

The College of West Anglia

**Report and Financial Statements
for the year ended 31 July 2025**

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Reference and Administrative Details

Board of Governors

A full list of Governors is given on pages 12 to 13 of these financial statements.

Senior Management Team

Key management personnel are defined as members of the Senior Management Team and were represented by the following in 2024/25

David Pomfret	Principal and CEO; Accounting Officer
Kerry Heathcote	Deputy CEO; Vice Principal, Curriculum and Quality
Paul Harrison	Vice Principal, Corporate Services
Paul O'Shea	Assistant Principal Student Services
Robert Petto	Assistant Principal Funding and Performance and Projects

The Head of Governance is Jules Bridges.

Principal Office

King's Lynn Campus
Tennyson Avenue
King's Lynn
Norfolk
PE30 2QW

Professional Advisers:

Financial Statement Auditors and Reporting Accountants

RSM UK Audit LLP
1st Floor, Platinum Building
St John's Innovation Park
Cowley Road
Cambridge
CB4 0DS

Internal Auditor

Scrutton Bland
Fitzroy House
Crown Street
Ipswich
IP1 3LG

Banker

Lloyds Bank plc
3 North Brink
Wisbech
PE13 1JT

Solicitor

Birketts LLP
Kingfisher House
1 Gilders Way
Norwich
Norfolk
NR3 1UB

Strategic Report

OBJECTIVES AND STRATEGY

The governing body presents its report and the audited financial statements for the year ended 31 July 2025.

Legal Status

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting the business of Norfolk College of Arts and Technology. On 3 July 1998 the Secretary of State granted consent to the Corporation to change its name to the College of West Anglia.

The College is an exempt charity for the purposes of the Charities Act 2011.

Mission, Vision, Strategy and Objectives

The College's vision, as approved by its members, is - "Changing lives through learning".

In July 2024 the Corporation approved the College's Strategic Plan covering the period 2024 - 2027. The College's strategic ambitions under this strategy are to:

- Deliver outstanding learner success
- Impact positively on social and economic prosperity
- Develop a culture of support, inclusivity, empowerment and high performance
- Use our resources achieve maximum impact

The three-year strategy is reviewed and updated each year and forms the basis for annual objective setting. The Corporation monitors performance against these strategic objectives throughout the year via a comprehensive suite of strategic targets.

Resources

The College has various resources that it can deploy in pursuit of its strategic objectives.

Financial

The Group has net assets of £24.0m including pension liabilities of £0.1m at 31 July 2025 (£22.9m and £0.2m at 31 July 2024). At the year-end, there was a cash balance of £11.3m (£11.1m at 31 July 2024). The Group has no long-term debt.

Tangible resources include three main sites in King's Lynn, Cambridge and Wisbech which are owned by the College. The site at Cambridge includes a 40Ha farm which is currently leased to a local biomass company. The College is also a tenant of premises at Lynn Sport in King's Lynn, which is used to deliver sports provision, and space in the Library Building in Downham Market, which is used to support Foundation students.

People

The College employs 827 people, of whom 455 are engaged in teaching and teaching support (791 and 438 respectively in 2023/24).

Student numbers

In 2024/25, the College delivered activity that generated £32.8m in main allocations (2023/24 - £28.8m). The College enrolled approximately 6,250 students. The student population included 125 14-16 year olds, 3,397 16-18 year olds, 805 apprentices, 138 higher education students and 1,781 adult learners.

Reputation

The College has a good reputation locally and this is essential to the College's success in attracting students and enhancing and developing external relationships.

In its last Ofsted inspection (March 2025), the College of West Anglia was rated "Good" in all areas.

The College has Matrix Standard accreditation. This is a quality management standard covering student information, advice and guidance services.

The College has been awarded the Quality in Careers Standard, which recognises the quality and breadth of the careers education, information, advice and guidance we provide to our learners.

It also holds the Quality Standard in Carer Support in further and higher education, accredited by the Carers Federation in recognition for our support for young carers and young adult carers and the Carer Friendly Tick Award in Education from the Caring Together Charity.

The College of West Anglia has been recredited as Gold Award holders under the Armed Forces Covenant Employer Recognition Scheme for its outstanding support to the armed forces community. This is the highest accolade an employer can achieve for pledging support for the Armed Forces Covenant and going above and beyond to support those who serve or have served.

Learner success plays an important role in building the College's reputation. During the year:

- CWA provided transformational student work experience opportunities in France, Crete and Malta through a second, successful, round of the Turing Scheme
- One of our electrical apprentices won the Apprentice of the Year award at the Apprenticeships Norfolk Awards and a photography student won the Norwich University of the Arts 'Beyond the Frame' photography competition
- Students competed at the International Salon Culinaire, Association of Hairdressers and Therapists National Finals, and National Seafood Chef of the Year competitions
- The College of West Anglia became the first from the East of England to compete in the adapted sport, Boccia at the national level, finishing fourth overall
- Three students competed in WorldSkills UK national finals in Electrical Installation, Health and Social Care, and Foundation Skills: Hairdressing, winning gold and silver medals and amassing more medal points than any other college in the region and ranking CWA as the third best college in England

Stakeholders

The College works successfully in partnership with many local employers, local authorities and local schools and academy trusts. The College also works with Anglia Ruskin University through the University Centre West Anglia (UCWA) to increase participation in higher education locally and across the Norfolk and Suffolk and Cambridgeshire and Peterborough Combined Authority areas.

In line with other colleges and universities, the College of West Anglia has many stakeholders. These include:

- Current, future and past students
- Student parents and carers
- Staff and their trades unions - the University and College Union, the National Education Union and Unison
- The Department for Education and other Government Departments and Agencies
- The FE Commissioner
- Anglia Ruskin University
- University of Huddersfield
- The University of Suffolk
- Local Employers
- Norfolk and Suffolk County Councils and Cambridgeshire and Peterborough Combined Authority
- Local communities including feeder schools, the Queen Elizabeth Hospital in King's Lynn, voluntary organisations and the district and borough councils that cover the College's geographical locations
- Other FE institutions
- A number of trade and professional bodies such as the local Chambers of Commerce

The College recognises the importance of these relationships and engages in regular communication as required with stakeholders to keep them informed.

Public Benefit

The College of West Anglia is an exempt charity under Part 3 of the Charities Act 2011 and its principal regulator is the Secretary of State for Education. The members of the Governing Body, who are trustees of the charity, are disclosed on pages 12 to 13.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard to the Charity Commission's guidance on public benefit and particularly to the supplementary guidance on the advancement of education.

In delivering its mission, the College provides many identifiable public benefits through the advancement of education which is included in the delivery of its strategic plan and its public value statement. It aims to create public value through, amongst other things:

- Working with learners to develop their skills and personal confidence and raising their aspirations and employment opportunities
- Displaying and promoting local leadership through relationships and collaboration with other organisations leading to the enrichment of the economic, social, cultural and physical well-being of our communities
- Extending careers information, advice and guidance service to the local community free of charge to support their career aspirations and planning
- Supporting the education and skills development of young people and adults with learning difficulties, complex needs and disabilities to help them reach their full potential

DEVELOPMENT AND PERFORMANCE

Financial Review

The Group generated a surplus before other gains and losses of £2.2m (£1.6m in 2023/24). The improvement in financial performance from the prior year was largely due to increases in main funding body grants associated with increased Study Programme learner numbers (increase of £3.5m) partially offset by increases in staff costs (£2.7m).

The Group's total comprehensive income for the year (£1.1m) (£0.5m in 2023/24) includes a small surplus on the disposal of equipment (£7k) (against a surplus on disposal of £3k in 2023/24) and an actuarial loss on pension schemes of £1.1m (loss of £1.1m in 2023/24). The College saw an increase in Study Programme learners of 507 in 2024/25 compared to the previous year final position (333 more than allocation). This generated an additional £829k of in-year growth funding. Building on the College's growing reputation for supporting high needs learners, 2024/25 income from local authorities to support this group of students (£5.2m) was more than the budget for the year and more than the 2023/24 outturn (£4.5m). The College now supports over 400 high needs learners. Of course, the overall increase in student numbers was associated with increased staff and non-staff costs of curriculum delivery.

At the balance sheet date, the Group held net current assets of £6.3m and net assets of £24.0m (£6.5m net current assets and £22.9m net assets at 31 July 2024).

Cash Flows and Liquidity

The Group's net cash inflow from operating activities in the year was £1.6m (outflow of £1.8m in 2023/24). Overall, cash levels increased by £0.3m in 2024/25 (increase of £0.1m in 2023/24).

The Group had no borrowing at the end of 2024/25.

Sources of Income

The Group has significant reliance on public sector funding bodies as sources of funding - primarily the Department for Education (DfE) and the Cambridgeshire and Peterborough Combined Authority (CPCA). In 2024/25, these bodies provided 81% of the Group's total income (80% in 2023/24).

Group Companies

The College has two subsidiary companies, CWA Developments Limited and CWA Enterprises Limited. CWA Developments Limited was established to build and refurbish College property, whilst CWA Enterprises Limited carries out commercial training and related activities. Any distributable surpluses generated by the subsidiaries are transferred to the College under deeds of covenant. In the current year, CWA Enterprises Limited made a profit of £220,108 (2023/24: profit of £155,133) before a gift aid distribution to the College of £228,719 (2023/24: £171,781) and CWA Developments Limited made a loss of £3,495 (2023/24: loss of £2,036). CWA Developments no longer serves a purpose and it is Management's objective to close the company during 2025/26. In preparation for this, a £49,654 loan between the College and the company was written-off post the year end.

FUTURE PROSPECTS

Future Developments

The College has made significant investment in its facilities over recent years and the quality of the estate is now generally good. However, there are components of buildings and elements of IT infrastructure that require improvement. Replacing the roof on a tower block in King's Lynn, which suffered storm damage, is an ongoing priority.

The College regularly reviews and develops its curriculum offer based on consideration of local skills needs. Management is implementing an ambitious HE Strategy and is in the process of applying for Office for Students registration associated with this.

