



BARKING & DAGENHAM COLLEGE

Report and Financial Statements
for the year ended 31 July 2025



Key Management Personnel, Board of Governors and Professional Advisers

Key management personnel

Key management personnel are defined as members of the Executive Leadership Team and were represented by the following in 2024-25:

Natalie Davison – Principal and CEO, Accounting Officer (From 01.01.24)
Jason Turton, Deputy Principal Curriculum and Quality (from 01.09.21 to 08.08.25)
Hiten Savla, Deputy Principal Finance and Resources (From 08.04.24)
Diana Olafsdottir, Director Human Resources (From 08.07.24)
Victoria Eastwood Chief Governance Officer/ Data Protection Officer

Board of Governors

A full list of Governors is given on page 11/12 of these financial statements.

Ms Victoria Eastwood acted as Chief Governance Officer

Professional Advisers

Financial statements auditors and reporting accountants:

MHA
Building 4, Foundation Park
Roxborough Way
Maidenhead
SL6 3UD

Solicitors:
Irwin Mitchell LLP
40 Holborn Viaduct
London
EC1N 2PZ

Internal Auditors:

Scruton Bland LLP
25 Farringdon Street
London
EC4A 4AB

Mills & Reeve LLP
Norwich
Norfolk
NR31RU

Bankers:

Barclays Bank
Canary Wharf
London
E14 5HP

VAT Advisors:
Davies-Mayers
Pillar House
Bath Road
Gloucestershire
GL53 7LS

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Members Report

NATURE, OBJECTIVES AND STRATEGIES:

The members present their report and the audited financial statements for the year ended 31 July 2025.

Legal status

1. The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Barking & Dagenham College. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.
2. The Corporation was incorporated as Barking College on the 1st January 1993. On the 1st February 2010, the Secretary of State granted consent to the Corporation to change the College's name to Barking & Dagenham College. The Corporation believes that the new name represents a more cross borough working relationship with our community and our stakeholders.

Vision, mission and strategic directions

3. Governors reviewed the College's mission in 2024/25 with an updated strategic plan to 2027:

Our vision is 'to be an exceptional college'.

Our Mission is 'empowering futures and transforming lives'.

The 'how' we deliver our mission is driven by our culture, values and behaviours. Our values are:

Inclusion - valuing diversity and ensuring equal opportunities for all

Networking and Collaboration – working together and through partnerships to achieve common goals

Safety and wellbeing – creating an environment where everyone feels safe, supported, respected and valued

Principles – acting with honesty, integrity and transparency at all times

Innovation – embracing creative thinking and new technologies

Resilience – overcoming challenges with perseverance and determination

Excellence – striving for the highest possible standards in everything we do

College Strategic Directions

4. The College updated its strategic directions plan in 2024-25 approved for by the governing body. The delivery of the following strategic objectives are underpinned by operational deliverables for each of the objectives. The performance of the deliverables are monitored by strategic Key Performance Indicators (KPIs) in a balanced score card. The strategic objectives are:

- **People** – Barking and Dagenham College must be a brilliant place for everyone to work or study
- **Portfolio of provision** – courses that promote individual prosperity and local economic growth
- **Pedagogy +** – excellent standards of teaching, assessment and student support
- **Performance** – exceptional student outcomes
- **Prudence** – maintain a thriving, efficient and environmentally conscious business

Public Benefit

5. Barking & Dagenham College is an exempt charity under part 3 of the Charities Act 2011 and following the Machinery of Government changes in July 2016 is regulated by the Secretary of State for Education. The members of the Governing Body, who are trustees of the charity, are disclosed on pages 12 and 13.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate explicitly that their aims are for the public benefit.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High quality teaching and learning
- Widening participation and tackling social exclusion
- Excellent employment outcomes for students
- Strong student support
- Links with employers, industry and commerce

Financial objectives

6. The College's financial objectives are to:
 - Maintain a sound financial base to enable the College to meet the financial performance criteria needed to maintain a financial health category of '**Good**' to '**Outstanding**' under the Framework for excellence
 - Continue to improve financial management
 - Maintain the confidence of funding bodies, suppliers, banks and professional advisors
 - Protect itself from unforeseen adverse changes in its income stream by maintaining adequate cash reserves
 - Generate sufficient income to enable maintenance and improvement of its accommodation and equipment
 - Raise awareness of financial issues
7. A series of performance indicators have been agreed to monitor the successful implementation of the policies.

FINANCIAL POSITION

Financial results

8. The Group generated an operating deficit before other gains and losses in the year of (£403k) (2023-24 – surplus of £713k) with total comprehensive income loss of (£1,274k) (2023-24 - deficit £41k).
9. During 2024-25 the Group underwent further changes to ensure it was well placed to meet current and future funding challenges. Some areas were subject to realignment and thus the accounts include staff restructuring costs of £379k (2023-24 - £186k).
10. The Group has accumulated reserves of £26.192m (2023-24 - £27.452m). The Group wishes to continue to accumulate reserves and cash balances in order to create a contingency fund.
11. Tangible fixed asset additions during the year amounted to £4.503m (2023-24 £3.234m). This was split between land and buildings acquired of £2.931m and equipment purchased of £1.572m.
12. The College has significant reliance on the education sector funding bodies for its principal funding source, largely from recurrent grants. In 2024-25 the funding bodies provided 87% of the College's total income.
13. During 2024-25, the college had three subsidiary companies; Apprenticeships Work Limited, Aspire Limited and BDC@Broadway Limited. Any surpluses generated are transferred to the College under deed of covenant. For the year ended 31 July 2025, BDC@Broadway Limited showed a loss of £139k and a negative balance sheet position of £413k.

Treasury policies and objectives

14. Treasury management is the management of the Group's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
15. The Group has a separate treasury management policy in place. Short-term borrowing for temporary revenue purposes is authorised by the Principal. Such arrangements are restricted by limits in the College's Financial Memorandum agreed with Department for Education (DfE). All other borrowing requires the authorisation of the Corporation and shall comply with the requirements of the Financial Memorandum.

Short term borrowing for temporary revenue purposes is authorised by the Accounting Officer. All other borrowing requires the authorisation of the Corporation and shall comply with the requirements of the Financial Memorandum.

The College will adhere to the guidance provided by the DfE in response to the Office for National Statistics (ONS) classification of colleges as part of the public sector when considering any borrowing needs.

16. The financial statement does not recognise the pension asset of £19.596m on the Local Government Pension Scheme.

Cash flows

17. There was a cash inflow from operating activities of £5.785m (2023-24 outflow £509k).

Liquidity

18. During the year the College's cash has increased from £2.3m to £3.3m, allowing for £1.4m capital expenditure funding.

Reserves Policy

19. The College has an approved Reserves Policy for 24-25 to guide financial decision-making in the future. The policy gives guidance on the minimum level of cash working capital and unrestricted reserves balance to ensure the college can meet both any short-term obligation but also ensure long-term sustainability. The reserves policy is not the only means of assessing going concern but contributes to this. The Group reserves include £5.086m held as revaluation reserves. As at the balance sheet date the Income and Expenditure Reserve stands at £20.088m (2023/2024: £21.362m). It is the Corporation's intention to increase reserves over the life of the strategic plan through the generation of annual operating surpluses.

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

KEY PERFORMANCE INDICATORS

20. The colleges key performance indicators, targets and results are set out below:

Key performance indicator	Measure/Target	Actual for 2024/5	Comments
Operating surplus/EBITDA as % of income	>4%	4.8%	met
Adjusted current ratio	>1.4	0.8	Not met
Borrowing as a % of adjusted income	<10%	7%	met
Cash days in hand	25	25	met

Student numbers

21. In 2024/25 the College has delivered activity that has produced £33.979m in funding body main allocation funding (2023-24—£33.228m). The College had approximately 11,864 enrolments (7,009 learners) to its programmes. Of these 2,651 learners aged 16 to 18 and 462 adult learners attended on a full-time basis and 4,136 learners attended part time or evening courses.

Student achievements

22. Students continue to prosper at the College, with achievements improving over the previous year to 83.2%.

Payment performance

23. The Late Payment of commercial Debts (Interest) at 1998, in the absence of agreement to the contrary, requires organisations to pay 95% of its invoices within 30 days. During the accounting period 1 August 2024 to 31 July 2025, the college paid 73 % per cent of its invoices within 30 days. The college incurred no interest charges in respect of late payment for this period

Trade union facility time

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

Numbers of employees who were members in the relevant period	FTE employee number
3	3.5

Percentage of time	Number of employees
0%	
1-50%	3
51-99%	
100%	

Total cost of facility time	£12,985
Total pay bill	£24,186,937
Percentage of total bill spent on facility time	0.05%

Time spent on paid trade union activities as a percentage of total paid facility time	12.5%
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Future developments

25. The College is in the process of refurbishing the 5th Floor at TSA, with a view to increasing room capacity and reducing the usage of BLC.
26. The College is looking to create partnerships with business based at the campuses with a view to generating income from room rental and the ability of provide support to our students through these businesses.

