Further disclosures relating to the deficit recovery liability can be found in note 17.

The total cost charged to the Consolidated Statement of Comprehensive Income is £284k (22/23: £343k). The University's estimated contribution to the Scheme for 2024-25 is £215k.

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

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

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

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

The key financial assumptions used in the 2020 valuation are described below. More detail is set out in the Statement of Funding Principles.

Discount rate (forward rates)	Fixed Interest gilt yield curve plus:
	Pre-retirement: 2.5% p.a.
	Post-retirement : 2.5% p.a.
Pensions increase (subject to a floor of 0%)	CPI assumption plus 3bps
CPI assumption	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less: 1.0% p.a. to 2030, reducing linearly by 0.1% p.a from 2030.

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

### Mortality base table

	2020 valuation
Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for females
Future improvements to mortality	CMI 2021 with a smoothing parameter of 7.5, an initial addition of 0.4% p.a. 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.8% pa for males and 1.6% for females.

The current life expectancies on retirement at age 65 are:

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

### 21. Capital commitments

At 31 July capital commitments were as follows:

	2024 £'000	2023 £'000
Commitments contracted	7,305	11,649
Authorised but not contracted	4,353	30,004
	<b>11,658</b>	<b>41,653</b>

### 22. Lease obligations

Total rentals payable under operating leases	31 July 2024			31 July 2023	
	Buildings £'000	Equipment £'000	Total £'000	Total £'000	Total £'000
Payable during the year	3,005	253	3,258		1,262
Future minimum lease payments due:					
Not later than one year	3,005	46	3,051		3,005
Later than one year and not later than 5 years	5,689	92	5,781		5,689
Later than 5 years			-		-
<b>Total future lease payments due</b>	<b>8,694</b>	<b>138</b>	<b>8,832</b>		<b>8,694</b>

### 23. Events after the reporting period

There are no events to report after the reporting period

## Notes to the accounts

### 24. Department for Education Teacher Training Bursary funds

	2023-24 £'000	2022-23 £'000
Balance unspent at 1 August	(1)	114
Amounts received	1,606	561
Disbursed to students and administration	(1,531)	(676)
Balance unspent at 31 July	74	(1)

Teacher Training Bursary Funds were paid to universities by the NCTL to provide financial support to students studying for a postgraduate qualification which leads to Qualified Teacher Status. The NCTL was discontinued in April 2018 with disbursement of bursaries and taken over by the Department for Education (DfE).

These grants are available solely for students. The University acts only as paying agent. The grant and related disbursements are therefore excluded from the Statement of comprehensive income and balance sheet of the University.

### 25. Access and Participation Plan Expenditure

	2023-2024 £'000	2022-23 £'000
Access investment	1,642	1,674
Direct financial support (Excluding Disability Costs)	442	651
Direct financial support Disability	103	180
Total Access and participation plan expenditure	2,187	2,505

Of the total costs presented above, £1,446k are already included in the overall staff costs included in the financial accounts, see Note 8. The total costs disclosed excludes success and progression expenditure.

The University's access and participation plan can be found [here](#).

### 26. Related party transactions

Due to the nature of the University's operations and the composition of the Board of Governors (who are drawn from the community, businesses and private organisations) it is inevitable that transactions will take place with organisations in which a member of the Board may have an interest. All transactions involving organisations in which members of the Board may have an interest are conducted at arm's length and in accordance with the University's financial regulations and normal procurement procedures.

The Board of Governors considers it appropriate to disclose the following transactions for the period covered by the financial statements:

Muniya Barua, an Independent Governor employed by the company BussinessLDN which was paid invoices to the value of £22,440 for subscription and event fees.

Professor Lynn Dobbs, The Vice Chancellor is a Board member for Million Plus and a member of London Higher who were paid £29,266 and £33,242 respectively for subscription fees.

Tijs Broeke, Chair of the Board of Governors is a Board member for the Barbican centre which received £231,136 for room hire and events. In addition he was paid a remuneration of £20,000 during the year.