In 2020/21, in collaboration with the Queen Elizabeth Hospital in King's Lynn and the Borough Council of King's Lynn and West Norfolk, we established a School of Nursing Studies (SoNS). We have recently expanded the building housing the SoNS to a second floor and intend to use the additional space to deliver additional provision including Health Care and Dental Nursing Apprenticeships.

A new Green Skills Academy building at our Wisbech campus is due to be completed in 2025/26. A forum has been established through which the funding bodies, the Anglian Water Alliance and the Cambridgeshire and Peterborough Combined Authority, can influence the nature of the training delivered through the new centre. New Green Skills and Life Sciences Centres, funded through the Local Skills Improvement Fund, were opened at the King's Lynn and Cambridge campuses respectively in 2025.

During 2023/24, the College opened mothballed premises in Downham Market in order to support young people with emotional, behavioural and social difficulties who found it difficult to attend mainstream campuses. This has been a success: we recruited 20 learners when the Centre reopened and grew this to 42 in the course of the year. We expect this to grow to at least 60 learners in 2025/26.

During 2024/25, the College ran two Skills Bootcamps in Cambridgeshire in Technology subject areas. Our intention is to build on this experience to run Bootcamps across Cambridgeshire and Norfolk in 2025/26.

Financial Plan

The College has established a five-year Medium Term Financial Plan (MTFP). The MTFP has been an important tool in informing decision making. The current iteration shows a continued improving trend. Financial modelling over the period of the MTFP indicates that the College's cash position will remain positive, and that the College will retain a minimum ESFA Financial Health rating of "Good" throughout the period.

The College anticipates further increase numbers of Study Programme learners over the next two years followed by a period where the demographics flatten out somewhat. Increasing student numbers, associated with a lagged

funding model, put pressure on the College's financial position. In addition, the increase in numbers is already having an impact on classroom space and on a variety of student support aspects of College activity. Management is working on revised approaches to improving curriculum efficiency to address these issues.

Treasury Policies and Objectives

The College has treasury management arrangements in place to manage cash flows, banking arrangements and the risks associated with those activities. The objective of the College's Treasury Management Policy is to secure maximum returns within a framework that is consistent with its risk appetite.

Reserves

The College has a Reserves Policy which gives guidance on the minimum level of cash working capital and free reserves balances to ensure the College can both meet any short-term obligation but also ensure long-term sustainability. The Reserves Policy is not the only means of assessing going concern, but it contributes to this. The College keeps cash and reserves to ensure that it can meet unexpected costs, deal with income shortfalls and meet future capital costs.

PRINCIPAL RISKS AND UNCERTAINTIES

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

A risk register is maintained at the College level which is reviewed at every meeting of the Audit and Risk Committee and the Corporation. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system.

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

Maintaining financial health

Risks mitigated through the production and monitoring of:

- Annual budgets
- Five-year financial plan
- Cash flow forecasts
- Curriculum planning arrangements that establish and challenge commercial basis of provision
- Key financial performance metrics

Maintaining quality in teaching and learning

Risks mitigated through:

- Investment in CPD for classroom-based staff
- Management oversight of teaching, learning and assessment
- Production of a Quality Improvement Plan
- Improvement Action Plans for areas of provision requiring rapid improvement
- Monitoring of performance metrics through Area Performance Reviews

Inability to recruit and retain high calibre staff

Risks mitigated through:

- Application of recruitment incentives
- Talent management programmes
- Support for new teachers
- Induction/onboarding programme
- Employee Assistance Programme

Cyber security

Risks mitigated through:

- Insurance cover
- Staff awareness training
- Cyber essentials plus accreditation
- Robust approach to data backups
- Data leak prevention policies

KEY PERFORMANCE INDICATORS

Financial Targets

The College's main financial targets for 2024/25 are shown in the table below:

Strategic target:	Outturn 2023/24	Outturn 2024/25	2024/25 target	Achieved
Maintain or better our DfE Financial Health Rating of:	"Outstanding"	"Outstanding"	"Good"	✓
Achieve EBITDA(%) of:	4.9%	5.5%	3.0%	✓
Achieve EBITDA(£) of:	£1.60m	£2.03m	£0.20m	✓
Maintain a positive cash balance throughout the year and a year-end cash balance of at least:	£11.1m	£11.3m	>£8.0m	✓

College Performance

The College of West Anglia was subject to an Ofsted inspection in March 2025. The judgement on the College's overall effectiveness was "Good". Key findings underpinning the judgement included:

- Learners with high needs thrive in the college, they achieve well and develop friendships
- Learners develop a range of knowledge, skills and behaviours that support their success
- Adult learners increase their confidence and are prepared effectively for their next steps
- Apprentices develop the understanding and professional behaviours that they use productively in the workplace
- Leaders and staff have created a welcoming and inclusive environment for learners and apprentices.
- Learners from the LGBTQ+ community value the highly respectful culture that supports and allows them to be themselves
- Leaders work with relevant key stakeholders, including employers, local councils and employer representative bodies
- The College and its senior leaders are held in high regard by key stakeholders

Applewood Nursery, managed by the College and sited at the campus in King's Lynn, was inspected by Ofsted in August 2021. The judgement for overall effectiveness was "Good".

The table below shows performance against some of the curriculum-related KPIs set out in the College's Strategic Plan:

Strategic target:	Outturn 2023/24	Outturn 2024/25	2024/25 target	Achieved
85% of study programme learners achieve appropriate placement/work experience and complete associated reflections	82%	80%	85%	X
Collect outcome data on 85% of learners – with 90% indicating positive destinations	85% 90%	86% 91%	85% 90%	✓ ✓
Attendance at maths and English <5% of main programme attendance (Study Programmes only)	6.7%	7.9%	<5.0%	X
Overall retention >92%	84%	87%	>92%	X
Pre-census Study Programme withdrawals <3%	2.5%	2.9%	<3%	✓

Payment performance

The Late Payment of Commercial Debts (Interest) Act 1998 requires, in the absence of agreement to the contrary, organisations to make payments within 30 days. During the accounting period 1 August 2024 to 31 July 2025, the College paid 90% of its invoices within 30 days.

The College incurred no interest charges in respect of late payment for this period.

Equality and Diversity

The College is committed to ensuring equality of opportunity for all who learn and work within it. The College respects and values positively differences in race; gender; sexual orientation; disability; religion; belief or age and strives vigorously to remove conditions which place people at a disadvantage and will actively combat bigotry. This policy is resourced, implemented and monitored on a planned basis. The College's Single Equality and Scheme, which includes its Race Relations Policy, Gender Policy and Disability Access Policy is published on the College's website.

The College publishes an annual single equality action plan to ensure compliance with all relevant equality legislation including the Equality Act 2010. The College undertakes equality impact assessments on all new policies and procedures and publishes the results. Equality impact assessments are also undertaken for existing policies and procedures on a prioritised basis.

The College is a disability confident employer and has committed to the principles and objectives of this standard.

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

Disability Statement

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

- Improvements for disabled access have been made to existing buildings and accessibility for disabled people is an integral part of CWA's accommodation strategy
- CWA's public website meets (and often exceeds) all required accessibility standards
- The College employs an Additional Learning Support team, which provides information and advice, assesses individual needs and arranges additional support where necessary for students with disabilities and learning difficulties

- An extensive team of learning support staff provide tailored support for students across all curriculum areas.
- Specialist equipment and assistive technology is available and used to facilitate access to learning for a wide range of disability and learning difficulties.
- Specialist programmes and the range of support for students with special educational needs and disabilities are described in College marketing material
- A range of supportive groups are available to students and staff within College

Welfare, safeguarding and mental health support services are described and promoted to students during the induction process.

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

Number of employees who were relevant union officials during the relevant period	
5 Headcount	0.14 FTE
Percentage of time spent on facility time	Number of employees
0%	0
1-50%	5
51-99%	0
100%	0
Total cost of facility time	£6,490
Total pay bill	£26,721,000
Percentage of total bill spent on facility time	0.02%
Time spent on paid trade union facility time as a percentage of total facility time	100.00%

Going Concern

The Governors have paid attention to the financial pressures facing the College, including adverse economic factors such as inflation, and the following mitigating factors:

- Development of a robust Medium-Term Financial Plan allied to investment in potential growth areas such as green skills and further activity through the School of Nursing Studies
- Improving 16-19 year old demographics in the College's areas of operations and consistent increases in market share
- The positive cash position of the College (£11.3m at 31 July 2025)
- A full order book for commercial training activities and a focus of apprenticeship provision in higher margin areas

Considering these factors in the round, the Corporation considers that the College has adequate resources to continue in operation for a period of at least 12 months. For this reason, it continues to adopt the going concern basis in preparing these financial statements.

EVENTS AFTER THE END OF THE REPORTING PERIOD

A £49,654 loan between the College and its subsidiary, CWA Developments, was written off post year-end in anticipation of the closure of the company, which no longer serves a purpose, during 2025/26.

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 17th December 2025 and signed on its behalf by:



G Rejzl
Chair

Statement of Corporate Governance and Internal Control

Governance Statement

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 1st August 2024 to 31st July 2025 and up to the date of approval of the annual report and financial statements.

The College endeavours to conduct its business:

- i. in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii. in full accordance with the guidance to colleges from the Association of Colleges in The FE Code of Good Governance for English Colleges (“the Code”) except in the matters outlined below; and
- iii. having due regard to the UK Corporate Governance Code 2018 insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance and in particular the College has adopted and complied with The FE Code of Good Governance for English Colleges and the Senior Post Holder Remuneration Code (December 2018). We have not adopted and therefore do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

In the opinion of the Corporation, the College complies with the provisions of The FE Code of Good Governance for English Colleges, excepting that Directors of the College’s subsidiary companies are also Governors of the Corporation, and it has so complied since the date of the Code’s adoption on 3 July 2024 for the year ended 31 July 2025. The Corporation recognises that, as a body entrusted with both public and private funds, it has a particular duty to always observe the highest standards of corporate governance at all times. In carrying out its responsibilities it takes full account of The FE Code of Good Governance for English Colleges issued by the Association of Colleges, which it formally adopted on 3 July 2024 and reported against this version for the 2024/25 academic year.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission’s guidance on public benefit and that the required statements appear elsewhere in these financial statements. The Corporation has self-assessed its governance performance in the year as “strong”. The College of West Anglia had an External Governance Review from January to April 2024. The review was carried out by the AoC with Rachel Nicol as reviewer.

