Registered number: 05301926

NELSON COLLEGE LONDON LIMITED
ANNUAL REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

:

Contents

Nelson College London Limited
Company Information
For The Year Ended 31 July 2025

Directors	Mr. Athiqul Islam	
	Mr. Shirajul Islam	
	Mr. Mohammed Nazim Uddin	
	Ms. Sarah Jo Loveday	(Appointed on 16 September 2024)
	Dr. Tommie Anderson Jaquest	(Appointed on 15 September 2025)
Company Number	05301926	
Registered Office	106 Olympics House	
	Clements Road	
	Ilford	
	Essex	
	IG1 1BA	
Auditors	Accountax Consultants UK Ltd	
	49 Goodmayes Road	
	Ilford	
	London	
	IG3 9UF	

Nelson College London Limited
Company No. 05301926
Strategic Report
For the Year Ended 31 July 2025

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

Principal Activity

Nelson College London (NCL) is an independent college of higher education specialising in business and hospitality management courses. The college currently offers HND programmes in Business and Hospitality Management, validated by Pearson and Foundation degrees, BA one-year “Top-Up” programmes and a postgraduate course validated by the University of West London.

The consolidated financial statements for the year ended 31 July 2025 represent the accounts of the Group, comprising Nelson College London (the Parent Company) and its subsidiaries: Nelson London Ventures Limited, C4chatga Limited, and Sitenet Tech Limited.

Review of Business

NCL continues to pursue its mission of providing career-focused higher education underpinned by sustainability, innovation, and strong governance. The Group’s activities extend beyond education through its subsidiaries, which contribute to the diversification of income, technological advancement, and enhancement of the student experience.

a) **C4chatga Limited –** invests in commercial property, generating sustainable rental income while supporting employer partnerships that create valuable placement opportunities.
b) **Sitenet Tech Limited –** develops software solutions for the education sector, improving operational efficiency and supporting technology-enhanced learning.
c) **Nelson London Ventures Limited (NCL Tours) –** delivers bespoke educational travel experiences, enriching students’ academic and cultural development.

Campus Development and Student Experience

NCL continues to strengthen its academic provision through strategic campus development and a sustained focus on enhancing the student experience. Each campus plays a distinct role in supporting the College’s mission to deliver high-quality education and progression opportunities.

Gants Hill Campus remains the College’s most established campus, offering stability and consistency in academic delivery. It continues to deliver the HND in Hospitality Management alongside all undergraduate and postgraduate programmes validated by the University of West London. Enrolment and retention levels are steady, reinforcing its role as a dependable part of the College’s academic base.

The **Broadstairs Campus**, opened in 2023, has quickly become integral to the College’s academic delivery. Student numbers have grown steadily, retention rates remain strong, and learners benefit from established links with local employers. During the year, the University of West London approved the campus to deliver validated programmes, including Level 6 BA (Hons) Top-Ups and FdA courses, scheduled to commence in September 2025. These developments provide clear progression pathways for HND students and enhance the academic offer at the campus.

At **Ilford Campus**, demand for places remains high. However, growth is currently limited by physical space constraints. The College is actively exploring options for additional premises in the area to meet increasing demand and maintain the high standard of student experience.

The College is exploring options to expand its main campus and is in early-stage discussions concerning the acquisition of a site near Ilford, with a view to supporting growth, providing high-quality facilities, and enhancing the student experience. In parallel, the College is evaluating opportunities to strengthen its digital-learning provision so as to afford students greater flexibility.

The student experience remains central to NCL’s strategic priorities. Over the past year, the newly formed Employability & Progression and Student Engagement & Alumni departments have expanded their activities, offering tailored support and strengthening connections with employers and alumni. The Careers Hub has become a valuable online resource, and the Career Advisory Service has supported students with technology-driven tools such as CV360 and Interview360. Student feedback has been consistently positive, with many reporting increased confidence in pursuing employment and further study.

Financial Sustainability

Financial sustainability remains a cornerstone of the College's strategic approach. In addition to tuition income, NCL has diversified its revenue streams through investment in residential property. A significant milestone was the long-term lease of one of the Broadstairs buildings to the NHS, providing a stable and reliable source of income and reducing reliance on student fees.