Urmi Dutta – Roy, an Independent Governor received a remuneration of £7,000.

Usman Khan, an Independent Governor received a remuneration of £7,000.

Rosemary Benson, a Staff Governor is a member of the CIPD which received £1,200 for qualifications license fees.

David Morrall, an Independent Governor received £132 for travel expenses.

Linda Patterson, an Independent Governor received £102 for travel expenses.

Andrea Stark an Independent Governor received £116 for travel expenses.

Issac Sorinola, an Academic Governor is member Chartered Society of Physiotherapy which was paid £7,200 for accreditation fees.

Rosemary Lemon, a Co – opted member of the Remuneration Committee is a Fellow of the CIPD which received £1,200 for qualifications license fees and is employed by Hays Specialist Recruitment which received £441,355 for placement fees.

Tammika Chambers resigned as a member of the Board of Governors as Students' Union Representative on 23rd June 2024. She will be replaced by Fahmida Yesmin on the 3rd October 2024 and Awesome (Damilola) Olosope was re-elected on the 8th of March to serve a second term from the 1st of July 2024. The Union is a separate legal entity which the University does not control or exercise significant influence over policy decisions. The Union received a grant payment from the University of £645k (2022/23: £641k), which is calculated annually according to a methodology agreed between the University and the Union. There was an additional £7,000 paid to the Student Union as event contributions. All other transactions between the two parties are conducted on a commercial basis.

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

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

The amounts presented within the schedules have been:

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

The schedules set out how each amount disclosed has been extracted from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America.



Line Item / Related Disclosures	Line Item / Related Disclosures	Page	2023-24	2022-23
<b>Primary Reserve Ratio</b>				
Statement of Financial Position – Net assets without donor restrictions	Unrestricted Reserves	53	285,541	259,790
Statement of Financial Position – Net assets with donor restrictions	Restricted Reserves	53	608	586
Statement of Financial Position – Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable	N/A	–	–
Statement of Financial Position – Related party receivable and Related party note disclosure*	Unsecured related party receivable	N/A	–	–
Statement of Financial Position – Property, plant and equipment, net	Property, plant and equipment, net (includes Construction in progress)	54	189,497	177,113
Note of the Financial Statements – Statement of Financial Position – Property, Plant and Equipment – pre-implementation*	Property, plant and equipment – pre-implementation (bal)		(189,497)	(177,113)
Note of the Financial Statements – Statement of Financial Position – Property, Plant and Equipment – post-implementation with outstanding debt for original purchase*	N/A	N/A	–	–
Note of the Financial Statements – Statement of Financial Position – Property, Plant and Equipment – post-implementation without outstanding debt for original purchase*	Property, plant and equipment – post implementation without outstanding debt for original purchase (19/20 additions + 20/21 additions Note 11)	66 (Note 11)	(11,470)	(5,916)
Note of the Financial Statements – Statement of Financial Position – CIP	Under Construction (Note 11)	66 (Note 11)	(11,539)	(6,361)
Statement of Financial Position – Lease right-of-use assets, net**	N/A	N/A	–	–
Note of Financial Statements – Statement of Financial Position – Lease right-of-use asset pre-implementation	N/A	N/A	–	–
Note of Financial Statements – Statement of Financial Position – Lease right-of-use asset post-implementation	N/A	N/A	–	–
Statement of Financial Position – Goodwill	N/A	N/A	–	–
Statement of Financial Position – Post-employment and pension liabilities	Pension Provisions	68 (Note 17)	–	1,270
Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for CIP	Long-term debt – for long term purposes	N/A	–	–
Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for CIP	Long-term debt – for long term purposes pre-implementation – Unsecured Loans (Note 16)	N/A	–	–
Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for CIP	Long-term debt – for long term purposes post-implementation	N/A	–	–
Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for CIP	Line of Credit for CIP	N/A	–	–
Statement of Financial Position – Lease right-of-use of asset liability**	N/A	N/A	–	–