RESOURCES

27. The Group has various resources that it can deploy in pursuit of its strategic objectives. Tangible resources include the main College site in Rush Green and partnerships including Barking Learning Centre, Broadway Theatre and the Technical Skills Academy.

Financial

28. The Group has £26.192m (2023-24 £27.452m) of net assets including a loan of £2.688m (2023-24 £2.903m).

People

29. The College employs 429 people (expressed as full-time equivalents), of whom 174 are teaching staff.

Reputation

30. The College has a good reputation locally and nationally. Maintaining a quality brand is essential for the College's success at attracting students and external relationships.

PRINCIPAL RISKS AND UNCERTAINTIES

31. The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.
32. Based on the strategic plan, the Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College. The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. In addition to the annual review, the Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College.
33. A risk register is maintained at the College level which is reviewed at least annually by the Audit Committee and more frequently where necessary. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. This is supported by a risk management training programme to raise awareness of risk throughout the College.
34. Outlined below is a description of the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

Government funding

35. The College has considerable reliance on continued government funding through the further education sector funding bodies. In 2024/25, 87% of the College's revenue was ultimately public funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of several issues which may impact on future funding including reduction of level 3 qualifications to be replaced by T Level's requiring additional resources and training. The change in government policy through the curriculum and assessment review and the review of the SEN provision.

This risk is mitigated in a number of ways:

- Funding is derived through a number of direct and indirect contractual arrangements
- By ensuring the College is rigorous in delivering high quality education and training
- Considerable focus and investment are placed on maintaining and managing key relationships with the various funding bodies
- Ensuring the College is focused on those priority sectors which will continue to benefit from public funding
- Regular dialogue with funding bodies
- Focussing on employer engagement and consolidating apprenticeship delivery to specific standards
- Ensuring learners receive an enhanced learner experience

Failure to maintain the financial viability of the College

36. The College's current financial health grade is classified as "Good" as described above. Notwithstanding that, the continuing challenge to the College's financial position remains the constraint on further education funding arising from the ongoing cuts in public sector spending whilst maintaining the student experience. This risk is mitigated in a number of ways:

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

Failure to maintain a minimum grade of 'Good' for Ofsted

35. The College's is currently graded as 'Good' under Ofsted. This risk is mitigated through:

- A comprehensive QIP developed from a robust SAR
- Effective monitoring and feedback of learner progress
- Panoptic scrutiny and challenge by ET and Q&SC committee
- Staff development and support activity focussed on consistent quality improvement and performance review meetings

STAKEHOLDER RELATIONSHIPS

37. In line with other Colleges and with universities, Barking & Dagenham College has many stakeholders. These include:

- Students
- Education Sector funding bodies
- FE Commissioner
- Staff
- Local employers (with specific links)
- Local Authorities
- Local Enterprise Partnerships (LEPs)
- The local community
- Other FE institutions
- Trade unions
- Professional bodies

The College recognises the importance of these relationships and engages in regular communication with them through the College Internet site and by meetings.

Equality Statement

38. Barking & Dagenham College is committed to advancing equality of opportunity for all. The College celebrates and values the diversity brought to its workforce and student body by individuals, and is committed to meeting the needs of a diverse learner population within a multi-cultural society. The College seeks to ensure that individuals and communities have equal access to learning programmes and facilities, to be responsive to the changing demographic of the local area, and to play an active role in community cohesion.

The College will treat all employees, workers and students with respect and dignity, and seeks to provide a working environment free from discrimination, harassment or victimisation. Barking & Dagenham College will seek to eliminate discrimination on grounds of age, class, disability, employment status, ethnic origin, gender, marital status, pregnancy and maternity, nationality, religion, sexual orientation, gender reassignment or special needs.

Barking & Dagenham College aims to create a working and learning environment where there are positive relations between different groups of people. To this end, the college undertakes to provide training and support for staff, to consult with staff about their experience of the working environment, and to provide diverse images in any material that it produces. The aim is to create an inclusive ethos where issues of racism, bullying, stereotyping and discrimination can be discussed openly, where there is a shared commitment to challenging and preventing all kinds of discrimination, and where there is respect for diversity and difference.

The College's Equality & Diversity Policy is published on the College's public-facing website, as well as the staff intranet site. Each year, a number of Equality, Diversity and Inclusion objectives are identified by our Equality and Diversity Committee. These inform a detailed EDI quality improvement plan, which is monitored by managers and governors.

The College considers all applications from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment with the College continues. The College's policy is to provide training, career development and opportunities for promotion, which are, as far as possible, identical to those for other employees.

Disability statement

39. The College seeks to achieve the objectives set out in the Special Education Needs and Disability Acts 2001 and 2005, Children & Families Act 2014 and Equality Act 2010
 - a) As part of its accommodation strategy the College updated its access audit and has installed lifts and ramps to ensure most of the facilities allow access to people with a disability.
 - b) The College periodically works with a company that specialises in access advice for disabled students to carry out surveys of the College and provide advice on the needs of disabled people.
 - c) There is a list of specialist equipment, such as lighting for audio facilities, which the College can make available for use by students.
 - d) The admissions policy for all students is published by the College. Appeals against a decision not to offer a place are dealt with under the complaints policy.
 - e) The College has made a significant investment in the appointment of specialist lecturers to support students with learning difficulties and/or disabilities. There are a number of student support assistants who can provide a variety of support for learning. There is a continuing programme of staff development to ensure the provision of a high level of appropriate support for students who have learning difficulties and/or disabilities.
 - f) Specialist programmes are described in college prospectuses, and achievements and destinations are recorded and published in the standard College format.
 - g) Counselling and welfare services are described in the Student Handbook which is issued to students at induction, and also includes sections covering the Complaints and Disciplinary Procedures. Students are also introduced to the range of support services that are available to them as part of the college's induction activities.

Going Concern

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

Disclosure of information to auditors

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

Approved by order of the members of the Corporation on 15 December 2025 and signed on its behalf by:



Andy Forbes
Chair of Corporation

Statement of Corporate Governance and Internal Control

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

The college endeavours to conduct its business:

1. in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
2. in full accordance with the guidance to colleges from the Association of Colleges in The Code of Good Governance for English Colleges ("the Code")

The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of the new AoC Code of Governance which the Board adopted in November 2023.

In the opinion of the Governors, the College complies with all the provisions of the Code (with an action plan in place to ensure improvement where required), and it has complied throughout the year ended 31 July 2025. This opinion is based on an internal review of compliance with the Code confirmed at the Board of Corporation Meeting held in December 2024.

Members of the Corporation

The members who served on the corporation during the year and up to the date of signature of this report were as listed in the table below.

	Date of appointment	Term of Office	Date of resignation	Status of appointment	Committees Served	Corporation Attendance in 2024/25
Forhad Altaifi	24.05.18 Re-appointed 17.06.22	4 Years 4 Years		Staff Governor	Policy & Resources Search & Governance Curriculum & Quality	2/4
Natalie Davison	01.01.24	Ex-officio		Principal/CEO	Curriculum & Quality Policy & Resources	4/4
Akeel Ahmed	23.09.24 Re-appointed 24.09.25	1 Year 3 Year		Independent	Curriculum & Quality Audit & Risk	2/4
David Baumslag	31.01.25	1 Year		Independent	Audit & Risk	2/2
Katharina De Vita	27.03.23 Re-appointed 02.03.24	1 Year 3 Years		Independent	Curriculum & Quality	4/4
Carole Ditty	01.06.19 Re-appointed 15.05.23	4 years 4 years		Independent	Policy & Resources Remuneration	1/4
Andy Forbes (Chair)	02.09.22 Re-appointed 02.09.23	1 Year 3 Year		Independent	Curriculum & Quality Policy & Resources Search & Governance Remuneration	4/4
Nick Kavanagh	06.07.21 Re-appointed	1 Year 3 Years		Independent	Audit & Risk	2/4