The Governance Framework

The composition of the Corporation, together with attendance at Corporation meetings, is set out on pages 12 to 13. It is the Corporation’s responsibility to bring independent judgment to bear on issues of strategy, performance, resources, and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters, safeguarding and staffing related matters such as health and safety and property/environmental issues. The Corporation meets at least once every term and governors meet for two further planning/training and strategy half days each year.

The Corporation conducts its business through several committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are: Finance and General Purposes; Performance Review and Quality; Remuneration; Search and Governance, and Audit and Risk. In addition, the Corporation sets up sub-groups to consider specific topics as needed, which included the Property Steering Group and the New Finance System Task and Finish Group. The Corporation has set up strategic liaison committees with the Borough Council of King’s Lynn and West Norfolk and Fenland District Council to strengthen governor oversight of the College’s relationships with the Councils.

Full minutes of all meetings, except those deemed to be confidential by the Corporation, can be found on the College's website (www.cwa.ac.uk/about/governance) or are available from the Head of Governance at:

The College of West Anglia
Tennyson Avenue
King's Lynn
Norfolk
PE30 2QW

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:

Name	Date of Appointment/ Re-appointment	Term of Office	Date of Resignation	Status of Appointment	Committees Served	Corporation Meeting Attendance To 31/7/25
Chris Ashman	December 2017 Re-appointed December 2021	4 years	Resigned April 2025	Governor	PR&Q (Chair) S&G	100%
David Clark	July 2019 Re-appointed July 2023	4 years		Governor	A&R S&G (Chair) NFST&FG	75%
Jan Feeney	February 2024	4 years		Governor	PR&Q (Chair) S&G	100%
Samantha Fletcher	March 2017 Re-appointed March 2021	4 years	Term of office completed March 2025	Governor	PR&Q (Chair) S&G	100%
Paul Gibson	December 2023	4 years		Staff Governor	PR&Q	100%
Ray Harding	July 2019 Re-appointed July 2023	4 years		Governor	A&R(Chair) S&G PSG NFST&FG	100%
Sebastian Ivanov	September 2023	4 years		Governor	A&R	50%
Russel Liddington	March 2024	4 years		Governor	A&R PSG	75%
Alan Measures	December 2017 Re-appointed December 2021	4 years	Resigned December 2024	Governor	F&GP PSG	100%
Fliss Miller	March 2023	4 years		Governor	PR&Q	50%
Sally Mitton	March 2021 Re-appointed March 2025	4 years		Governor	RC (Chair) S&G	100%
David Pomfret	July 2007	Term of Appointment		Principal/ Chief Executive	F&GP PR&Q S&G PSG NFST&FG	100%

Name	Date of Appointment/ Re-appointment	Term of Office	Date of Resignation	Status of Appointment	Committees Served	Corporation Meeting Attendance To 31/7/24
Carolyn Rand	March 2021 Re-appointed March 2025	4 years		Governor	F&GP NFST&FG	75%
Gill Rejzl	October 2019 Reappointed October 2023	4 years		Governor	S&G RC	100%
Eva Remeikaite	January 2024	Length of study	Term completed July 2025	Student Governor	N/A	75%
Chloe Rothwell	January 2024	Length of study	Term completed 2025	Student Governor	NA	75%
Gemma Standen	March 2024	4 years		Governor	N/A	75%
Hein van den Wildenberg	March 2021 Re-appointed March 2025	4 years		Governor	F&GP (Chair) RC S&G PSG NFST&FG	75%
Donna Woodruff	October 2020 Reappointed October 2024	4 years		Staff Governor	F&GP	75%
Joe Yexley	March 2024	4 years		Governor	F&GP PSG	50%
Co-opted Non-governors:						
Sharon Edwards	July 2023	4 years		Co-opted Governor	A&R	75%
Malcolm Pearson	July 2023	4 Years	Resigned October 2024	Co-opted Governor	F&GP	100%
Jules Bridges	December 2023	N/A		Head of Governance	ALL	100%
A&R: Audit and Risk F&GP: Finance & General Purposes PR&Q: Performance Review and Quality RC: Remuneration Committee S&G: Search & Governance PSG: Property Steering Group NFST&FG: New Finance System Task and Finish Group						
Attendance During 2024/25: Corporation members achieved an overall attendance rate of 89% for all meetings and 81% for Corporation meetings. Reasons for members' non-attendance have been discussed with and accepted by the Search and Governance Committee						

The Head of Governance maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address during normal office hours.

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

Formal agendas, papers and reports are supplied to governors in a timely manner prior to Corporation and committee meetings. Briefings are provided on an ad hoc basis.

Except for two staff governors, two student governors, and the Accounting Officer, the Corporation is non-executive and independent of management 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 that could materially interfere with the exercise of their independent judgment.

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

Appointments to the Corporation

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

Members of the Corporation are appointed for a term of office not exceeding four years. In May 2020 new terms of office were introduced setting a maximum of 2 terms' service for members. Transition arrangements were put in place for those governors who, due to the new terms of office, had then reached the maximum length of service.

Corporation Performance

The Corporation reviews its performance each year via individual committee reviews, and individual governor 'Check in' meetings with the Chair. In addition, a new governance annual self-assessment framework shaped around the Association of Colleges (AoC) Code of Good Governance has been used for the first time this year. The Corporation has self-assessed its governance performance in the year as "strong". The College of West Anglia had an External Governance Review from January to April 2024. The review was carried out by the AoC with Rachel Nicol as reviewer. The review is a requirement for all colleges every three years as set out in the Skills and Post-16 Education Act 2022. The review concluded that there is strong evidence that the Board is highly proficient and consistently impacts positively on college strategy, effectiveness, and outcomes. "The College benefits from collegiate relationships both within the Board and between the Board and the management team. There is a constant focus on driving improvement. Challenge is strong and effective, balanced with support and empathy. Further developments in terms of articulating and tracking strategy oversight, prioritising strategic discussion on agendas, articulating governor input maximising use of their skills, will further increase the impact of the Board". The review findings were consolidated into an action plan. The Search and Governance committee monitored progress against the action plan in the year, reporting to the Corporation that 15 of the 18 actions have been achieved, 1 action closed, and the 2 remaining actions remaining in progress.

Training and Development

All new governors joining the Corporation receive an induction from the Head of Governance, appropriate to their role (independent governor, student governor, staff governor or co-opted member). The Chair attends the AoC's Chairs' network group. The Chair of the Finance and General Purposes Committee and the Chair of the Audit and Risk Committee attend the AoC's Finance Chairs' network group. The Chair of the Performance Review and Quality Committee attends the AoC's Curriculum and Quality Chairs' network group. Governors attended a training morning in November 2024 to update governors on use of the newly launched governance portal and participated in a funding workshop delivered by the Assistant Principal Funding Performance and Projects. A strategic development session was held in June 2024 to receive and review the Accountability Agreement ahead of submission by 30 June 2025 and develop the future strategic plan for 2025-2028. All governors received Safeguarding refresher training in the year and, where appropriate, online Prevent training through the Home Office. All Governors receive the weekly newsletter from the AoC's Chief Executive; governors also receive governance briefings as published by the AoC from time to time. The Head of Governance holds a training record for each Governor and committees can record their own specific training needs as part of the annual review of performance.

The Head of Governance attends all group training and development sessions along with Governors. The Head of Governance receives all newsletters and briefing notes from the Association of Colleges, the Education and Training Foundation, and the Education and Skills Funding Agency/Department for Education. The Head of Governance is a member of and regularly attends the meetings of the AoC East Clerks and Governance Professionals' Network group. The Head of Governance receives information, guidance, and support from the National Governance Professionals' network and is a subscriber to the FE Clerks JISCMAIL service.

Remuneration Committee

Throughout the year ending 31 July 2025, the College's Remuneration Committee comprised three members of the Corporation. The Committee's responsibilities are to make recommendations to the Corporation on the

remuneration and benefits of the Accounting Officer and other senior post holders, including the Head of Governance. The College adopted The FE Code of Good Governance for English Colleges in July 2024 and, since October 2019, the Senior Post Holder Remuneration Code. In accordance with the Remuneration Code, the requirements under Managing Public Money and Senior Pay Controls, the Committee produces an annual report on its activities which is reported to the Corporation and then published on the College website.

Details of remuneration for the year ended 31 July 2025 are set out in note 7 to the financial statements.

Audit and Risk Committee

The Audit and Risk Committee has a membership of five, comprising one co-opted member, and four members of the Corporation (excluding the Accounting Officer and Chair of the Corporation). The Committee operates in accordance with written terms of reference approved by the Corporation. Its purpose is to advise the Corporation on the adequacy and effectiveness of the College's system of internal control and its arrangements for risk management, control, and governance processes.

The Audit and Risk Committee met four times in the year with the purpose of providing a forum for reporting by the College's internal and external 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 body as they affect internal controls.

The Committee considers and reviews internal control, risk management, controls and governance processes and approves an annual audit plan for the internal auditors. Once completed, the internal auditor reports the findings to management and the Audit and Risk Committee.

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

The Audit and Risk Committee also advises the Corporation on the appointment of the internal and external auditors and their remuneration for audit and non-audit work as well as reporting annually to the Corporation.

The Audit and Risk Committee met 4 times in the year to 31 July 2024. The members of the committee and their respective attendance details are shown below:

Committee Member	Meetings Attended	Meetings Required	% Attendance
David Clark	3	4	75
Ray Harding (Chair)	4	4	100%
Sebastian Ivanov	4	4	100%
Sharon Edwards (Co-opted)	3	4	75%
Russell Liddington	2	4	50%

Search and Governance Committee

The Search and Governance Committee has a membership of seven members of the Corporation. The committee had no vacancies, as at 31 July 2025. The committee is responsible for the review of all aspects of governance and makes recommendations to the Corporation as required. This includes: the appointment and re-appointment of governors; committee structures and appointment of committee Chairs; governor attendance; register of interests; governance self-assessment process and external governance review.