Line Item / Related Disclosures	Line Item / Related Disclosures	Page	2023-24	2022-23
Statement of Financial Position – Lease right-of-use of asset liability pre-implementation	N/A	N/A	–	–
Statement of Financial Position – Lease right-of-use of asset liability pre-implementation	N/A	N/A	–	–
Statement of Financial Position – Annuities*	N/A	N/A	–	–
Statement of Financial Position – Term Endowments*	Term endowments with donor restrictions (Note 18)	68 (Note 18)	(274)	(260)
Statement of Financial Positions – Life Income Funds*	N/A	N/A	–	–
Statement of Financial Position – Perpetual Funds*	Net assets with donor restrictions: restricted in perpetuity (Note 19)	69 (Note 19)	(334)	(326)
<b>Expendable Net Assets</b>			<b>73,035</b>	<b>71,670</b>
Statement of Activities – Total Operating Expenses, – (Total from Statement of Activities prior to adjustments)	Total expenses (SOCIE)	52	158,571	147,436
Statement of Activities – Non-Operating (Investment return appropriated for spending), Investments, net of annual spending gain (loss), Other components of net periodic pension costs, Pension-related changes other than net periodic pension, Change in value of split-interest agreements and Other gains (loss)* – (Total from Statement of Activities prior to adjustments)	Non-Operating and Net Investment (loss) (– Note 5 Gain on Investments – Note 19 Increase in MV) + Actuarial Loss in Respect of Pension Scheme (SOCIE)	62 (Note 5); 72 (Note 20); 52	(23,334)	(43,426)
Statement of Activities – (Investment return appropriated for spending) and Investments, net of annual spending, gain (loss)*	Net investment gain (Note 5 Gain on Investments – Note 19 Increase in MV)	62 (Note 5)	178	158
Statement of Activities – Pension-related changes other than periodic pension*	Actuarial Gain in Respect of Pension Scheme (SOCIE)	52	23,156	43,268
<b>Total Expenses and Losses</b>			<b>158,571</b>	<b>147,436</b>
<b>Equity Ratio</b>				
Statement of Financial Position – Net Assets without Donor Restrictions	Unrestricted Reserves	53	285,541	259,790
Statement of Financial Position – Total Net Assets with Donor Restriction	Restricted Reserves	53	608	586
Statement of Financial Position – Goodwill	N/A	N/A	–	–
Statement of Financial Position – Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable	N/A	–	–
Statement of Financial Position – Related party receivable and Related party note disclosure*	Unsecured related party receivables	N/A	–	–
<b>Modified Net Assets</b>			<b>286,149</b>	<b>260,376</b>

Line Item / Related Disclosures	Line Item / Related Disclosures	Page	2023-24	2022-23
Statement of Financial Position – Total assets	Total assets (Non-Current + Current, Balance Sheet)	54	332,091	313,570
Note of Financial Statements – Statement of Financial Position – Lease right-of-use asset pre-implementation	N/A	N/A	–	–
Statement of Financial Position – Lease right-of-use of asset liability pre-implementation	N/A	N/A	–	–
Statement of Financial Position – Goodwill	N/A	N/A	–	–
Statement of Financial Position – Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable	N/A	–	–
Statement of Financial Position – Related party receivables and Related party note disclosure*	Unsecured related party receivables	N/A	–	–
<b>Modified Assets</b>			<b>332,091</b>	<b>313,570</b>
<b>Net Income Ratio</b>				
Statement of Activities – Change in Net Assets Without Donor Restrictions	Unrestricted Comprehensive Expenditure for the Year (SOCIE)	52	25,768	48,159
<b>Change in Net Assets Without Donor Restrictions</b>			<b>25,768</b>	<b>48,159</b>
Statement of Activities – (Net assets released from restriction), Total Operating Revenue and Other Additions and Sale of Fixed Assets, gains (losses)	Total Revenues and Gains (SOCIE) + Release of Restricted Funds (SOCIR) – Investment Income on Endowments and Restricted Reserves (Note 5) – Gain on Investments (Note 5)	52,53,62	161,005	152,169
<b>Total Revenues and Gains</b>			<b>161,005</b>	<b>152,169</b>





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