	05.07.22 Re-appointed 24.09.25	4 years				
Clr Elizabeth Kangethe	11.12.23 Re-appointed 11.12.24	1 Year 3 Years		Independent	Policy & Resources	1/4
Alex Keay	15.02.21 Re-appointed 12.12.22	1 Year 3 Years	08.08.25	Independent	Chair - Curriculum & Quality	4/4
Molly Makota	27.03.23 Re-appointed 02.03.24	1 Year 3 Years		Independent	Policy & Resources Remuneration	3/4
Samuel Nelson	30.09.24 24.09.25	1 Year 1 Year		Staff Governor	Curriculum & Quality	2/4
Sarah Noble	14.03.25	1 Year		Independent	Curriculum & Quality	1/1
Bim Osunsami	06.07.21 Re-appointed 05.07.22 Re-appointed 06.07.25	3 Years 4 Years		Independent	Audit & Risk	1/4
Bal Panesar	11.02.19 (Co-opted) 01.06.19 Re-appointed 03.07.23	1 year 4 Years 4 Years		Independent	Audit & Risk Remuneration	4/4
Mina Rehman	17.01.25	1 Year		Student Governor	Curriculum & Quality	1/2
Paige Summers	25.03.24	2 Years	31.07.25	Student Governor	Curriculum & Quality	2/4
Charles Tennant (Vice-Chair)	20.10.21 Re-appointed 07.11.22	3 Years		Independent	Curriculum & Quality Search & Governance Remuneration Chair of Subsidiaries	4/4
Esther Thompson	11.12.23 Re-appointed 11.12.24	1 Year 3 Years		Independent	Curriculum & Quality Search & Governance	3/4
Jahaid Zaman	20.10.21 Re-appointed 07.11.22 Re-appointed 07.11.23 Re-appointed 01.12.24	1 Year 1 Year 1 Year 1 Year (Co-opted)		Independent Co-opted	Audit & Risk Policy & Resources	0/1

The Governance Framework

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

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, risk register, safeguarding and EDI updates, curriculum and quality matters, people & organisational development reports, health and safety and sustainability and environmental issues. The Corporation meets at least once each term. In 2024/25 there were a total of four formal Corporation meetings and two additional meetings held to discuss relevant business.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These Committees in 2024/25 were Policy & Resources, Curriculum & Quality, Audit & Risk, Remuneration and Search & Governance.

Full minutes of all meetings, except those deemed to be confidential by the Corporation, are available on the College's website or from the Chief Governance Officer at:

Barking & Dagenham College
Dagenham Road
Romford
Essex
RM70XU
victoria.eastwood@bdc.ac.uk

The Chief Governance Officer maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address.

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

Formal agendas, papers and reports are supplied to governors in a timely manner, prior to Board meetings.

The Chief Governance Officer is a senior post holder and holds various relevant qualifications including a degree in Law, the ICSA Certificate in FE Governance and completion of the ETF/Oxford Said Governance Development Programme. During 2024/25 the Chief Governance Officer attended the ETF Professional Development Workshops, AoC EDI networks, Ofsted webinars, various Eversheds and Stone King webinars including legal updates, good governance for charities, governance best practice, AoC Governance Professionals Conference, various AoC webinars, safeguarding training and ETF mentoring. The Chief Governance Officer is the Co-chair of the AoC London Governance Professionals Group and a member of the National Governance Professionals Group.

The Chief Governance Officer provides briefings and sector updates to the Board on a regular basis. The Board are committed to development and during 2024/25 attended the following training and development sessions:

- AoC Finance Masterclasses
- ETF Webinars
- ETF Development programme
- Ofsted webinars
- AoC Governors Summit
- AoC EDI Conference
- AoC Annual Conference
- AOC Curriculum & Quality meetings
- AoC Audit & Finance Meetings
- Safeguarding, Prevent and British Values
- GDPR
- EDI
- Sector and policy updates (Borough and Regional)

During 2024/25 and the Chair has attended AoC Principals, Chairs and Vice-Chairs Forum, ETF regional governance conferences, AoC webinars and the AoC Annual Conference. The Chair is also a member of the Association of Chairs attending various webinars during 2024/25.

All Governors completed mandatory training provided through the College's smartlog platform during 2024/25.

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

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

Appointments to the Corporation

Any new member appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a Search & Governance Committee, consisting of four members of the Corporation, which is responsible for the selection and nomination of any new member for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

Members of the Corporation are appointed for a term of office of one year in the first instance to allow for review by both parties. If agreed the term of office is extended for a period not exceeding an additional three years. To comply with the AoC Code of Good Governance, Governors are no longer permitted to serve more than two terms of four years.

Corporation performance

The Corporation undertook a matrix of self-assessment processes during 2024/25 as follows:

- Evaluation/reflection/priorities at the end of Corporation and Committee meetings
- Individual Governor self-assessment
- Individual Governor appraisals
- Chair appraisal
- Governor skills audit
- Review against the Code of Governance
- Attendance monitoring
- Review of all Governors before reappointment by the Search and Governance Committee.
- Succession planning discussions
- Two strategy events held in 2024/25 to consider policy, sector updates, EDI, safeguarding, decarbonisation, AI, Ofsted,

External Board Review

The Board engaged the Association of Colleges (AoC) to undertake the External Board Review in May 2024 and the review was undertaken by Sandra Prail MBE. The methodology followed a seven-stage approach and the published AoC framework for FE College External Board Reviews comprising of three core areas for evaluation (Board Dimensions) – namely, Composition, Structure and Interaction. Evidence was gathered from a variety of sources and triangulated to draw findings around an overarching question for each Board Dimension. A summary of the review is available here: <https://barkingdagenhamcollege.ac.uk/about/governance>

The overall conclusion on Board effectiveness was that the Board was proficient and has some impact on college strategy, effectiveness and outcomes.

An action plan, agreed by the reviewer, has been developed to address the recommendations and areas for development within the report which was approved by the Corporation at the meeting held on 21 October 2024. The action plan has been reviewed at Board meetings during 2024/25.

Remuneration committee

Throughout the year ending 31 July 2025 the College's Remuneration Committee membership was increased from four to five members of the Corporation. The Committee's responsibilities are to make recommendations to the Board on the remuneration and benefits of the Accounting Officer and other senior post-holders. The Committee also has strategic oversight of Executive level appointments.

Barking & Dagenham College Corporation adopted the AoC Senior Post Holder Remuneration Code (Code) at their meeting in February 2019.

The College publishes a readily accessible annual statement of senior post-holder remuneration on the College website for transparency and ease of access. Details of remuneration for the year ended 31 July 2025 are set out in note 7 to the financial statements.

Audit & Risk Committee

The Audit & Risk Committee comprises five members of the Corporation (excluding the Accounting Officer and Chair). The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit & Risk Committee meets on a termly basis and provides a forum for reporting by the College's internal, reporting accountants and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business. The College's internal auditors monitor the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

During 2024/2025 the Audit & Risk Committee met four times (with an additional meeting held in August 2024) and Committee attendance is provided below:

Committee Member	Meetings attended
Bim Osunsami (Chair)	4/4
Bal Panesar (Vice-Chair)	4/4
Nick Kavanagh	1/4
Akeel Ahmed	1/2
David Baumslag	2/2
Jahaid Zaman	1/1

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

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

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

Curriculum & Quality Committee

The Curriculum & Quality Committee met formally three times during 2024/25 and also held an additional Ofsted focussed meeting. The Committee provide assurance to the Corporation on its strategic role in relation to the College's quality, standards, assessment of teaching and learning, learner experience and performance against Ofsted recommendations.

Policy & Resources Committee

The Policy & Resources Committee met formally three times during 2024/25 and also held a joint meeting with the Audit & Risk Committee to review the financial statements. The Committee advise the Corporation on the College's policies and resources and keeps under review matters of public funding and financial management, EDI, estates and sustainability, financial regulations, human resource management and organisational development.

Search & Governance Committee

The Search & Governance Committee met twice during 2024/25 to discuss and review Corporation membership and succession planning. The Committee are responsible for promoting governance positions and considering applications against the Corporation skills matrix.

Internal control

Scope of responsibility

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

The Corporation has delegated the day-to-day responsibility to the Principal/CEO, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which she is personally responsible, in accordance with the responsibilities assigned to her in the Funding Agreement between Barking & Dagenham College and the funding bodies. She is also responsible for reporting to the corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Barking & Dagenham College for the year ended 31 July 2025 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

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

The risk and control framework

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

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

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

Risks faced by the Corporation

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

The risk register is reviewed at each Audit & Risk Committee meeting and reported to the Corporation via the Audit Committee report. In addition, each Committee consider the risks relevant to their terms of reference at each meeting. The risk register identifies key risks, likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate risks. Risks are prioritised using a scoring system which allows post mitigation scores to be compared with an agreed risk appetite score. This is regularly reviewed and monitored by the College's Senior Leadership Team and scores are amended/risks reviewed on an ongoing basis.

Control weaknesses identified

Scrutton Bland provided the Internal Audit Service for the College during 2024/25 and judged the College had strong or significant assurance across strategic planning, curriculum planning, learners support funds and staff mental health and wellbeing. It also had reasonable assurance across human resources, lecturer deployment and room utilisation, work experience placements, T-level delivery and plans, apprenticeships recruitment and employer engagement, business continuity, key financial controls – fixed assets and procurement, safeguarding, including single central record, funding assurance and follow up on previous recommendations.