Details of how to become a governor are advertised on the College website. Applications are invited from anyone who has an interest in contributing to the development of the core strategic aims of the College and are committed to serving the local community, through ensuring the provision of a quality educational experience for all.

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 he is personally responsible, in accordance with the responsibility assigned to him in the Funding Agreement between the College and the funding body. He 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 designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of college policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically. The system of internal control has been in place in the College throughout the year ended 31 July 2025 and up to the date of approval of the annual report and financial statements.

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 has 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, administration procedures including the segregation of duties, and a system of delegation and accountability. It includes:

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

The College has an internal audit service, which operates in accordance with the requirements of the DfE's College Financial Handbook. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit and Risk Committee. Annually, the Head of Internal Audit (HIA) provides the Corporation with a report on internal audit activity in the college, includes an independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes. Internal Audits completed in the 2024/25 year focused on some of the core college functions including Apprenticeship Recruitment and Employer Engagement, Cash Flow Forecasting, Income and Debtors, Examinations, HE Recruitment and Retention, Health and Safety, Additional Learner Support (ALS) and High Needs Learner Funding, HR Sickness and Absence Management, Learner Recruitment, and Student Attendance and Retention.

Responsibilities under accountability agreements

The College has reviewed its policies, procedures and approval processes in line with the requirements of the new College Financial Handbook to ensure there are systems in place to handle any transactions of which DfE approval is required in accordance with the financial Handbook in 2024, which has the effective date of 1 August 2024.

At no time has the Principal/CEO, who is the Accounting Officer considered it necessary to advise the Corporation that any action or policy under its consideration was incompatible with conditions of funding. The Corporation has monitored the submission of financial plans through timely approvals of the Integrated Financial Model, budgets and forecasts as well as ensuring monitoring of the management accounts. The Report and Financial Statements are available through the College website. The Corporation has also ensured that the terms and conditions of specific funding streams such as capital grants have also been met.

Statement from the Audit and Risk Committee

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

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

- Apprenticeship Recruitment and Employer Engagement - undertaken in February 2024 and reviewed by the Audit and Risk Committee in September 2024. The overall rating for this audit was “reasonable assurance” with two medium and two low rated recommendation to improve process and practice.
- Cash Flow Forecasting Income and Debtors - undertaken in March 2025 and reviewed by the Audit and Risk Committee in June 2025. The overall rating for this audit was ‘significant assurance; with one medium and three low rated recommendation to improve process and practice.
- Examinations - undertaken in March 2025 and reviewed by the Audit and Risk Committee in June 2025. The overall rating for this audit was ‘significant assurance’ with two low rated recommendations to improve process and practice.
- HE Recruitment and Retention – undertaken in January 2025 and reviewed by the Audit and Risk Committee in June 2025. The overall rating for this audit was ‘significant assurance’ with one low rated recommendations to improve process and practice.
- Health and Safety – undertaken in November 2024 and reviewed by the Audit and Risk Committee in December 2024. The overall rating for this audit was ‘limited assurance’ with two high, one medium, and four low rated recommendations to improve process and practice
- ALS and High Needs Learner Funding – undertaken in November 2024 and reviewed by the Audit and Risk Committee in February 2025. The overall rating for this audit was ‘significant assurance’ with one low rated recommendation to improve process and practice.
- HR Sickness and Absence Management - undertaken in November 2024 and reviewed by the Audit and Risk Committee in December 2024. The overall rating for this audit was ‘significant assurance’ with five low rated recommendations to improve process and practice.
- Learner Recruitment - undertaken in November 2024 and reviewed by the Audit and Risk Committee in February 2025. The overall rating for this audit was ‘significant assurance’ with four low rated recommendations to improve process and practice.
- Student Attendance and Retention - undertaken in March 2025 and reviewed by the Audit and Risk Committee in June 2025. The overall rating for this audit was ‘significant assurance’ with one medium and four low rated recommendations to improve process and practice.
- Green Skills/Capital Projects - undertaken in August 2025 and reviewed by the Audit and Risk Committee in September 2025. The overall rating for this audit was ‘significant assurance’ with three low rated recommendations to improve process and practice.
- Risk Management – undertaken in October 2025 and reviewed by the Audit and Risk Committee in December 2025. The overall rating for this audit was ‘substantial’ with one low rated recommendation to improve process and practice
- Health and Safety – undertaken in October 2025 and reviewed by the Audit and Risk Committee in December 2025. The audit was a follow-up of the audit work undertaken in 2024 with two new low risk recommendations raised and one previous low risk recommendation partially reinstated.

- HR Recruitment and Retention - undertaken in October 2025 and reviewed by the Audit and Risk Committee in December 2025. The overall rating for this audit was substantial with five low rated recommendations to improve process and practice

Review of effectiveness

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control. His 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 external 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 regularity self-assessment questionnaire

During the year under review, there were no significant internal control weaknesses or failures.

The Accounting Officer has been advised on the implications of the result of his review of the effectiveness of the system of internal control by the Audit and 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 Accounting Officer and senior management team receive reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms which are embedded within the departments and reinforced by risk awareness training. The Accounting Officer and senior management team and the Audit and Risk Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement. The Audit and 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 and 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 and 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, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets".

Approved by order of the members of the Corporation on 17 December 2025 and signed on its behalf by:



G Rejzl
Chair

17 December 2025



D Pomfret
Accounting Officer

17 December 2025

Statement of Regularity, Propriety and Compliance

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

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



D Pomfret
Accounting Officer
17 December 2025

Statement of Responsibilities of the Members of the Corporation

The members of the Corporation (who act as trustees for the charitable activities of the college) are required to present audited financial statements for each financial year. The law applicable to charities in England and the terms and conditions of the College's accountability agreement and funding agreements and contracts with the Department for Education (DfE), the corporation is required to prepare financial statements which give a true and fair view of the financial performance and position of the college for that period. Corporations must also prepare a strategic report which includes an operating and financial review for the year. The basis 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 United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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
- prepare financial statements on the going concern basis, unless it is inappropriate to assume that the College 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 enable it to ensure that the financial statements are prepared in accordance with the Further and Higher Education Act 1992, and The Charities Act 2011, the Charity (Accounts and Reports) Regulations 2028 (as amended) and relevant accounting standards. It is responsible for taking steps that are reasonably open to it in order to safeguard its assets and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the college website is the responsibility of the Corporation of the college; the work carried out by the 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 jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from the 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 and other public bodies are not put at risk.

Approved by order of the members of the Corporation on 17 December 2025 and signed on its behalf by:


G Rejzl

Chair

Independent auditor's report to the Corporation of The College of West Anglia

Opinion

We have audited the financial statements of the College of West Anglia (the "College") and its subsidiaries (the "Group") for the year ended 31 July 2025 which comprise the consolidated and College statements of comprehensive income, the consolidated and College statements of changes in reserves, the consolidated and college balance sheets, the consolidated and college statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice) and the Accounts Direction issued by the Department for Education.

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 and of the Group's and the College's surplus of income over expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Accounts Direction issued by the Department for Education.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 governors' 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 or the college's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the governors 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 Report and Financial Statements other than the financial statements and our auditor's report thereon. The governors are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and 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 where 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;
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations required for our audit.

Responsibilities of the Corporation of the College of West Anglia

As explained more fully in the Statement of Responsibilities of the Members of the Corporation set out on page 20, the Corporation is responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Corporation determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and College operate in and how the group and college are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Further and Higher Education SORP, the College Accounts Direction published by the Department for Education, and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting any correspondence with local tax authorities and evaluating any advice received from external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those which are in relation to the Education Inspection Framework under the Education and Inspections Act 2006, Keeping Children Safe in Education under the Education Act 2002 and the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. We performed audit procedures to inquire of management and those charged with governance whether the group/college is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities.

The group audit engagement team identified the risk of management override of controls, existence and valuation of apprenticeship income and completeness of certain other income streams as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and tests of detail in respect of income.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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 Education and Skills Funding Agency and our engagement letter dated 22 July 2025. Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are engaged 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.

RSM UK AUDIT LLP

RSM UK AUDIT LLP

Chartered Accountants

1st Floor

Platinum Building

St John's Innovation Park

Cowley Road

Cambridge

CB4 0DS

19 December 2025

Consolidated and College Statements of Comprehensive Income and Expenditure

	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
		Group £'000	College £'000	Group £'000	College £'000
INCOME					
Funding body grants	2	32,792	32,792	28,765	28,765
Tuition fees and education contracts	3	4,599	4,133	4,554	4,129
Research grants and contracts	4	-	-	17	17
Other income	5	2,005	2,236	2,487	2,627
Endowment and investment income	6	956	956	494	494
Total income		40,352	40,117	36,317	36,032
EXPENDITURE					
Staff costs	7	26,899	26,899	24,246	24,246
Other operating expenses	8	8,468	8,279	8,110	7,824
Depreciation	11	2,605	2,596	2,382	2,364
Impairment of fixed assets	11,12	149	567	-	-
Total expenditure		38,121	38,341	34,738	34,434
Surplus before other gains and losses		2,231	1,777	1,579	1,599
Gain on disposal of fixed assets		7	7	3	3
Surplus before tax		2,238	1,784	1,582	1,602
Taxation	10	-	-	-	-
Surplus for the year		2,238	1,784	1,582	1,602
Remeasurement of net defined benefit pension liability	20	(1,132)	(1,132)	(1,087)	(1,087)
Total Comprehensive Income for the year		1,106	652	495	515

The notes on pages 29 to 51 form part of these financial statements.

Consolidated and College Statements of Changes in Reserves

	General Reserve (including pension reserve) £'000	Revaluation Reserve £'000	Total £'000
Group			
Balance at 1st August 2023	20,591	1,773	22,364
Surplus from the income and expenditure statement	1,582	-	1,582
Other comprehensive loss	(1,087)	-	(1,087)
	495	-	495
Balance at 31st July 2024	21,086	1,773	22,859
Surplus from the income and expenditure statement	2,238	-	2,238
Other comprehensive loss	(1,132)	-	(1,132)
Total comprehensive gain for the year	1,106	-	1,106
Balance at 31st July 2025	22,192	1,773	23,965
College			
Balance at 1st August 2023	21,043	1,773	22,816
Surplus from the income and expenditure statement	1,602	-	1,602
Other comprehensive loss	(1,087)	-	(1,087)
	515	-	515
Balance at 31st July 2024	21,559	1,773	23,332
Surplus from the income and expenditure statement	1,784	-	1,784
Other comprehensive loss	(1,132)	-	(1,132)
Total comprehensive gain for the year	652	-	652
Balance at 31st July 2025	22,211	1,773	23,984

The notes on pages 29 to 51 form part of these financial statements.