Academic Recognition

NCL's commitment to academic excellence continues to be recognised externally. In 2023, the College was awarded **Silver** in the **Teaching Excellence Framework (TEF)**, affirming the consistently high quality of teaching, student experience, and outcomes. This award is valid for 4 years.

While the College is proud of its Silver rating overall, it acknowledges that the Bronze outcome for student progression and graduate outcomes highlights an area requiring further development. To address this, NCL has introduced targeted initiatives to strengthen employability and career readiness. These include embedding employability skills more explicitly within the curriculum, expanding employer partnerships to increase placement opportunities, and enhancing alumni networks to support mentoring and graduate employability. In addition, the College is strengthening the systematic tracking of graduate destinations to provide clearer evidence of student success beyond study. These measures will form a central strand of our preparations for the next Teaching Excellence Framework (TEF) assessment.

Academic Programmes and Developments

NCL offers a range of undergraduate and postgraduate programmes, enabling seamless progression for HND and Foundation Degree (FdA) students to Top-Up programmes, and for Top-Up graduates to pursue postgraduate study. While student recruitment has remained stable, increased competition in the sector presents ongoing challenges.

The competitive environment in London, including the expansion of university satellite campuses and the entry of new independent providers, poses significant recruitment challenges. In response, NCL is strengthening its distinctive offer by maintaining small-group teaching, personalised academic support, and career-focused programmes designed to meet employer needs. The Broadstairs Campus provides a strategic advantage as a regional hub beyond London, while the College is also exploring digital and blended delivery to widen access for non-traditional and mature learners. These steps will enable NCL to differentiate itself effectively and maintain strong appeal in a competitive market.

The Foundation Degree course validated by London Metropolitan University is currently in the teach-out phase and is expected to conclude by January 2026, marking the end of a ten-year partnership in July 2026.

The College has further strengthened its academic portfolio through expansion at the Broadstairs Campus in partnership with the University of West London. Under this validation agreement, NCL will deliver four new programmes from September 2025:

- BA (Hons) Business
- BA (Hons) Hospitality Management
- FdA Business
- FdA Hospitality Management

NCL submitted its application for Degree Awarding Powers (New DAPs) on 15 September 2025, following the OfS's pause on applications in December 2024. Securing DAPs would enable the College to confer degrees independently for its approved programmes.

Financial Performance

NCL has maintained a strong and sustainable financial position despite economic challenges and inflationary pressures. This resilience supports continued investment in campus facilities, learning resources, and student support services, ensuring a stable and enriching environment for learners.

As an Approved (Fee Cap) Provider, NCL is registered with the Office for Students (OfS), enabling access to public grant funding. During the year, the College received OfS grants to support teaching and learning activities. Robust financial controls are in place to ensure full compliance with the terms and conditions of these grants.

The College also has an approved Student Protection Plan, outlining its commitment to safeguarding students' interests. While NCL does not submit monitoring reports to the OfS, it has strong internal governance and oversight mechanisms to monitor the implementation and impact of its Access and Participation Plan. The OfS has approved the Plan for the period 2025–26 to 2028–29, which is published on the College website.

	2025	2024
Home and EU Students	2055	2030
Non-EU students	-	-

Value for Money

The Office for Students (OfS) defines value for money as “students experiencing the full benefits of higher education, both during their studies and afterwards, in exchange for the effort, time, and money they invest”. At Nelson College London (NCL), value for money is achieved through the optimal use of resources to realise intended outcomes, as demonstrated by internal and external metrics. The college is committed to providing a high-quality education that offers excellent value for money. Recognising the significant investment students make in their education, NCL ensures they receive exceptional teaching, robust support services, and access to modern, state-of-the-art facilities.

NCL is dedicated to ensuring that all students, regardless of their background, benefit fully from their education. This commitment extends to safeguarding value for money for contributions made by students, taxpayers, and other stakeholders. The college’s efforts are reflected in strong student participation, enriching experiences, positive outcomes, high continuation rates, and degrees that retain their value over time. To meet and exceed students’ expectations, NCL continuously monitors and enhances teaching quality, learning resources, and assessment feedback mechanisms. Student feedback is regularly gathered and acted upon to inform improvements to services, facilities, and the overall student experience.