The internal auditors identified that not all control processes were adequate and effective specifically noting the recommendations raised within the Safeguarding report which contains medium risk recommendations and 'reasonable' assurance opinions. The Audit & Risk Committee discussed the deep dives that had taken place in this area and involvement of staffing. The Vice-Chair of the Audit & Risk

Committee is also Link Governor for Safeguarding and would be monitoring this area with the Director of Student Welfare and Support.

In addition to the Internal Audit Plan for 2024/25, the Internal Auditors undertook an investigation into a suspected fraud at the College initiated through the whistleblowing process. A detailed report was produced provided recommendations to strengthen controls, improve transparency and mitigate future risks.

Responsibilities under accountability agreements

The Board of Corporation confirms it has met all conditions under the accountability agreements.

The College has reviewed its policies and procedures and approval processes in line with the 2024-25 college finance handbook and its accountability agreement with the DfE to ensure there are systems in place to identify and handle any transactions for which the DfE approval is required.

Statement from the Audit & Risk Committee

The management of risk is the responsibility of the Corporation as a whole, however, the Audit & Risk Committee have a specific duty to assess and provide the Board with an opinion on the adequacy and effectiveness of the Corporation's assurance arrangements, framework of governance, risk management and control processes (including subcontracting arrangements) for the effective and efficient use of resources, solvency and the safeguarding of assets.

The Audit & Risk Committee has advised the Board of Governors that the Corporation has an effective framework for governance and risk management in place. The Audit committee believes the corporation has effective internal controls in place with the areas of limited assurance being addressed.

The specific areas of work undertaken by the Audit Committee in 2024/25 and up to the date of the approval of the financial statements are:

- Internal Audit Reports – T-Level Delivery and Plans, Work Experience, Lecturer Deployment, Learner Support Fund, Curriculum Planning, Strategic Planning Staff Mental Health & Wellbeing, Apprenticeships, Human Resources, Business Continuity, Procurement, Payments and Fixed Assets, Safeguarding Follow Up
- Internal Audit – Risk and Assurance Progress Report
- HR Updates
- Anti-Fraud Training
- DfE Assurance Audit Report – 16-18 Bursary Funding
- Subcontracting Controls Assurance Report 2023/24
- Whistleblowing
- Bad debt analysis
- Internal Audit Annual Report 2024/25
- Draft financial Statement Audit Management Letter
- Draft Report & Financial Statements y/e 31 July 2025
- Annual Report of the Audit Committee 2024/25
- ONS Review
- Internal Audit Strategy and Annual Plan 2023/24
- Audit Services – Tender Process Update
- Internal Audit Charter

- Financial Statement – Audit Planning Memorandum 2024/25
- Risk Management Strategy/Policy and Risk Register
- Fraud updates including Anti-Bribery Policy and Board Assessment of Fraud Risk

Review of effectiveness

As Accounting Officer, the Principal/CEO has responsibility for reviewing the effectiveness of the system of internal control. Her review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors
- the work of the executive managers within the college who have responsibility for the development and maintenance of the internal control framework
- comments made by the college's financial statements auditors, the reporting accountant for regularity assurance, the appointed funding auditors (for colleges subject to funding audit) in their management letters and other reports.
- the regulatory self-assessment questionnaire

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

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

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

Based on the advice of the Audit & Risk Committee and the Accounting Officer, the corporation is of the opinion that the college has an adequate and effective framework for governance, risk management and control processes and has fulfilled its statutory responsibility for "*the effective and efficient use of resources, solvency and the safeguarding of assets*."

Going concern

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

Approved by order of the members of the Corporation on 15 December 2025 and signed on its behalf by:

Signed:



Andy Forbes
Chair of Corporation

Signed:



Natalie Davison
Accounting Officer

Statement of Regularity, Propriety and Compliance

As Accounting officer of the Corporation of Barking & Dagenham College, I confirm that I have had due regard to the framework of authorities governing regularity, priority and compliance, including the College's accountability agreement with the DfE, and the requirements of the College Financial Handbook. I have also considered my responsibility to notify the Corporation's board of governors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding. I confirm that I, and the Board of Governors, are able to identify any material irregular or improper use of all funds by the Corporation, or material non-compliance with the framework of authorities.

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



Natalie Davison

Accounting Officer

Date: 15 December 2025

Statement of the Chair of Governors

On behalf of the Corporation, I confirm that the accounting officer has discussed their statement of regularity, propriety and compliance with the board and I am content that this is materially accurate.



Andy Forbes

Chair of Corporation

Date: 15 December 2025

Statement of Responsibilities of the Members of the Corporation

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

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

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

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess whether the corporation is a going concern, noting the key supporting assumptions, qualifications or mitigating actions as appropriate, and
- prepare financial statements on the going concern basis unless it is inappropriate to assume that the Corporation will continue in operation.

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

The Corporation is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Corporation and which enable it to ensure that the financial statements are prepared in accordance with relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011 (as amended), and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard its assets and to prevent and detect fraud and other irregularities. The Corporation is responsible for the maintenance and integrity of its website; the work carried out by auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdiction.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from the ESFA, DfE, and any other public funds, are used only in accordance with the accountability agreement, funding agreements and contracts and any other conditions that may be prescribed from time to time by the DfE, or any other public funder, including that any transactions entered into by the Corporation are within the delegated authorities set out in the College Financial Handbook. On behalf of the Corporation, the Chair of the Board of Governors is responsible for discussing the accounting officer's statement of regularity, propriety and compliance with the accounting officer.

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

Approved by order of the members of the corporation on 15 December 2025 and signed on its behalf by:



Andy Forbes - Chair of Corporation

Independent Auditor's Report to the Corporation of Barking and Dagenham College

Opinion

We have audited the financial statements of the Corporation of Barking and Dagenham College (the 'College') and its subsidiaries (the 'Group') for the year ended 31 July 2025 which comprise which comprise the Consolidated and College Statements of Comprehensive Income and Expenditure, the Consolidated and College Statements of Changes in Reserves, the Group and College Balance Sheet, the Consolidated Statement of Cash Flows, and the notes to the financial statements, including material accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and of the College's affairs as at 31 July 2025 the Group's and College's deficit of income over expenditure for the year then ended; and
- have been properly prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education, UK GAAP and the current College Accounts Direction.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governing Body's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The Governing Body is responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of the Governing Body of Barking and Dagenham College

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

In preparing the financial statements, the Governing Body is responsible for assessing the Group's and the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governing Body either intends to liquidate the Group or the College or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

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

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

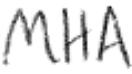
- Obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the Group operates in and how the Group is complying with the legal and regulatory frameworks;
- Enquiry of management, those charged with governance and the College's solicitors (or in-house legal team) around actual and potential litigation and claims;
- Enquiry of College staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.
- Reviewing minutes of meetings of those charged with governance;
- Reviewing internal audit reports;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of

instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Corporation, as a body, in accordance with the Funding Agreement published by the Department for Education and our engagement letter. Our audit work has been undertaken so that we might state to the Corporation those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation as a body, for our audit work, for this report, or for the opinions we have formed.


MHA
Chartered Accountants and Registered Auditor
Maidenhead, United Kingdom

Date: 18 December 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

Independent Reporting Accountant's Report on Regularity

To: The corporation of Barking and Dagenham College and Secretary of State for Education

In accordance with the terms of our engagement letter dated 10 September 2025 and further to the requirements of Department for Education (DfE), as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Colleges, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Barking and Dagenham College during the period 1 August 2024 to 31 July 2025 have not been applied to the purposes intended by Parliament or the financial transactions do not conform to the authorities which govern them.

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

Respective responsibilities of the accounting officer of Barking and Dagenham College and the reporting accountant

The accounting officer is responsible, under the requirements of the corporation's accountability agreement with the Secretary of State for Education and the College Financial Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament, and that the financial transactions conform to the authorities which govern them.