Consolidated and College Balance Sheets as at 31 July 2025

	Notes	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
Fixed assets					
Tangible fixed assets	11	43,406	43,403	40,598	40,586
Investments	12	-	2,926	-	3,344
		43,406	46,329	40,598	43,930
Current assets					
Stocks		8	-	11	-
Trade and other receivables	13	2,125	2,013	2,658	2,627
Cash and cash equivalents	17	11,316	11,314	11,062	11,035
		13,449	13,327	13,731	13,662
Less: Creditors – amounts falling due within one year	14	(7,145)	(9,927)	(7,220)	(10,010)
Net current assets		6,304	3,400	6,511	3,652
Total assets less current liabilities		49,710	49,729	47,109	47,582
Less: Creditors – amounts falling due after more than one year	15	(25,619)	(25,619)	(24,067)	(24,067)
Provisions					
Defined benefit obligations	16	(126)	(126)	(183)	(183)
Total net assets		23,965	23,984	22,859	23,332
Unrestricted reserves					
Income and expenditure account		22,192	22,211	21,086	21,559
Revaluation reserve		1,773	1,773	1,773	1,773
Total unrestricted reserves		23,965	23,984	22,859	23,332

The financial statements on pages 25 to 51 were approved and authorised for issue by the Corporation on 17th December 2025 and were signed on its behalf on that date by:



G Rejzl
Chair



D Pomfret
Accounting Officer

Consolidated and College Statements of Cash Flows

	Notes	2025 Group £'000	2024 Group £'000	2025 College £'000	2024 College £'000
Cash inflow from operating activities					
Surplus for the year		2,238	1,582	1,784	1,602
Adjustment for:					
Depreciation		2,605	2,382	2,596	2,364
Impairment		149	-	567	-
Profit on disposal of tangible fixed assets		(7)	(3)	(7)	(3)
Deferred capital grants released to income		(1,495)	(1,250)	(1,495)	(1,250)
Decrease / (increase) in debtors		533	(1,246)	615	(1,276)
(Increase) / decrease in stock		3	4	-	-
(Decrease) / increase in creditors		(288)	(1,654)	(297)	(1,651)
Pensions costs less contributions payable		(1,189)	(1,090)	(1,189)	(1,090)
Adjustment for investing or financing activities:					
Investment income		(956)	(494)	(956)	(494)
Net cash flow from operating activities		1,593	(1,769)	1,618	(1,798)
Cash flows from investing activities					
Proceeds from sale of fixed assets		23	5	23	5
Deferred capital grants received		3,210	2,553	3,210	2,553
Investment income		956	494	956	494
Payments made to acquire fixed assets		(5,528)	(1,188)	(5,528)	(1,186)
		(1,339)	1,864	(1,339)	1,866
Cash Flows from financing activities					
Interest paid		-	-	-	-
Repayments of amounts borrowed		-	-	-	-
		-	-	-	-
Increase in cash and cash equivalents in the year		254	95	279	68
Cash and cash equivalents at beginning of the year	17	11,062	10,967	11,035	10,967
Cash and cash equivalents at end of the year	17	11,316	11,062	11,314	11,035

The notes on pages 29 to 51 form part of these financial statements.

Notes to the Financial Statements

1 Statement of accounting policies and estimation techniques

General information

The College of West Anglia is a corporation established under the Further and Higher Education Act 1992 as an English general college of further education. The address of the College's principal place of business is given on page 1. The nature of the College's operations is set out in the Strategic Report.

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (the 2019 FE HE SORP), the College Accounts Direction for 2024/25 and in accordance with Financial Reporting Standard 102 – "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the 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 modified by the revaluation of certain fixed assets and in accordance with applicable United Kingdom Accounting Standards.

The consolidated financial statements are presented in sterling which is also the functional currency of the College.

Monetary amounts in these financial statements are round to the nearest whole £1,000, except where otherwise indicated.

Basis of consolidation

The consolidated financial statements of the group include the financial statements of the College and its subsidiary undertakings. Intra-group sales and profits are eliminated fully on consolidation. In accordance with FRS 102, the activities of the student union, which has now been closed, have not been consolidated because the College did not control those activities. All financial statements are prepared to 31 July 2025.

A Joint Venture (The University Centre of West Anglia) between the College of West Anglia and Anglia Ruskin University has not been accounted for in line with FRS 102 on the grounds of materiality. The only entry in these accounts is the College's actual revenue due under the contract for the year which has been taken through the Statement of Comprehensive Income.

Going concern

The Group's activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic Report. The financial position of the Group, its cashflow, liquidity and borrowings are presented in the Financial Statements and accompanying notes.

The Corporation has prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements (the going concern period) which indicate that, taking account of severe but plausible downsides, including the impact forecast energy and general price increases and increase in the National Minimum Wage, the Group and College will have sufficient funds to meet their liabilities as they fall due for that period.

Consequently, the Corporation is confident that the Group and College will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Recognition of Income

Revenue grant funding

Further Education recurrent grants are recognised in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the Adult Skills Funding is adjusted for and reflected in the level of recurrent grant recognised in the Consolidated Statements of Comprehensive Income. The final grant income is normally determined with the conclusion of the year-end reconciliation process with the funding body at the end of November following the year end. Employer responsive grant income is recognised based on a year-end reconciliation of income claimed and actual delivery with the DfE. 16-18 learner-responsive funding is not normally subject to a reconciliation and is therefore not subject to contract adjustments.

Other discrete funding body grants received during the year are taken to income as expenditure is incurred in line with the specific terms and conditions attached to each grant by the funding bodies.

Where the College receives and disburses funds in which it has no direct beneficial interest, such funds are excluded from the income and expenditure account on the grounds that the College does not have direct control over the future economic benefits derived from these funds. The College has applied this policy to certain funds received during the year from the DfE (see note 22).

Capital grant funding

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

Investment Income

All income from short-term deposits is credited to the consolidated statement of comprehensive income in the period in which it is earned.

Other income

Income from other grants and from contracts and other services rendered is included to the extent the conditions of the funding have been met or the extent of the completion of the contract or service concerned.

Agency arrangements

The College acts as an agent in the collection and payment of learner support funds and Further Education Free Meals funds. Related income received from funding agencies and subsequent disbursements to students are excluded from the income and expenditure account and are shown separately in note 22 except for a proportion of the grant received which is available to the College to cover administration costs relating to the grant.

Accounting for Post-Employment Benefits

Retirement benefits for employees of the College are provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit schemes which are externally funded and contracted out of the State Second Pension. Contributions to the TPS are charged as incurred.

Teachers' Pension Scheme

The TPS is a multi-employer scheme but sufficient information is not available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charged to the statement of comprehensive income being the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

Contributions to the TPS scheme are charged to the income and expenditure account 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 quinquennial valuations using a prospective benefit method.

Accounting for Post-Employment Benefits (continued)

Local Government Pension Schemes

The LGPS is a funded scheme, and the assets of the scheme are held separately. Pension schemes are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. 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. The net interest cost on the net defined benefit liability/asset is charged to comprehensive income and included within finance costs. Re-measurement comprising actuarial gains and losses, the effect of the asset ceiling and the return on scheme assets (excluding amounts include in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

Further details of the pension schemes are given in note 20.

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.

Non-Current Assets - Tangible Fixed Assets

Land and buildings

Land and buildings inherited from the Local Education Authority 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 on an annual basis. Land and buildings acquired since incorporation are included in the balance sheet at cost less accumulated depreciation and accumulated impairment losses.

Componentisation - where an asset contains a component with a significant cost in relation to the overall asset and a different useful life, the College recognises and accounts for the component separately. Where components are recognised they are depreciated over their own useful lives when calculating the depreciation chargeable for the year. Where capital expenditure results in an acquisition which replaces a component of an asset, the original component is derecognised in order to ensure that the College does not overstate its assets. The de-minimis level for componentising assets is £250,000 on the gross book value of buildings only. The three building components used are structure, fitting out and machinery and equipment.

Depreciation - freehold land is not depreciated. Freehold buildings and their components are depreciated over their expected useful economic life to the College of between 15 and 75 years. Leasehold land and buildings are amortised over 10 years or, if shorter, the period of the lease. The College has a policy of depreciating major adaptations to buildings over the period of their useful economic life.

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.

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 Statement of Comprehensive Income and Expenditure.

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:

- Market value of the fixed asset has subsequently improved
- 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

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.

Equipment

Equipment costing less than £1,000 per individual item is written off to the income and expenditure account in the period of acquisition; however items may be pooled together. All other equipment is capitalised at cost. Equipment inherited from the Local Education Authority is included in the balance sheet at valuation.

Inherited equipment has been depreciated on a straight-line basis over its estimated remaining useful economic life to the College of between three and ten years from incorporation and is now fully depreciated. All other equipment is depreciated over its useful economic life as follows:

- Motor vehicles and general equipment 5 years
- Other plant and equipment 5 years or 10 years
- Computer equipment 4 years
- Furniture and fittings 5 years
- Farm equipment 10 years

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

Leased Assets

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

Investments

Investment in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment in the College financial statements and eliminated in the Group financial statements.

Financial Instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

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 financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets measured at fair value through the profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable within one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

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, where the inputs themselves are tangible fixed assets by nature, as appropriate.

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

Liquid Resources

Liquid resources include sums on short-term deposits with recognised banks and building societies and government securities.