Transparency in the use of income and resources is a key priority for the college. Investments are made in upgrading infrastructure, improving teaching and learning resources, and strengthening student support services. NCL is proud of the value it offers and remains committed to ensuring an outstanding student experience that justifies the investment made by students and stakeholders. To measure outcomes and assess progress, NCL utilises both external and internal metrics. External measures include the Teaching Excellence Framework (TEF) indicators such as student satisfaction with teaching, assessment, and feedback (from the National Student Survey), continuation (retention) rates (from the Higher Education Statistics Agency), Internal metrics include the Value for Money Score, encompassing socio-economic and well-being measures, and Employability Skills Gains, derived from data collected from recently graduated students.

The college has achieved an overall silver rating in the TEF 2023. Its outcomes statement states:

- This provider's overall rating is Silver. Typically, the experience students have at Nelson College London Limited and the outcomes it leads to are very high quality.
- This provider's student experience rating is Silver, which means the student academic experience is typically very high quality.
- This provider's student outcomes rating is Bronze, which means student outcomes are typically high quality, and there are some very high-quality features.

The college ensures adequate and effective arrangements are in place to secure value for money for students, taxpayers and other interested parties. The detailed assessment of the Value for Money is approved by the Board of Directors. The Audit Risk Management Remuneration Committee ensures that satisfactory arrangements are in place to promote economy, efficiency, and effectiveness. It makes an independent judgment on the effectiveness of the NCL’s value-for-money arrangements. The value for money report is published on the college website.

Financial Results

The group generated profit after tax of 1,853k (2024: 896k).

Key Financial Indicators:

The group's key financial indicators during the year were as follows:

	Group	
	2025	2024
	£'000	£'000
Total income	**18,772**	17,488
Profit before tax	**2,521**	1,071
Profit before tax as a proportion of total income	**13.43%**	6.12%

The financial position of college stands at the end of year were as follows:

	Group	
	2025	2024
	£'000	£'000
Total equity	**18,721**	16,648
Total net current assets	**5,467**	4,309

Revenue of the group is primarily influenced by the number of students registered with the college, the fees per student, the drop-out rate and the timing of the drop-out.

Senior Staff Pay

The Office for Students (OfS) requires providers to have regard to the 'higher education senior staff remuneration code published by the Committee of University Chairs (CUC). For the accounting year ended on 31 July 2025, the Board of Directors can confirm that no staff, including the Directors and Principal, had a full time equivalent annual basic salary of over £100,000.

Principal Risks, Uncertainties and Financial Risk Management

Nelson College London (NCL) adopts a structured approach to risk management through its Corporate, Prevent, and Academic Risk Registers, which are regularly reviewed by the Audit Risk Management and Remuneration Committee (ARMRC), the Principal's Executive Group, and the Board of Governance. Each risk is scored based on likelihood and impact, and assigned to a senior officer for monitoring and reporting.

1. **Regulatory and Policy Risk**

   Risk: Unforeseen changes to the higher-education regulatory or policy landscape—particularly decisions by the Office for Students (OfS)—could affect the NDAP application, as well as operations and programme delivery.

   Response: NCL has a dedicated NDAP team and, from 2026 onwards, will increase investment in structures, staffing, and systems to support the application. The College maintains full regulatory compliance and monitors internal KPIs; its robust academic standards and governance provide proactive mitigation. Regulatory horizon-scanning and scenario-based contingency planning ensure readiness to adapt swiftly to any change.

2. **Financial Risk**

Risk: Economic pressures, inflation, or reduced student fee income could impact financial sustainability.

Response: NCL has demonstrated strong financial stability and liquidity, with the ability to meet both short- and long-term liabilities. The College has diversified its income through direct investment in residential property, including a long-term lease agreement with the NHS, which provides a reliable revenue stream and reduces dependency on tuition fees.

3. **Student Recruitment and Market Competition**

Risk: Increased competition in the higher education sector may affect student recruitment and retention.

Response: NCL continues to expand its academic portfolio, including new validated programmes at the Broadstairs Campus. The College also plans to apply for Degree Awarding Powers (New DAPs) in September 2025, enhancing its academic independence and appeal. Recruitment remains stable, supported by strong retention rates and progression pathways.

4. **Operational and Technological Risk**

Risk: Inefficiencies in operational systems or failure to keep pace with technological advancements could hinder service delivery.