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

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by DfE, which requires a limited assurance engagement, as set out in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the corporation's income and expenditure. The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the College's activities;

- Further testing and review of self-assessment questionnaire including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

Conclusion

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

MHA

MHA
Chartered Accountants and Registered Auditor
Maidenhead, United Kingdom

Date: 18 December 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

Barking & Dagenham College
Consolidated and College Statements of Comprehensive Income and Expenditure

	Notes	Year ended 31 July		Year ended 31 July	
		2025 Group £'000	2025 College £'000	2024 Group £'000	2024 College £'000
INCOME					
Funding body grants	2	33,979	33,979	33,228	33,228
Tuition fees and education contracts	3	384	384	647	647
Other grants and contracts	4	3,398	3,398	2,560	2,560
Other income	5	909	839	1,264	986
Endowment and investment income	6	674	674	651	651
Total income		39,343	39,273	38,349	38,071
EXPENDITURE					
Staff costs	7	26,813	26,712	24,088	23,776
Fundamental restructuring costs	7	379	379	186	186
Other operating expenses	8	8,699	8,623	10,002	9,930
Interest and other finance costs	9	210	207	194	194
Depreciation	12	3,547	3,547	2,977	2,977
Amortisation	12	98	98	189	189
Total expenditure		39,746	39,567	37,636	37,253
Surplus/(Deficit) before tax		(403)	(293)	713	818
Taxation	10	-	-	-	-
Surplus/(Deficit) for the year	11	(403)	(293)	713	818
Unrealised surplus on revaluation of assets					
Actuarial gain/(loss) in respect of pensions schemes	24	(871)	(871)	(754)	(754)
Total Comprehensive Income for the year		(1,274)	(1,164)	(41)	64

Barking & Dagenham College
Consolidated and College Statement of Changes in Reserves

Group	Income and Expenditure account	Revaluation reserve	Restricted Reserves	Total excluding Non controlling interest
	£'000	£'000	£'000	£'000
Balance at 31st July 2023 (as restated)	21,403	5,086	991	27,480
Surplus from the income and expenditure account	713	-	13	726
Other comprehensive income	(754)	-	-	(754)
Transfers between income and expenditure and restricted reserves	0	-	-	-
Total comprehensive income for the year	(41)	-	13	(28)
Balance at 31st July 2024	21,362	5,086	1,004	27,452
Surplus from the income and expenditure account	(403)	-	14	(389)
Other comprehensive income	(871)	-	-	(871)
Transfers between income and expenditure and restricted reserves	0	-	-	-
Total comprehensive income for the year	(1,274)	-	14	(1,260)
Balance at 31st July 2025	20,088	5,086	1,018	26,192
College				
Balance at 31st July 2023 (as restated)	21,629	5,086	991	27,706
Surplus from the income and expenditure account	818	-	13	831
Other comprehensive income	(754)	-	-	(754)
Transfers between income and expenditure and restricted reserves	0	-	-	-
Total comprehensive income for the year	64	-	13	77
Balance at 31st July 2024	21,692	5,086	1,004	27,782
Surplus from the income and expenditure account	(293)	-	14	(279)
Other comprehensive income	(871)	-	-	(871)
Transfers between income and expenditure and restricted reserves	0	-	-	-
Total comprehensive income for the year	(1,164)	-	14	(1,150)
Balance at 31st July 2025	20,527	5,086	1,018	26,631

Barking & Dagenham College
Balance sheets as at 31 July 2025

	Notes	Group	College	Group	College
		2025 £'000	2025 £'000	2024 £'000	2024 £'000
Fixed assets					
Tangible fixed assets	12	49,046	49,042	48,089	48,086
Investments	12	98	98	197	197
		49,144	49,140	48,286	48,283
Current assets					
Stocks		11	11	13	12
Trade and other receivables	13	1,475	1,870	1,633	1,874
Cash and cash equivalents	19	3,272	3,232	2,262	2,224
		4,758	5,113	3,908	4,110
Less: Creditors – amounts falling due within one year	14	(5,994)	(5,906)	(5,241)	(5,109)
Net current assets/ (liabilities)		(1,236)	(793)	(1,333)	(999)
Total assets less current liabilities		47,908	48,347	46,953	47,284
Less: Creditors – amounts falling due after more than one year	15	(20 801)	(20 801)	(18 540)	(18 540)
Provisions					
Defined benefit obligations	24				
Other provisions	17	(915)	(915)	(962)	(962)
Total net assets		26,192	26,631	27,452	27,782
Reserves					
Income and expenditure account	21	20,088	20,527	21,362	21,692
Revaluation reserve	18	5,086	5,086	5,086	5,086
Restricted reserve		1,018	1,018	1,004	1,004
Total Reserves		26,192	26,631	27,452	27,782

The financial statements on pages 30 to 33 were approved and authorised for issue by the Corporation on the 15 December 2025 and were signed on its behalf on that date by:


Andy Forbes (Chair of the Corporation)


Natalie Davison (Accounting Officer)

Barking & Dagenham College
Consolidated Statement of Cash Flows

	Notes	2025 £'000	2024 £'000
Cash inflow from operating activities			
Surplus/(deficit) for the year		(403)	713
Adjustment for non cash items			
Depreciation & amortisation		3,646	3,166
Decrease/(Increase) in stocks		2	2
(Increase)/decrease in debtors		158	(232)
Increase/(decrease) in creditors due within one year		754	(2,043)
Increase/(decrease) in creditors due after one year		2,477	(1,230)
Increase/(decrease) in provisions		(47)	(106)
Pensions costs less contributions payable		(909)	(805)
Adjustment for investing or financing activities			
Interest payable		210	194
Investment income		(104)	(169)
Net cash flow from operating activities		5,785	(509)
Cash flows from investing activities			
Investment income		104	182
Payments made to acquire fixed assets		(4,503)	(3,234)
Loss on disposal of assets			(2)
		(4,399)	(3,053)
Cash flows from financing activities			
Interest paid		(164)	(140)
Repayments of amounts borrowed		(213)	(216)
		(377)	(356)
Increase/(decrease) cash and cash equivalents in the year		1,010	(3,919)
Cash and cash equivalents at beginning of the year	20	2,262	6,181
Cash and cash equivalents at end of the year	20	3,272	2,262

Notes to the Accounts

1. Statement of accounting policies and estimation techniques

Statement of accounting policies

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

Basis of preparation

These financial statements have been prepared in accordance with the *Statement of Recommended Practice: Accounting for Further and Higher Education 2019* (the 2019 FE HE SORP), the *College Accounts Direction for 2021 to 2022* and in accordance with the "*Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland*" (FRS 102). The College is a public benefit entity and has therefore applied the relevant public requirements of FRS 102. All references to the College will also include the subsidiaries as part of these group financial statements.

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

Basis of accounting

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

Basis of consolidation

The consolidated financial statements include the College and its subsidiaries companies; Apprenticeships Work Limited, Aspire Training & Enterprise Limited and BDC@Broadway Limited controlled by the group. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Under the purchase method of accounting, the results of subsidiary and associated undertakings acquired or disposed of during the year are included in the consolidated income and expenditure account from or up to the date on which control of the undertaking passes. Intra-group sales and profits are eliminated fully on consolidation.

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

Going concern

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Members Report. The financial position of the College, its cashflow, liquidity and borrowings are presented in the Financial Statements and accompanying Notes.

The College currently has £2.69m of loans outstanding with bankers on terms negotiated in 2022. The terms of the existing agreement is to 3 August 2027 with payment due of £2.258m due at the end of the term. The College's forecasts and financial projections indicate that it will be able to operate within this existing facility and covenants for the foreseeable future.

The balance sheet shows a current net liability position incurred, in relation to capital grants and investment for T Level facilities, due to the timing of the receipt of the capital grants.

Accordingly, the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

The activities of the Group, together with the factors likely to affect its future development and performance are set out in the Operating and Financial Review. The financial position of the College, its cash flow, liquidity and borrowings are described in the Financial Statements and accompanying Notes.

Recognition of income

Revenue grant funding

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

Where part of a government grant is deferred, the deferred element is recognised in creditors.

Grants (including research grants) from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Capital grant funding

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

Fee income

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

Investment income

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

Agency arrangements

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

Accounting for post-employment retirement benefits

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

Teachers' Pension Scheme

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of valuations using a prospective benefit method. The TPS is a multi-employer scheme and the College and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

London Borough of Barking & Dagenham Local Government Pension Scheme (LGPS)

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in interest and other finance costs. Actuarial gains and losses are recognised immediately in other recognised gains and losses.

At the year end, the initial actuarial report from the Scheme Actuary reported a net pension asset of £19,596k. When the Scheme gives rise to a potential asset position, the Governors are required to assess the basis for recognising an asset on the balance sheet against the FRS 102 criteria, this being "An entity shall recognise the plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or refunds from the plan." In using the word "shall", the emphasis is placed upon the College to consider the value of such an asset, rather than whether an asset should be recognised in the first instance. Accordingly, the College has considered the value at which they can benefit from either (1) refunds from the plan or (2) reduced contributions. As the College intends to continue to participate in the LGPS, the likelihood of a refund being due from the Scheme has been deemed as remote and not practically achievable. Secondly, the College has undertaken an exercise to assess the Minimum Fund Contributions (MFC) due to the Scheme in order to calculate the net present value of the asset which will be the value of a perpetuity of the future service cost minus the prevailing primary rate. The outcome of this calculation has shown that the College is unlikely to gain economic benefit from a reduction in future contributions.