Provisions

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

Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

Judgements in applying accounting policies

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

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

- Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- 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 for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 20, will impact the carrying amount of the pension asset/liability. The actuary has used a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 to value the pensions liability at 31 July 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.
- Determining the existence of a minimum funding requirement for the Local Government Pension Scheme to including in the asset ceiling in measuring and recognising a surplus in the scheme. This judgement is based on an assessment of the nature of the scheme as a statutory scheme and is the inherent implied continuance and the operation of the primary and secondary contributions.

2 Funding Body Grants

	Year ended 31 July		Year ended 31 July	
	2025	2025	2024	2024
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Recurrent Grants				
Department for Education - adult	1,524	1,524	1,651	1,651
Department for Education - adult devolved allocations: Cambridgeshire and Peterborough Combined Authority	524	524	337	337
Department for Education - 16-18	24,723	24,723	21,213	21,213
Department for Education - apprenticeships	3,345	3,345	3,565	3,565
Specific Grants				
Department for Education - teachers pension grant	1003	1003	696	696
Department for Education - capacity and development grant	157	157	33	33
Releases of government capital grants	1,495	1,495	1,250	1,250
Funding Body Non Recurrent Grant	21	21	20	20
Total	32,792	32,792	28,765	28,765

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
Fees - full cost provision	471	5	503	78
Fees - other funded provision	92	92	173	173
Fees for FE loan supported courses	329	329	367	367
Total tuition fees	892	426	1,043	618
Education contracts	3,707	3,707	3,511	3,511
Total	4,599	4,133	4,554	4,129

4 Research 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	-	-	17	17
Total	-	-	17	17

5 Other Income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Group £'000	College £'000	Group £'000	College £'000
Catering and residences	726	726	553	553
Other income generating activities	71	71	81	81
Other grant income	322	322	673	673
Miscellaneous income	886	1,117	1,180	1,320
Total	2,005	2,236	2,487	2,627

6 Endowment and Investment Income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Group £'000	College £'000	Group £'000	College £'000
Other interest receivable	280	280	86	86
Net interest on defined pension liability (note 20)	676	676	408	408
Total	956	956	494	494

7 Staff Costs and Key Management Personnel Remuneration – Group and College

The average number (expressed as average headcount) of persons (including key management personnel) employed by the group (including senior post holders) during the year was as follows:

	2025	2024
	No.	No.
Teaching staff	278	276
Teaching support staff	177	162
Non teaching staff	<u>372</u>	<u>353</u>
	<u><u>827</u></u>	<u><u>791</u></u>

Staff costs for the above persons	2025	2024
	£'000	£'000
Wages and salaries	20,101	18,790
Social security costs	1,888	1,540
Other pension costs	<u>4,384</u>	<u>3,910</u>
	26,373	24,240
Subcontracted out staff services	<u>348</u>	<u>-</u>
	<u><u>26,721</u></u>	<u><u>24,240</u></u>
Restructuring costs		
- Contractual	100	-
- Non-contractual	<u>78</u>	<u>6</u>
Total staff costs	<u><u>26,899</u></u>	<u><u>24,246</u></u>

Severance payments

The college paid 7 severance payments in the year, disclosed in the following band:

£0 - £25,000	7
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Included in staff restructuring costs are special severance payments ranging between £2,493 and £20,866 totalling £77,796 (2024: £6,250).

The college has two salary sacrifice arrangements, childcare vouchers and a cycle to work scheme.

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 Senior Management Team which comprised the Principal; the Vice Principal, Curriculum and Quality; the Vice Principal, Corporate Services who are designated senior postholders appointed by the Corporation and, additionally, the Assistant Principal Student Services and the Assistant Principal, Funding and Performance and Projects.

Emoluments of Key Management Personnel, Accounting Officer and other higher paid staff

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

	Key management personnel		Other staff	
	2025	2024	2025	2024
	No.	No.	No.	No.
£60,001 to £65,000	-	-	6	5
£65,001 to £70,000	-	-	1	1
£70,001 to £75,000	1	2	-	-
£75,001 to £80,000	1	-	-	-
£85,001 to £90,000	-	-	-	-
£90,001 to £95,000	-	1	-	-
£95,001 to £100,000	1	1	-	-
£100,001 - £105,000	1	-	-	-
£115,001 to £120,000	1	-	-	-
£120,001 to £125,000	-	1	-	-
	5	5	7	6

Key management personnel (including the Accounting Officer) total compensation is made up as follows:

	2025	2024
	£'000	£'000
Basic salary	463	456
Employer's national insurance	60	57
Pension contributions	84	88
	607	601

The above compensation includes amounts payable to the Principal and Chief Executive who is the accounting officer and who is also the highest paid member of staff. His pay and remuneration was as follows:

	2025	2024
	£'000	£'000
Basic salary	118	121
Pension contributions	-	16
	118	137

The governing body adopted the Association of College's Senior Staff Remuneration Code.

The remuneration package of designated senior post holders, including the Principal and Chief Executive, is subject to annual review by the Remuneration Committee of the governing body who use benchmarking information to provide objective guidance. The salaries of the Assistant Principal Student Services and the Assistant Principal Funding, Performance and Projects, are informed by the Association of Colleges' survey of senior pay in the sector on appointment. Subsequent pay increases are subject to approval by the Corporation through the normal budget approval mechanisms.

A panel of Governors undertakes an annual review of the Principal and Chief Executive's performance against the College's overall objectives using both qualitative and quantitative measures of performance. The Principal and Chief Executive undertakes an annual review of the performance of the Vice Principal, Curriculum and Quality and the Vice Principal, Corporate Services with input from Governors followed by a further review by the Remuneration Committee. The Vice Principal, Curriculum and Quality undertakes an annual appraisal of the performance of Assistant Principal, Student Services and the Vice Principal, Corporate Services undertakes an annual appraisal of the performance of the Assistant Principal, Funding and Performance.

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

	2025	2024
	£'000	£'000
Principal and Chief Executive's basic salary as a multiple of the median of all staff (excluding Agency staff)	<u>4.16</u>	<u>4.40</u>
Principal and Chief Executive's total remuneration as a multiple of the median of all staff (excluding Agency staff)	<u>4.27</u>	<u>3.59</u>

The members of the Corporation other than the Accounting Officer and the staff members did not receive any payment from the College other than the reimbursement of travel and subsistence expenses incurred in the course of their duties (see note 21).

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	4,557	4,335	4,336	3,917
Non teaching costs	1,838	1,871	1,596	1,576
Premises costs	2,073	2,073	2,178	2,331
Total	8,468	8,279	8,110	7,824

Other operating expenses include:

	2025	2024
	£'000	£'000
Auditors' remuneration:		
Financial statements audit*	107	105
Internal audit**	25	20
Hire of asset under operating leases	49	49
	<u> </u>	<u> </u>

* includes £92,500 in respect of the College (2023/24 £92,500)

** includes £20,000 in respect of the College (2023/24 £20,000)

9 Write offs, losses, guarantees, letters of comfort, compensation payments etc

During the year, the Group and College has written off debts amounting to £1,714 (2024: £19,069) and £1,714 (2024: £15,108) respectively. No individual debt was over £5,000. Action to write off these debts were only taken after all avenues for debt recovery had been exhausted.

10 Taxation

The members do not believe the College was liable for any corporation tax arising out of its activities during either period.

11 Tangible Fixed Assets

Group

	Freehold Land and buildings £'000	Equipment £'000	Assets in the Course of Construction £'000	Total £'000
Cost or valuation				
At 1 August 2024	69,243	21,998	2,063	93,304
Additions	439	1,636	3,503	5,578
Disposals	(2)	(123)	(16)	(141)
Transfers	478	426	(904)	-
At 31 July 2025	70,158	23,937	4,646	98,741
Depreciation				
At 1 August 2024	32,461	20,245	-	52,706
Charge for the year	1,465	1,140	-	2,605
Impairment losses	149	-	-	149
Elimination in respect of disposals	(2)	(123)	-	(125)
At 31 July 2025	34,073	21,262	-	55,335
Net book value at 31 July 2025	36,085	2,675	4,646	43,406
Net book value at 31 July 2024	36,782	1,753	2,063	40,598

College

	Freehold Land and buildings £'000	Equipment £'000	Assets in the Course of Construction £'000	Total £'000
Cost or valuation				
At 1 August 2024	68,942	21,496	2,063	92,501
Additions	439	1,636	3,503	5,578
Disposals	(2)	(123)	(16)	(141)
Transfers	478	426	(904)	-
At 31 July 2025	69,857	23,435	4,646	97,938
Depreciation				
At 1 August 2024	32,167	19,748	-	51,915
Charge for the year	1,458	1,138	-	2,596
Impairment losses	149	-	-	149
Elimination in respect of disposals	(2)	(123)	-	(125)
At 31 July 2025	33,772	20,763	-	54,535
Net book value at 31 July 2025	36,085	2,672	4,646	43,403
Net book value at 31 July 2024	36,775	1,748	2,063	40,586

In the year an impairment loss has been recognised relating to damage to the roof of a building on the King's Lynn campus. The value of the impairment recognised was £149k.

The impairment has been recognised in the Consolidated Statement of Comprehensive Income.

Land and buildings were valued for the purpose of the 1994 financial statements at depreciated replacement cost by the District Valuer and Valuations Office (Peterborough) in accordance with the RICS Statement of Asset Valuation Practice and Guidance notes. Other tangible fixed assets inherited from the Local Education Authority at incorporation have been valued by the Corporation on a depreciated replacement cost basis with the assistance of independent professional advice.

Land and buildings with a net book value of £1,773,000 (2023/24: £1,773,000) have been financed from exchequer funds. Should these assets be sold, the College may be liable, under the terms of the financial memorandum, to surrender the proceeds.

12 Investments

	College	College
	2025	2024
	£'000	£'000
Cost as 1 August 2024	3,344	3,344
Provision for Impairment	(418)	-
Carrying value subsidiaries 31 July 2025	<u>2,926</u>	<u>3,344</u>

In the year an impairment loss of £418k has been recognised relating to the College's investment in its subsidiary CWA Enterprises Limited. This represents the difference between the carrying value of the investment in the College's Balance Sheet and the value of the subsidiary's net assets.

The impairment has been recognised in the College Statement of Comprehensive Income and eliminated on consolidation.