Response: Through its subsidiary Sitenet Tech Limited, NCL develops tailored software solutions to improve operational efficiency and support technology-enhanced learning. Internal systems are regularly reviewed and upgraded to ensure reliability and effectiveness.

5. **Student Welfare and Cost-of-Living Impact**

Risk: The ongoing cost-of-living crisis may negatively affect student wellbeing, engagement, and academic performance.

Response: NCL provides hardship funds and comprehensive pastoral care services to support students facing financial difficulties. The Careers Hub and Career Advisory Service offer additional support through tools like CV360 and Interview360, helping students build confidence and prepare for employment.

6. **Strategic Growth and Infrastructure Risk**

Risk: Physical space limitations, particularly at the Ilford campus, may constrain growth and affect the student experience.

Response: The College is actively exploring options for additional premises in the Ilford area to accommodate increasing demand. Strategic campus development remains a priority, with Broadstairs and Gants Hill campuses providing stability and expansion opportunities.

Approved by the Board and signed by its order by

....
Mr Athiqul Islam
Director
Date: 22/12/25

....
Mr Mohammed Nazim Uddin
Director
Date: 22/12/2025

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

Future Developments

The directors consider the future developments affecting the company and group to be covered within the 'Review of Business' section of the strategic report on page 2.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr. Athiqul Islam

Mr. Shirajul Islam

Mr. Mohammed Nazim Uddin

Ms. Coral Eileen Flanagan – Resigned on 16 September 2024

Ms. Sarah Jo Loveday – Appointed on 16 September 2024

Dr Tommie Anderson Jaquest – Appointed on 15 September 2025

Financial instruments

Please refer to the 'Principal Risks, Uncertainties and Financial risk Management' section of the strategic report on page 5.

Directors' Responsibilities Statement

The directors are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

The Company law requires the directors to prepare financial statements for each financial year. Under this law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company, and of the profit or loss of the group for that period. In preparing the financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, Comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the company and group and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going concern

The directors have given this matter careful consideration and are satisfied that the company and group have adequate resources to continue in operation for the foreseeable future. For this reason, the going concern basis continues to be adopted in the preparation of the financial statements.

Statement of Disclosure of Information to Auditors

The directors of the company who held office at the date of approval of this annual report confirm that:

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company and the group's auditor are unaware; and each director has taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company and the group's auditor are aware of that information.

Each of the directors confirms that, so far as they are aware, at the date of signing these financial statements there is no relevant audit information of which the company and the group's auditors are unaware. They also confirm that they have taken all steps they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company and the group's auditors are aware of that information.

Auditors

The auditors, Accountax Consultants UK Limited, have indicated their willingness to continues in office and a resolution concerning their re-appointment will be proposed at the Annual General Meeting.

Approved by the Board and signed by its order by

A. I

Mr Athiqul Islam
Director
Date: 22/12/25

Mr Mohammed Nazim Uddin
Director
Date: 22/12/2025

Nelson College London (NCL) is governed by the Board of Directors (BoD) and its sub-committees, operating in accordance with the regulations outlined in the Company's Memorandum and Articles of Association. The BoD has statutory oversight of the college, ensuring compliance with the legal and regulatory framework governing a company limited by shares, the requirements of its regulator and awarding bodies, and the expectations of its students, staff, and shareholders.

The college's governance arrangements reflect its corporate form, ownership and stakeholder accountabilities aligning with the expectations of the UK higher education sector, and the principles outlined in the Code of Governance for Independent Providers of Higher Education, published by Independent Higher Education. To facilitate effective corporate governance, the BoD has appointed a Principal and established oversight structures, including the Board of Governance (BoG), the Audit, Risk Management and Remuneration Committee (ARMRC), and an Academic Board, all supported by various sub-committees and steering groups.

An independent review of governance effectiveness was carried out in 2024 to assess compliance with the Office for Students (OfS) conditions of registration and benchmark the College against the Code of Governance for Independent Providers of Higher Education. The review confirmed notable strengths, including the active involvement of independent members, strong student engagement, a developing risk management framework, and effective monitoring of legal and regulatory compliance. In 2025 the College issued a comprehensive response, implemented structural changes, strengthened its governing instruments, and appointed new staff to deliver the recommendations in full; an action plan has been established and is being overseen by the Board of Governance and the Audit, Risk Management and Remuneration Committee.