Accordingly, the college has made an impairment charge on the asset reducing the net position at the year ended 31 July 2025 to £Nil. Therefore, no defined benefit pension asset has been included in the financial statements.

Short term Employment benefits

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

Enhanced Pensions

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

Non-current Assets - Tangible fixed assets

Land and buildings

Land and buildings inherited from the local education authority and buildings acquired since incorporation are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. The difference between depreciation charged on the historic cost of assets and the actual charge for the year calculated on the revalued amount is released to the income and expenditure account reserve on an annual basis. Land and buildings acquired since incorporation are included in the balance sheet at

cost. Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College of between 10 and 60 years.

Leasehold buildings are depreciated over the life of the lease. The college acquired a leasehold property from the London Borough of Barking & Dagenham. A 25-year lease at this site, has given the college an opportunity to deliver education and training from centre of Barking. Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account, and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

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

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

On adoption of FRS 15, the College followed the transitional provision to retain the book value of land and buildings, which were revalued in 1996, but not to adopt a policy of revaluations of these properties in the future. These values are retained subject to the requirement to test assets for impairment in accordance with FRS 11.

Assets under construction

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

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets it is charged to the income and expenditure account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

- Asset capacity increases
- Substantial improvement in the quality of output or reduction in operating costs
- Significant extension of the asset's life beyond that conferred by repairs and maintenance

Buildings owned by third parties

Where land and buildings are used, but the legal rights are held by a third party, for example a charitable trust, they are only capitalised if the College has rights or access to ongoing future economic benefit.

These assets are then depreciated over their expected useful economic life.

Equipment

Equipment costing more than £2,000 or more per individual item and all computer hardware and software is capitalised at cost. All other equipment is written off to the income and expenditure account in the period of acquisition.

All other equipment is depreciated over its useful economic life as follows:

• Motor vehicles	-	three years
• General equipment	-	five years and ten years
• Computer equipment	-	three to eight years
• Equipment acquired for specific projects	-	project life

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

Leased assets

Costs in respect of operating leases are charged on a straight-line basis over the lease term to the Statement of Comprehensive Income and Expenditure.

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

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

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

Investments

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

Other investments are accounted for at cost less impairment over the term of the lease.

Inventories

Stocks are stated at the lower of their cost and net realisable value. Where necessary, provision is made for obsolete, slow-moving and defective stocks.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of 3 months or less from the date of acquisition.

Financial liabilities and equity

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

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

Foreign currency translation

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the

rates of exchange ruling at the end of the financial period with all resulting exchange differences being taken to income in the period in which they arise.

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover 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.

The College's subsidiary companies are subject to corporation tax and VAT in the same way as any commercial organisation.

Provisions

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

Judgements in applying accounting policies and key sources of estimation uncertainty

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

- Determine whether these are indicators of impairment of college's tangible assets. Factors taken into consideration in reaching such a decision included the economic viability and expected future financial performance of the asset and where it is a component of a larger cash generating unit, the viability and expected future performance of that unit.

Other key sources of estimation uncertainty are:

- Tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.
- The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24 will impact the carrying amount of the pension liability. The actuary has used a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 to value the pensions liability at 31 July 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability. Based on the FRS102 valuation report the pension fund has an asset of £19.956m with an asset ceiling impact of the same amount.

Barking & Dagenham College
Notes to the Accounts (continued)

2 Funding council grants

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Recurrent grants				
ESFA - adult skills fund	401	401	411	411
GLA - adult skills fund	6,650	6,650	6,776	6,776
ESFA - 16-18	22,687	22,687	20,901	20,901
ESFA - apprenticeships	1,100	1,100	1,643	1,643
Specific Grants				
Release of government capital grants	1,681	1,681	1,517	1,517
Non recurrent grants	337	337	1,213	1,213
Teachers Pension scheme	967	967	766	766
Post 16 National Insurance Grant	156	156	-	-
Total	33,979	33,979	33,228	33,228

3 Tuition fees and education contracts

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Adult education fees				
Apprenticeship fees and contracts	212	212	361	361
Fees for FE loan supported courses	7	7	10	10
HE Fees	165	165	170	170
Total tuition fees	-	-	9	9
Education contracts	384	384	550	550
Total	384	384	97	97
			647	647

4 Other grants and contracts

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
European Commission				
Other grants and contracts	-	-	441	441
High Needs Element 2 & 3	525	525	191	191
Total	2,873	2,873	1,928	1,928
		3,398	3,398	2,560
			2,560	2,560

Barking & Dagenham College
Notes to the Accounts (continued)

5 Other income

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Refectory - Catering and residences	362	362	325	325
Other income generating activities	491	420	863	589
Miscellaneous income	56	57	76	72
	909	839	1,264	986

6 Investment income

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Bank interest receivable	104	104	182	182
Pension Interest Receivable	570	570	469	469
	674	674	651	651

Barking & Dagenham College
Notes to the Accounts (continued)

7 Staff costs - Group

The average number of persons (including key management personnel) employed by the College during the year was:

	2025 Group No.	2025 College No.	2024 Group No.	2024 College No.
Teaching staff	189	189	191	191
Non teaching staff	297	295	273	269
	486	484	464	460

Staff costs for the above persons

	2025 Group £'000	2025 College £'000	2024 Group £'000	2024 College £'000
Wages and salaries	18,063	18,007	16,061	15,812
Social security costs	2,077	2,064	1,674	1,656
Other pension costs	4,047	4,015	3,439	3,394
Payroll sub total	24,187	24,086	21,174	20,862
Contracted out staffing services	2,626	2,626	2,914	2,914
	26,813	26,712	24,088	23,776
Fundamental restructuring costs - contractual	379	379	186	186
Total staff costs	27,192	27,091	24,274	23,962

The corporation has cycle to work and tech salary sacrifice scheme offer to its employees.
A pension strain cost of £22, 417 was paid for one member of staff during the year.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the Executive which comprises of the Principal, Deputy Principal Curriculum and Quality, Deputy Principal Finance and Resources, Director of Human Resources and Chief Governance Officer.

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

	2025 No.	2024 No.
The number of key management personnel including the Accounting Officer was:	5	7

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

	Key Management Personnel		Other staff	
	2025 No.	2024 No.	2025 No.	2024 No.
£30,001 to £35,000	-	1	-	-
£60,001 to £65,000	-	1	11	8
£65,001 to £70,000	-	-	7	5
£70,001 to £75,000	-	1	3	4
£75,001 to £80,000	1	-	2	-
£80,001 to £85,000	-	1	4	2
£85,001 to £90,000	1	-	2	2
£95,001 to £100,000	-	1	1	-
£100,001 to £105,000	-	1	-	-
£105,001 to £110,000	1	1	-	-
£110,001 to £120,000	1	-	-	-
£160,001 to £170,000	1	-	-	-
	5	7	30	21

Barking & Dagenham College
Notes to the Accounts (continued)

7 Staff costs - Group and College

Key management personnel compensation is made up as follows:

	2025 £'000	2024 £'000
Salaries - gross of salary sacrifice and waived emoluments	557	556
Employers National Insurance	74	70
	<u>631</u>	<u>626</u>
Pension contributions	140	93
Total emoluments	<u>771</u>	<u>719</u>

There were no amounts due to key management personnel that were waived in the year, nor any salary sacrifice arrangements in place.

The above compensation includes amounts payable to the Accounting Officer (who is also the highest paid officer) of:

	2025 £'000	2024 £'000
Salaries	169	157
Pension contributions	49	26
	<u>218</u>	<u>183</u>

The governing body adopted AoC's Senior Staff Remuneration Code in February 2019 and assesses pay in line with its principals.

The remuneration package of key management staff, including the Principal and Chief Executive, is subject to annual review by the Remuneration Committee of the governing body who justify the remuneration.

The Principal reports to the Chair of Corporation, who undertakes an annual review of her performance against the College's overall strategic objectives using both qualitative and quantitative measure of performance.

Relationship of Principal/Chief Executive pay and remuneration expressed as a multiple:

	2025	2024
Principal's basic salary as a multiple of the median of all staff	4.6	4.9
Principal's total remuneration as a multiple of the median of all staff	4.7	4.6

Compensation for loss of office paid to former key management personnel

	2025 £'000	2024 £'000
Compensation paid to the former post-holder - contractual	-	30
Estimated value of other benefits, including provisions for pension benefits	-	-
	<u>-</u>	<u>-</u>

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

Barking & Dagenham College
Notes to the Accounts (continued)

8 Other operating expenses

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Teaching costs	2,799	2,798	3,125	3,124
Non teaching costs	2,855	2,795	3,302	3,201
Premises costs	3,045	3,030	3,575	3,605
Total	8,699	8,623	10,002	9,930

Other operating expenses include:	2025	2024
	£'000	£'000
Auditor's remuneration:		
Financial statements audit*	47	41
Other services provided by the financial statement		
Taxation and pension audit	5	4
Internal audit**	53	50

* includes £28,750 in respect of the college (2024: £27,350)
** includes £49,639 in respect of the college (2024: £49,673)

9 Interest payable - Group and College

	2025	2024
	£'000	£'000
On bank loans, overdrafts and other loans:		
164		141
164		141
Net interest on pension liability (note 17)	46	53
Total	210	194

10 Taxation - Group only

	2025	2024
	£'000	£'000
United Kingdom corporation tax at 19 per cent	0	0
Provision for deferred corporation tax in the accounts of the subsidiary company	0	0
Total	0	0

The members do not believe that the College was liable for any corporation tax arising out of its activities during either year. The tax charge above relates to its trading subsidiary companies.