The College owns ordinary shares in the following companies, incorporated in Great Britain and registered in England and Wales

Name of undertaking	Country of registration	Registered address	Description of shares held	Proportion of nominal values of issued shares held
CWA Enterprises Limited	England and Wales	Tennyson Avenue, King's Lynn, Norfolk, PE30 2QW	100 x ordinary £1 shares	100%
CWA Developments Limited	England and Wales	Tennyson Avenue, King's Lynn, Norfolk, PE30 2QW	1 x ordinary £1 share	100%

The principal business activity of CWA Enterprises Limited is the supply of education and training courses to commercial clients and of CWA Developments Limited, the design and build of new buildings for the College.

The College also has a joint venture (The University Centre of West Anglia - UCWA) with Anglia Ruskin University (ARU). The purpose of UCWA is to run higher education courses using College staff and premises. ARU is the degree awarding body for these activities.

13 Trade and Other Receivables

	Group	College	Group	College
	2025	2025	2024	2024
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade receivables	288	180	270	239
Other debtors	19	19	535	535
Prepayments and accrued income	1,410	1,406	1,575	1,575
Amounts owed by the DfE	408	408	278	278
Total	<u>2,125</u>	<u>2,013</u>	<u>2,658</u>	<u>2,627</u>

14 Creditors: Amounts falling due within one year

	Group	College	Group	College
	2025	2025	2024	2024
	£'000	£'000	£'000	£'000
Payments received on account	28	28	28	28
Trade payables	421	418	260	255
Amounts owed to subsidiary undertakings	-	2,920	-	2,915
Holiday pay accrual	640	640	665	665
Other taxation and social security	563	532	413	385
Accruals and deferred income	1,630	1,547	1,931	1,841
Deferred income - government capital grants	1,385	1,385	1,222	1,222
Deferred income - revenue grants	-	-	21	21
Amounts owed to the DfE	1,760	1,760	1,978	1,978
Other creditors	718	697	702	700
Total	7,145	9,927	7,220	10,010

15 Creditors: Amounts falling due after more than one year

	Group	College	Group	College
	2025	2025	2024	2024
	£'000	£'000	£'000	£'000
Deferred income - government capital grants	25,619	25,619	24,067	24,067
Total	25,619	25,619	24,067	24,067

Included in deferred capital grants is £2,828,150 (2024: £3,952,727) of unspent funding.

16 Provisions – Group and College

	Defined Benefit Obligations £'000
At 1 August 2024	183
Utilised in the period	(2,553)
Other movements in the period	2,496
At 31 July 2025	126

Defined benefit obligations relate to the liabilities under the College's membership of the Local Government Pension Scheme. Further details are given in Note 20.

17 Consolidated analysis of changes in net funds

Group	At 1 August 2024 £'000	Cash flows £'000	At 31 July 2025 £'000
Cash	11,062	254	11,316
Net funds	<u>11,062</u>	<u>254</u>	<u>11,316</u>
College	At 1 August 2024 £'000	Cash flows £'000	At 31 July 2025 £'000
Cash	11,035	279	11,314
Net funds	<u>11,035</u>	<u>279</u>	<u>11,314</u>

18 Capital and Other Commitments

	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
Commitments contracted for at 31 July	<u>254</u>	<u>254</u>	<u>420</u>	<u>420</u>

19 Lease Obligations

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

	Group and College	
	2025	2024
	£'000	£'000
Future minimum lease payments due		
Land and buildings		
Not later than one year	118	112
Later than one year and not later than five years	397	385
Later than five years	806	804
	1,321	1,301
Other		
Not later than one year	8	49
Later than one year and not later than five years	-	8
	8	57
Total lease payments due	1,329	1,358

20 Defined Benefit Obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme in England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff which is managed by Norfolk County Council for current employees and Cambridgeshire County Council for previous employees of Cambridge College of Agriculture and Horticulture ("CCAH") and Isle College. Both are multi-employer defined-benefit schemes.

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

	2025		2024	
	£'000	£'000	£'000	£'000
Teachers' Pension Scheme: contributions paid		2,365		1,925
Local Government Pension Scheme:				
Contributions paid:				
Norfolk scheme	2,529		2,664	
Cambridgeshire schemes	2		3	
FRS 102 (28) charge:				
Norfolk scheme	(511)		(679)	
Cambridgeshire schemes	(2)		(3)	
Charge to the Statement of Comprehensive Income		2,018		1,985
Total Pension Cost for Year within staff costs		4,383		3,910

Contributions amounting to £247,000 for the TPS and £267,000 for the LGPS were payable to the scheme at 31 July 2025 and are included in creditors (2024: £244,000 and £280,000).

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. 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. The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme on as a defined benefit plan so it is accounted for as a defined contribution plan.

Valuation of the Teachers' Pension Scheme

Not less than every four years the Government Actuary ("GA"), using normal actuarial principles, conducts a formal actuarial review of the TPS. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation was carried out as at 31 March 2020 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach.

The valuation report was published on 26 October 2023. The key results of the valuation are:

- Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
- Notional past service deficit of £39.8 billion (2016 £22 billion)
- Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI (this change has had the greatest financial significance))

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 1 April 2028 (next valuation due in 2027 and compared to 23.68% under the previous valuation including a 0.08% administration levy). DfE agreed to pay a Teachers Pensions employer contribution grant to cover the additional costs during the 2024-25 academic year, and currently through to July 2026.

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

The pension costs paid to TPS in the year amounted to £3,027,519 (2024: £2,539,324).

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with the assets held in separate trustee administered funds. The College is a member of three Local Government Pension Schemes: the Norfolk scheme, the Cambridgeshire (ex CCAH) scheme and the Cambridgeshire (ex Isle College) scheme. The Cambridgeshire (ex CCAH) scheme and the Cambridgeshire (ex Isle College) scheme, (the "Cambridgeshire Schemes") are both closed to new members. Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an FE body in the statutory sector closure, where there is no transfer or merger, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 12 November 2024.

The total contribution to the Norfolk and Cambridgeshire schemes made in respect of the year ended 31 July 2025 was £3,169,574 (2024: £3,261,277) of which employer contributions totalled £2,531,290 (2024: £2,669,625), and employees' contributions totalled £638,284 (2024: £519,651). The employer's contribution rate is currently 21.8% (previously 26.3% up until 30 November 2024). The College also paid an annual deficit recovery contribution which had been agreed until 31 March 2026 but ceased on the 30 November 2024. In the year to 31 July 2025 the College paid a deficit contribution of £24,504 (2024: 65,333). The contribution rate for employees is 5.5% to 12.5%.

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 qualified independent actuary.

	At 31 July 2025		At 31 July 2024	
	Norfolk scheme	Cambridgeshire schemes	Norfolk scheme	Cambridgeshire schemes
Rate of increase in salaries	3.45%	3.30%	3.45%	3.25%
Future pensions increases	2.75%	2.80%	2.75%	2.75%
Discount rate for scheme liabilities	5.80%	5.75%	5.00%	4.95%
Inflation assumption (CPI)	2.77%	2.77%	2.75%	2.75%
Commutation of pensions to lump sums (pre April 2008 service)	50.00%	25.00%	50.00%	25.00%
Commutation of pensions to lump sums (post April 2008 service)	75.00%	63.00%	75.00%	63.00%

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

	At 31 July 2025		At 31 July 2024	
	Norfolk scheme	Cambridgeshire schemes	Norfolk scheme	Cambridgeshire schemes
	years	years	years	years
<i>Retiring today</i>				
Males	21.80	21.10	21.50	21.50
Females	24.10	24.30	24.00	24.70
<i>Retiring in 20 years</i>				
Males	21.80	20.80	21.60	20.10
Females	25.60	25.15	25.60	24.90

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

	Fair Value at 31 July 2025			Fair Value at 31 July 2024		
	Norfolk scheme	Cambridgeshire schemes	Total	Norfolk scheme	Cambridgeshire schemes	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Equities	39,450	3,126	42,576	37,758	2,963	40,721
Bonds	27,615	1,218	28,833	24,688	1,248	25,936
Property	9,468	848	10,316	7,987	884	8,871
Cash	2,367	106	2,473	2,179	104	2,283
Total fair value of assets	78,900	5,298	84,198	72,612	5,199	77,811
Weighted average expected long term rate of return						
Actual return on plan assets	8,521	514	9,035	7,196	318	7,514

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

	2025			2024		
	Norfolk scheme	Cambridgeshire schemes	Total	Norfolk scheme	Cambridgeshire schemes	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Fair value of plan assets	78,900	5,298	84,198	72,612	5,199	77,811
Present value of plan liabilities	(55,690)	(2,859)	(58,549)	(61,322)	(3,194)	(64,516)
Asset ceiling adjustments	(23,210)	(2,565)	(25,775)	(11,290)	(2,188)	(13,478)
Net pensions (liability)/asset (Note 17)	-	(126)	(126)	-	(183)	(183)

The value of the College's share of net assets of the relevant LGPS schemes has been restricted. An asset ceiling has been applied to the relevant LGPS schemes. The ceilings are the maximum present values of the economic benefits available in the form of the unconditional right to reduced contributions from the plans. A corresponding charge has been made to other comprehensive income in the period.

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

Amounts included in staff costs:

	2025			2024		
	Norfolk scheme	Cambridgeshire schemes	Total	Norfolk scheme	Cambridgeshire schemes	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Current service cost	2,020	-	2,020	1,988	-	1,988
Total	2,020	-	2,020	1,988	-	1,988

Amounts included in interest payable:

	2025			2024		
	Norfolk scheme	Cambridgeshire schemes	Total	Norfolk scheme	Cambridgeshire schemes	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Pension finance (income) / cost	(577)	(99)	(676)	(319)	(89)	(408)

The College is aware that the Court of Appeal has recently upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained. Until further investigations have been completed by the UK Government's Actuary's Department and/or any legislative action taken by the government, the potential impact if any, on the valuation of scheme liabilities remains unknown.

On the 5 June 2025, the Government announced its intention to introduce legislation to give affected pension schemes the ability to retrospectively obtain written confirmation that historical benefit changes met the necessary standards. However, details of the legislation have not been announced and it's not clear how this interacts with the investigations made by the UK Government's Actuary's Department therefore the potential impact if any, on the valuation of scheme liabilities remains unknown.