The Board also recognises the importance of diversity, independence, and succession planning in its governance arrangements. Independent members bring external expertise and ensure that decision-making is subject to constructive challenge, while student representatives provide direct insight into learners' lived experiences. The Board actively reviews its composition to strengthen diversity and ensure representation from a range of professional and community backgrounds to ensure long-term resilience and alignment with best practice across the UK higher education sector.

This sustained focus on implementation reflects NCL's commitment to continuous improvement and regulatory compliance. By systematically addressing the recommendations, the College ensures that its governance framework remains robust, transparent, and aligned to the expectations of the Higher Education Code of Governance and the OfS regulatory framework.
While the Board of Directors (BoD) retains ultimate decision-making authority, operational decisions are undertaken collaboratively with its committees. The Board of Governance (BoG) plays a central role in setting strategy, defining objectives, overseeing academic governance, and monitoring performance. It scrutinises academic operations, reviews key performance indicators, and receives regular reports on student outcomes and quality assurance.

The ARMRC focuses on risk management, audit, compliance, and value for money. It advises the BoD on the adequacy and effectiveness of control systems, ensuring that risks are identified, assessed, and mitigated. It also reviews external audit findings, oversees the quality assurance of data, and monitors compliance with regulatory and statutory requirements.

NCL also receives grants, which are closely monitored and allocated in line with grant terms and conditions. Audits are conducted to ensure compliance with these terms, confirming that funds are utilised effectively and transparently.

The Articles of Association include provisions for the establishment of the ARMRC, which brings expertise in risk management under delegation from the BoD. The ARMRC's responsibilities span various aspects of the college's operations, including advising on the appropriateness of control systems, risk management processes, and tools, promoting value for money, and overseeing the quality assurance of data.

The governance framework incorporates checks and balances to ensure regularity, propriety, and value for money. The ARMRC provides assurance that effective arrangements are in place to promote economy, efficiency, and effectiveness. Its annual report includes an independent assessment of the college's value-for-money mechanisms.

To maintain robust governance, duties are appropriately segregated to prevent any individual from holding unfettered power. Collaborative scrutiny is achieved through joint efforts involving the BoD, BoG, and ARMRC. The ARMRC ensures mechanisms are in place to achieve value for money and that financial transactions adhere to UK Generally Accepted Accounting Principles (UK GAAP). Expenditure is scrutinised to ensure it is true, fair, and exclusively incurred for the college's essential activities.

As with public procurement, the college's procurement processes are designed to ensure value for money while maintaining propriety and regularity. Value for money is defined as the optimal balance between whole-life costs and quality.

The college is dedicated to achieving value for money in all its activities by optimising the use of resources to maximise benefits for students, taxpayers, and shareholders. The approach considers quality and fitness for purpose to ensure that goods and services represent good value. This commitment to efficiency and effectiveness underpins the college's focus on delivering excellent student outcomes.

The Audit Risk Management and Remuneration Committee monitor these processes and approves the VFM report to enable NCL to evaluate its mechanisms and ensure continuous improvement in achieving value for money.

Risk Management System

Article 59 of NCL's Articles of Association requires the establishment of the Audit, Risk Management and Remuneration Committee (ARMRC), using the directors' powers under the Companies Acts. The ARMRC provides independent oversight of the College's arrangements for risk management, internal control, external audit, and value for money.

The Board of Directors and the ARMRC ensure that the College maintains a comprehensive risk management framework supported by practical tools, including detailed risk registers, to identify, monitor, and manage risks that could affect the sustainability of operations.

The framework covers all risk categories: corporate, operational, academic, compliance, and regulatory. To ensure clarity of ownership, the College maintains three separate registers: Corporate, Academic, and Prevent. Each risk entry identifies an accountable officer, key milestones, and progress indicators. The registers are reviewed regularly by the ARMRC, particularly when changes arise in the external or internal operating environment.

The Academic Board has responsibility for academic risk, maintaining the Academic Risk Register and overseeing the implementation of the Academic Risk Management Plan. Risks are managed through a four-stage cycle of identification, evaluation, management, and monitoring. The Academic Board provides an annual report to the Board of Governance, which is also shared with the ARMRC, ensuring consistent oversight across all governance bodies.