11 (Deficit)/Surplus on continuing operations for the period

	2025	2024
	£'000	£'000
(Deficit)/Surplus on continuing operations for the year made up as:		
College surplus/(deficit) for the period	(293)	818
Subsidiary companies performance	(110)	(105)
Total	(403)	713

12 Tangible fixed assets (Group)

	Land and buildings		Equipment	Total
	Freehold	Short leasehold		
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 August 2024	63,331	1,541	12,601	77,473
Additions	2,931		1,572	4,503
At 31 July 2025	66,262	1,541	14,173	81,976
Depreciation				
At 1 August 2024	21,323	804	7,256	29,383
Charge for the year	1,605		1,942	3,547
At 31 July 2025	22,929	804	9,198	32,930
Net book value at 31 July 2025	43,333	737	4,975	49,046
Net book value at 31 July 2024	42,007	737	5,345	48,090

Barking & Dagenham College

Notes to the Accounts (continued)

12 Tangible fixed assets (College only)

	Land and buildings		Equipment	Total
	Freehold	Short leasehold		
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 August 2024	63,266	1,541	12,360	77,167
Additions	2,931	-	1,572	4,503
At 31 July 2025	66,197	1,541	13,932	81,670
Depreciation				
At 1 August 2024	21,252	804	7,025	29,081
Charge for the year	1,605	-	1,942	3,547
At 31 July 2025	22,857	804	8,967	32,628
Net book value at 31 July 2025	43,340	737	4,965	49,042
Net book value at 31 July 2024	42,013	737	5,336	48,086

Inherited land was revalued in the balance sheet at the date of incorporation in 1993

If fixed assets had not been revalued they would have been included at the following historical cost amounts:

	£'000
Cost	Nil
Aggregate depreciation based on cost	Nil
Net book value based on cost	Nil

Barking & Dagenham College
Notes to the Accounts (continued)

12 Investments

	Year Ended 31st July 2025	Year Ended 31st July 2024		
	£000's	£000's		
Barking Learning Centre	1,772	1,772		
Less accumulated amortisation	<u>(1,674)</u>	<u>(1,575)</u>		
	98	98		
	98	98		
Broadway Theatre	1,800	1,800		
Less accumulated amortisation	<u>(1,800)</u>	<u>(1,800)</u>		
	(0)	(0)		
	(0)	(0)		
Total	98	197		
	Group 2025	College 2025	Group 2024	College 2024
	£	£	£	£
Investments in subsidiary company - Aspire Training & Enterprise	1	1	1	1
Investments in subsidiary company - Apprenticeships Work Limited	1	1	1	1
Investments in subsidiary company - BDC@Broadway Limited	1	1	1	1
Total	3	3	3	3

The college owns 100 per cent of the issued £1 share of Aspire Training & Enterprise Limited, Apprenticeships Work Limited and BDC@Broadway Limited; all companies incorporated in England & Wales. The principal business of Aspire Training & Enterprise Limited is to act as the holding company for all BDC investments. Aspire Training & Enterprise Limited started trading in November 2013. The Apprenticeships Work Limited principal activity is an employment business for providing employment for apprentices. The BDC@Broadway Limited principal activity is a training and commercial theatre to provide performing arts activities and started trading in June 2014.

Broadway Theatre

The lease agreement for the Broadway Theatre with Local Authority has not been renewed and the College is no longer occupying the Theatre in Barking

Barking & Dagenham College
Notes to the Accounts (continued)

12 Barking Learning Centre

The College has entered into a lease and memorandum of understanding by which it has agreed to make capital contributions of £1,772,000 towards the cost of the Barking Learning Centre. The college has exclusive use of parts of the building for the purposes of delivering a range of courses and shares common services with other users, London Borough of Barking & Dagenham and University of East London for a period of not less than twenty years.

The investment will be amortised on a straight line basis over a twenty year period. The college has received grant approval for a sum of £167,000 towards the cost of the investment which is being released over a similar period.

13 Trade and other receivables

	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
Amounts falling due within one year:				
Trade receivables	864	877	1,105	1,086
Amounts owed by group undertakings:				
Subsidiary undertakings	-	383	-	213
Prepayments and accrued income	611	611	318	366
Amounts owed by the GLA	-	-	209	209
Total	1,475	1,870	1,633	1,874

Bad debts written off amounted to £16 for the year. Bad debt of £734k was written off in prior year, inclusive of £330k offset against bad debt provision brought forward.

Within last year's write off there were 16 debts over £5,000 to £6,900 relating to student fees which are not collectable. Overall value of those 16 debts was £89k.

14 Creditors: amounts falling due within one year

	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
Bank loans and overdrafts				
Bank loans and overdrafts	215	215	215	215
Trade payables	443	406	905	837
Other Creditors	912	909	413	408
Other taxation and social security	526	514	445	422
Accruals and deferred income	1,623	1,589	679	654
Amounts owed to group undertakings				
Subsidiary undertaking	-	4	-	-
Deferred income - government capital grants	1,796	1,796	2,202	2,202
Deferred income - government revenue grants	312	312	167	167
Receipts in advance	47	42	120	110
Holiday accruals	38	38	56	55
Amounts owed to ESFA/GLA	82	82	39	39
Total	5,994	5,906	5,241	5,109

Barking & Dagenham College
Notes to the Accounts (continued)

15 Creditors: amounts falling due after one

	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
Bank loans	2,473	2,473	2,688	2,688
Deferred income - government capital grants	18,328	18,328	15,852	15,852
Total	20,801	20,801	18,540	18,540

16 Maturity of debt

Bank loans and overdrafts

Bank loans and overdrafts are repayable as follows:

	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
In one year or less	215	215	215	215
Between 2 and 5 years	2,473	2,473	2,688	2,688
Total	2,688	2,688	2,903	2,903

17 Provisions

	Enhanced pensions £'000	Group and College Other £'000	Group and College Total £'000
At 1 August 2024	962	-	962
Expenditure in the period	(111)	-	(111)
Interest payable	46	-	46
Actuarial Gain/Loss	18	-	18
At 31 July 2025	915	-	915

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

The principal assumptions for this calculation are:

	2025	2024
Price inflation	2.70%	2.80%
Interest rate	5.50%	4.80%

Barking & Dagenham College
Notes to the Accounts (continued)

18 Revaluation Reserve

	Group 2025 £'000's	College 2025 £'000's	Group 2024 £'000's	College 2024 £'000's
As at 1 August 2024	5,086	5,086	5,086	5,086
Transfer on revalued assets	-	-	-	-
As at 1 August 2025	<u>5,086</u>	<u>5,086</u>	<u>5,086</u>	<u>5,086</u>

19 Cash and cash equivalents

	At 1 August 2024 £'000	Cash flows £'000	Other changes £'000	At 31 July 2025 £'000
Group				
Cash and cash equivalents	2,262	1,010	-	3,272
Total	<u>2,262</u>	<u>1,010</u>	<u>-</u>	<u>3,272</u>
College				
Cash and cash equivalents	2,224	1,008	-	3,232
Total	<u>2,224</u>	<u>1,008</u>	<u>-</u>	<u>3,232</u>

20 Capital commitments

	Group and College	
	2025 £'000	2024 £'000
Commitments contracted for at 31 July	<u>447</u>	<u>650</u>

21 Income and expenditure account reserve

	Group 2025 £'000's	College 2025 £'000's	Group 2024 £'000's	College 2024 £'000's
At 1 August	21,362	21,692	21,403	21,628
Surplus/(Deficit) retained for the year	(403)	(293)	713	818
Actuarial Gain	(871)	(871)	(754)	(754)
At 31 July	<u>20,088</u>	<u>20,527</u>	<u>21,362</u>	<u>21,692</u>

Barking & Dagenham College
Notes to the Accounts (continued)

22 Statement of changes to Reserves

Group	Income and Expenditure Account £000's	Revaluation reserve £000's	Restricted Reserve £000's
Balance as at 1 August 2024	21,362	5,086	1,004
Prior year adjustment			
Restated balance	21,362	5,086	1,004
Comprehensive income	(1,274)	0	14
Balance as at 31 July 2025	20,088	5,086	1,018

College	Income and Expenditure Account £000's	Revaluation reserve £000's	Restricted Reserve £000's
Balance as at 1 August 2024	21,692	5,086	1,004
Prior year adjustment			
Restated balance	21,692	5,086	1,004
Comprehensive income	(1,164)	-	14
Balance as at 31 July 2025	20,527	5,086	1,018

23 Lease obligations

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

	Group and College	
	2025 £000's	2024 £000's
Future minimum lease payments due		
Land and buildings		
Not later than one year	60	60
Later than one and not later than five years	240	240
Later than five years	414	474
	714	774
Other		
Not later than one year	34	34
Later than one and not later than five years	-	-
Later than five years	-	-
	34	34

Barking & Dagenham College
Notes to the Accounts (continued)

24 Defined benefit obligations

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

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2020 and of the LGPS 31 March 2022.