Amounts recognised in Other Comprehensive Income:

	2025			2024		
	Norfolk scheme £'000	Cambridgeshire schemes £'000	Total £'000	Norfolk scheme £'000	Cambridgeshire schemes £'000	Total £'000
Return on pension plan assets	1,542	29	1,571	3,757	222	3,979
Changes in assumptions underlying the present value of plan liabilities	9,290	304	9,594	549	(42)	507
Asset ceiling adjustments	(11,920)	(377)	(12,297)	(5,304)	(269)	(5,573)
Amount included in Other Comprehensive Gains and Losses	(1,088)	(44)	(1,132)	(998)	(89)	(1,087)

	2025			2024		
	Norfolk scheme £'000	Cambridgeshire schemes £'000	Total £'000	Norfolk scheme £'000	Cambridgeshire schemes £'000	Total £'000
Defined benefit obligations at start of period	61,322	3,194	64,516	58,361	3,192	61,553
Current Service cost	2,020	-	2,020	1,988	-	1,988
Interest cost	3,078	153	3,231	2,961	158	3,119
Contributions by Scheme participants	638	-	638	594	-	594
Experience gains and losses on defined benefit obligations						
Changes in financial assumptions	(8,950)	(279)	(9,229)	(2,450)	(65)	(2,515)
Changes in demographic assumptions	269	15	284	(123)	(6)	(129)
Other experience gains and losses	(609)	(40)	(649)	2,024	113	2,137
Estimated benefits paid	(2,078)	(184)	(2,262)	(2,033)	(198)	(2,231)
Past Service cost	-	-	-	-	-	-
Defined benefit obligations at end of period	55,690	2,859	58,549	61,322	3,194	64,516
Reconciliation of Assets						
Fair value of plan assets at start of period	72,612	5,199	77,811	64,347	4,925	61,367
Interest on plan assets	3,655	252	3,907	3,280	247	3,527
Return on plan assets	1,542	29	1,571	3,757	222	3,979
Employer contributions	2,531	2	2,533	2,667	3	2,670
Contributions by Scheme participants	638	-	638	594	-	594
Estimated benefits paid	(2,078)	(184)	(2,262)	(2,033)	(198)	(2,231)
Assets at end of period	78,900	5,298	84,198	72,612	5,199	77,811

21 Related Party Transactions

Alan Measures served as a governor during the year up until 18/12/2024 and is also a shareholder in Measures Farms Ltd which owns farmland at Sawtry over which the College of West Anglia has an interest in the form of a right to overage in the event of the development of the land for non-agricultural purposes accruing within 30 years of the sale of the land to Measures Farms Ltd in 1997.

David Pomfret and Kerry Heathcote respectively served as Principal and Vice Principal, Curriculum and Quality and also served as directors of University Centre West Anglia, a joint venture with Anglia Ruskin University (ARU) constituted to deliver higher education courses. CWA income from the joint venture amounted to £750,691 (2023/24: £948,486). At the balance sheet date, the College was owed £18,525 by ARU (2023/24: £26,186).

Gill Rejzl served as Chair of the Corporation during the year and also served on the board of Freebridge Community Housing from March 2021 to June 2023. The College of West Anglia leased premises at Providence Street from Freebridge Community Housing up until January 2024. No costs were incurred in 2024/25 (2023/24:

£18,500). Additionally, the College earned £2,300 (2023/24: £418) in the year in respect of students employed by Freebridge Community Housing placed on HE access courses at the College. At the balance sheet date there were no debtor or creditor balances with Freebridge (2023/24: £nil).

Samantha Fletcher and Jan Feeney served as Vice Chair of the Corporation and Governor until 15/03/25 and still in service respectively, both are also employed by Norfolk County Council. The College delivered training provision of £118,632 (2023/24: £128,985), purchased services of £66,997 (2023/24: £48,783) and leased premises at Downham Market of £34,213 in the year (2023/24: £31,700). At the balance sheet date, the College had a debtor balance of £nil (2023/24: £37,857) and a creditor balance of £24,251 with the Council (2023/24: £168).

Samantha Fletcher's husband is Principal of Kings Lynn Academy (KLA). The College of West Anglia earned £71,386 (2023/24: £81,670) income in respect of delivering courses for 14–16-year-old KLA students. At the balance sheet date there were no debtor or creditor balances with KLA (2023/24: £nil).

Alison Barber is the head of faculty of Land Based studies and also a British Horse Society Instructor. The College paid the Society £1,214 (2023/24: £1,160) for services during the year. At the balance sheet date, the College had a creditor balance of £225 (2023/24: £nil) with the Society.

Ray Harding served as Chair of the Audit and Risk Committee during the year and is also Chair of Littleport Vista Academy from which the College paid £nil (2023/24: £725) in transport costs for U16's taster days during the year. At the balance sheet date, the College had a nil creditor balance with the Academy (2023/24: £725).

Ray Harding is also a trustee of Eastern Learning Trust which includes Downham Academy. During the year, The College of West Anglia earned £630 income (2023/24: £nil) with no debtor balance outstanding at year end (2023/24: £nil).

Gemma Standen served as a Governor during the year and is employed by the University of East Anglia. During the year, the College of West Anglia received income of £250 (2023/24: £nil). No debtor balance was outstanding at year end: (2023/24: £nil).

The total expenses paid to or on behalf of the Governors during the year were £86 (2023/24: £822). This represents the travel and subsistence expenses and other out of pocket expenses of four Governors in attending meetings and charity events in their official capacity. At the balance sheet date, the College owed £nil to Governors (2023/24: £123).

The College has a joint venture (The University Centre of West Anglia - UCWA) with Anglia Ruskin University (ARU). The purpose of UCWA is to run higher education courses using College staff and premises. ARU is the degree awarding body for these activities. CWA income from the joint venture amounted to £750,691 (2023/24: £948,486). At the balance sheet date, the College was owed £18,525 by ARU (2023/24: £26,186).

The College has a 100% interest in a subsidiary, CWA Enterprises Limited, which supplies education and training courses to commercial clients. During the year the College charged management fees to CWA Enterprises Limited of £271,661 (2023/24: £206,226) and received charitable donations of £228,719 (2023/24: £171,781) from CWA Enterprises Limited. At the balance sheet date, the College held an intercompany debtor balance of £nil (2023/24: £176,465) and an intercompany creditor balance of £3,421,071 (2023/24: £3,137,527).

The College also has a 100% interest in another subsidiary, CWA Developments Limited, which is involved in the design and build of new buildings for the College. At the balance sheet date, the College held an intercompany debtor balance of £49,654 (2023/24: £46,274).

22 Amounts Disbursed as Agent

	2025	2024
	£'000	£'000
Access Funds		
Bursary grants	1,275	1,188
Further Education free meals	200	174
	1,475	1,362
Disbursed to students	(1,285)	(1,117)
Administration costs	(72)	(66)
Balance unspent as at 31 July, included in creditors	118	179

	2025	2024
	£'000	£'000
Other Learner Support Funds		
Funding body grants – bursary support	27	65
	27	65
Disbursed to students	(27)	(64)
Balance unspent as at 31 July, included in creditors	-	1

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

Funding body grants are available solely for students. In the majority of instances, the College only acts as a paying agent. In these circumstances, the grants and related disbursements have therefore been excluded from the income and expenditure account, other than when the College has directly incurred expenditure itself. The income and expenditure consolidated in the College's financial statements relates to the purchase of some equipment from the access fund and the payment of accommodation by the College on students' behalf.

INDEPENDENT REPORTING ACCOUNTANT'S REPORT ON REGULARITY TO THE CORPORATION OF THE COLLEGE OF WEST ANGLIA AND THE SECRETARY OF STATE FOR EDUCATION

Conclusion

We have carried out an engagement, in accordance with the terms of our engagement letter dated 22 July 2025 and further to the requirements of the Department for Education (the "DfE") as included in the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by the DfE, 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 The College of West Anglia 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.

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.

Basis for conclusion

The framework that has been applied is set out in the Framework and Guide for External Auditors and Reporting Accountants of Colleges and in any relevant conditions of funding concerning adult education notified by a relevant funder.

We have complied with the independence and other ethical requirements of the FRC's Ethical Standard and the ethical pronouncements of the ICAEW. We also apply International Standard on Quality Management (UK) 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements and accordingly maintain comprehensive systems of continuing quality management. We believe the assurance evidence we have obtained is sufficient to provide a basis for our conclusion.

Responsibilities of the accounting officer of The College of West Anglia and Corporation

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 are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities which govern them. The accounting officer is also responsible for preparing the Statement of Regularity, Propriety and Compliance. The Corporation of The College of West Anglia (who are also the trustees for the purposes of charity law) are responsible for the proper conduct and financial operation of The College of West Anglia and appointment of the accounting officer.

Responsibilities of the reporting accountant

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 Framework and Guide for External Auditors and Reporting Accountants of Colleges.

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 the procedures performed vary in nature and timing from, and are less in extent than for a reasonable assurance engagement; consequently a limited assurance engagement 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.

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.

Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including the specific requirements of the College Financial Handbook, the accountability agreement with the Secretary of State for Education and those of any other public funder and high level financial control areas where we identified a material irregularity is likely to arise. It also included areas assessed as presenting a higher risk of impropriety. We undertook detailed testing, on a sample basis, on the identified areas where a material irregularity is likely to arise or potential impropriety, where such areas are in respect of controls, policies and procedures that apply to classes of transactions. Our work was undertaken with due regard to the 'Tests and evidence to support conclusion on regularity' guidance in the Framework and Guide for External Auditors and Reporting Accountants of Colleges.

This work was integrated with our audit of the financial statements and evidence was also derived from the conduct of that audit to the extent it supports the regularity conclusion.

Use of our report

This report is made solely to the 1 August 2024 to 31 July 2025 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 1 August 2024 to 31 July 2025 and the Secretary of State for Education 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 1 August 2024 to 31 July 2025 and the Secretary of State for Education for our work, for this report, or for the conclusion we have formed.

RSM UK AUDIT LLP

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19 December 2025