Total pension cost for the year	2025 £'000	2024 £'000
Teachers Pension Scheme: contributions paid	2,216	1,758
Local Government Pension Scheme:		
Contributions paid	1831	1,638
FRS 102 (28) charge	(313)	(336)
Charge to the Statement of Comprehensive Income	1518	1,302
Enhanced pension charge to Statement of Comprehensive Income	(18)	51
Total Pension Cost for Year within Staff Costs	3,716	3,111

Teachers' Pension Scheme

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

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

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

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

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

The latest actuarial review of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education (the Department) in October 2023. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222 billion giving a notional past service deficit of £40 billion (compared to £22 billion in the 2016 valuation.)

As a result of the valuation, new employer contribution rates rose from 23.68% to 28.68% from April 2024.

A copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website. The employer pensions costs paid to TPS in the year amounted to £2.216m (2024: £1.761m)

Barking & Dagenham College
Notes to the Accounts (continued)

24 Defined benefit obligations (continued)

Local Government Pension Scheme

The LGPS is a funded defined-benefit plan, with the assets held in separate funds administered by London Borough of Barking & Dagenham Local Authority. The total contribution made for the year ended 31 July 2025 was £2.341m, of which employer's contributions totalled £1.799m and employees' contributions totalled £0.542m. The agreed contribution rates for future years are 21.40% for employers and range from 5.5% to 12.5% cent for employees, depending on salary.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 31 July 2025 by a Barnett Waddingham.

	At 31 July	At 31 July
	2025	2024
Rate of increase in salaries	1.00%	1.00%
Pension Increases (CPI)	2.80%	2.90%
Discount rate for scheme liabilities	5.75%	5.05%
Inflation assumption (CPI)	3.10%	3.20%
Commutation of pensions to lump sums	50%	50%

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

	At 31 July	At 31 July
	2025	2024
	years	years
<i>Retiring today</i>		
Males	21.3	20.6
Females	23.8	23.4
<i>Retiring in 20 years</i>		
Males	22.9	21.8
Females	25.7	24.9

Barking & Dagenham College
Notes to the Accounts (continued)

24 Defined benefit obligations (continued)

Local Government Pension Scheme (Continued)

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

	Fair Value at 31 July 2025 £'000	Fair Value at 31 July 2024 £'000
Equities	78.00%	80.00%
Bonds	14.00%	15.00%
Property	6.00%	3.00%
Cash	2.00%	2.00%
Total market value of assets	<u>57,262</u>	<u>50,135</u>
Weighted average expected long term rate of return	5.80%	5.80%
Actual return on plan assets	<u>10.53%</u>	<u>11.78%</u>

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

	2025 £'000	2024 £'000
Fair value of plan assets	57,262	50,135
Present value of plan liabilities	(37,672)	(38,642)
Present value of unfunded liabilities	-	-
Net pensions asset (Liability)	<u>19,590</u>	<u>11,493</u>

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

	2025 £'000	2024 £'000
Amounts included in staff costs		
Current service cost	1518	1302
Past service cost	29	-
Total	<u>1,547</u>	<u>1,302</u>
Amounts included in investment income		
Net interest income	<u>1,952</u>	<u>1,815</u>
	<u>1,952</u>	<u>1,815</u>
Amounts recognised in Other Comprehensive Income		
Return on pension plan assets	2,795	2,959
Experience losses arising on defined benefit obligations	(199)	32
Changes in demographic assumptions		
Changes in assumptions underlying the present value of plan liabilities	4,647	(883)
Adjustment to LGPS pension -no asset recognised	(8,096)	(2,913)
Amount recognised in Other Comprehensive Income	<u>(853)</u>	<u>(805)</u>

Barking & Dagenham College
Notes to the Accounts (continued)

24 Defined benefit obligations (continued)

Local Government Pension Scheme (Continued)

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

	2025 £'000	2024 £'000
Surplus/(deficit) in scheme at 1 August		0
Movement in year:		
Current service cost	(1,518)	(1,302)
Employer contributions	1,831	1,638
Actuarial gain or loss	7,243	2,108
Experience gains and losses		
Past service cost including curtailments	(29)	
Changes in demographics		
Other actuarial gain or losses		
Curtailments		
Net interest on the defined (liability)/asset	625	469
Adjustment to LGPS pension - no asset recognised	(8,096)	(2,913)
Admin expenses	(56)	
Net defined benefit asset/ (liability) at 31 July	-	-

Asset and Liability Reconciliation

	2025 £'000	2024 £'000
Changes in the present value of defined benefit obligations		
Defined benefit obligations at start of period	38,642	35,830
Current Service cost	1,518	1,302
Past Service cost	29	-
Interest cost	1,952	1,815
Contributions by Scheme participants	540	497
Experience gains and losses on defined benefit obligations	199	(32)
Changes in financial assumptions	(5,559)	967
Estimated benefits paid	(559)	(1,651)
Changes in demographic assumptions	912	(84)
Unfunded benefits	(2)	(2)
Liabilities assumed / (extinguished) on settlements	0	0
Defined benefit obligations at end of period	37,672	38,642

Reconciliation of Assets

	2025 £'000	2024 £'000
Fair value of plan assets at start of period	50,135	44,417
Interest on plan assets	2,577	2,300
Return on plan assets	2,795	2,959
Other actuarial gain or losses	0	0
Employer contributions	1,831	1,638
Contributions by Scheme participants	540	497
Estimated benefits paid	(561)	(1,653)
Admin expenses	(55)	(23)
Settlement prices received/(paid)	0	0
Fair value of plan assets at end of period	57,262	50,135

Barking & Dagenham College
Notes to the Accounts (continued)

25 Related party transactions

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

Expenses paid to or on behalf of Governors during the year amounted to £647 (2023/24 £545). This represents travel and subsistence expenses incurred in attending Governor meetings and charity events in their official capacity.

No Governor (other than the Principal/Chief Executive who is a Governor and the staff Governor) has received any remuneration or waived payments from the College or its subsidiaries during the year (2023/24 £Nil)

Broadway Theatre

During the year ending 31 July 2025 the College paid £NIL (2024: £100,000) towards the cost of meeting common services with other users. These are not repayable to the College and have been charged as a cost in the College's accounts. The College paid a further £142,784 to Broadway Theatre to support in paying its debt whilst the Theatre has been closed due to discovery of RAAC. This brings amount is repayable upon demand to £379,021. The college has agreed to support the BDC@Broadway Limited on a short term basis whilst it winds down the operations. The lease agreement between Broadway is now terminated with LBBD and the theatre has been vacated.

Barking Learning Centre

During the year ending 31 July 2025 the College paid £183,734 (2024: £183,133) to Barking Learning Centre as a contribution to operating costs. These payment represent the service charge costs from London Borough of Barking and Dagenham from which the College leases the building.

26 Amounts Disbursed as an agent - Learner support Funds

	2025 £'000	2024 £'000
16-18 bursary grants	474	456
Roll over from previous year	89	47
	<hr/> 563	<hr/> 503
Disbursed to students	(222)	(410)
Administration costs	(46)	(4)
Balance unspent as at 31 July, included in creditors	<hr/>295	<hr/>89

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

In the accounting period ended 31 July 2025, the college received a total of £553k and disbursed £233k from DfE discretionary and vulnerable bursaries and FEFM funding after charging £5k for administration costs.

As at 31 July 2025, the cumulative unspent 16-19 discretionary and vulnerable bursary funds and FEFM funding is £295k, of which £73k relates to funds that are in scope to be returned to DfE in March 2026. Comparatives for accounting period ended 31 July 2024 are £456k received from DfE. £410k disbursed to learners after charging £4k for administration costs, and total cumulative unspent funds of £89k, which was paid out in year ended 2025.