Internal Control Systems

The Articles of Association assign the ARMRC oversight of key college activities, including advising and making recommendations to the Board of Directors on the suitability of control systems, risk management processes, tools, value-for-money initiatives, and data management and quality assurance.

The ARMRC submits an annual report to the Board of Directors, offering its opinion on the effectiveness of the college's risk management, internal controls, and corporate governance. These internal control arrangements ensure that public funds are spent consistently and strictly in line with their intended purposes. Built-in checks within the governance framework promote regularity, propriety, and value for money (VFM).

To ensure no single individual has unfettered power, the college's governance arrangements include an appropriate segregation of duties. Scrutiny of internal controls is carried out collectively by the Directors, the Board of Governance, and the ARMRC. Assurance is provided to the ARMRC that arrangements to promote economy, efficiency, and effectiveness are in place.

NCL ensures compliance with UK Generally Accepted Accounting Principles (UK GAAP), maintaining that all expenditures and receipts are processed transparently and present a true and fair view. Expenses incurred are verified as necessary and exclusively for the essential activities of the college. In addition to robust internal controls, the college's external auditors provide independent assurance of risk management and internal governance.

Confirmation of Principal Business Threats

The Board of Directors is satisfied that NCL has made significant progress in embedding strong risk management practices, underpinned by the Risk Manager software system, which facilitates the identification, recording, and monitoring of risks across the College. Dynamic risk registers are maintained and updated regularly, ensuring that risks are consistently reviewed and mitigations tracked. This system enables the College to respond effectively to regulatory changes and strengthens institutional resilience.

Outlined below are the key risks identified by the directors in their risk assessment. While not all risks are within management's control, efforts are made to mitigate their impact wherever possible.

1. **Student Recruitment Risk**

   Threat: Recruitment remains highly competitive due to increased sector-wide competition, including new entrants and universities establishing satellite campuses in London.

Mitigation:

- Significant investment in the admissions team.
- Expansion of outreach and widening participation activities.
- Establishment of the Broadstairs campus to increase capacity and regional reach.
- Strengthened engagement with diverse UK communities.
- Investment in personalised learning and digital technologies to attract non-traditional and mature learners.

2. Compliance and Regulatory Risk

Threat: As a regulated provider and NDAP applicant, NCL is subject to OfS-led assessment and external oversight. External evaluations for NDAPs, alongside policy changes (e.g., tuition-fee adjustments or funding shifts), present material risks to operations and programme delivery.

Mitigation:

- Full compliance with all reporting obligations to the Office for Students (OfS) and the Higher Education Statistics Agency (HESA).
- Robust internal governance to ensure timely, accurate submissions and regulatory assurance.
- Ongoing horizon-scanning of NDAP progress, with continued investment in staff, systems, and resources to maintain readiness.

3. Economic and Financial Risk

Threat: Rising inflation and interest rates increase operational costs and may impact financial sustainability.

Mitigation:

- Direct investment in residential property to diversify income.
- Long-term lease of part of the Broadstairs campus to the NHS, providing a stable revenue stream.
- Strategic tuition fee adjustments to offset inflationary pressures.
- Strong liquidity position enabling the College to meet short- and long-term liabilities.

4. Infrastructure and Capacity Risk

Threat: Physical space limitations, particularly at the Ilford campus, may constrain growth and affect the student experience.

Mitigation:

- Active exploration of additional premises in the Ilford area.
- Strategic campus development planning to support future expansion.

5. Student Welfare and Cost-of-Living Impact

Threat: The ongoing cost-of-living crisis may adversely affect student wellbeing, engagement, and academic performance.

Mitigation:

- Provision of hardship funds and enhanced pastoral care services.
- Expansion of student support departments, including Employability & Progression and Student Engagement & Alumni.
- Technology-driven career support tools such as CV360 and Interview360.

6. Strategic Growth and Academic Portfolio Risk

Threat: Limited programme offerings or delays in academic development may hinder growth and competitiveness.

Mitigation:

- Expansion of validated programmes at Broadstairs in partnership with the University of West London.
- Planned submission for Degree Awarding Powers (New DAPs) in September 2025.
- Continued diversification of academic pathways to support progression and retention.

Governance and Management Review

Nelson College London continues to strengthen its governance and management arrangements to ensure they remain efficient, responsive, and aligned with sector expectations. The College has enhanced its corporate and academic governance frameworks to meet the standards set by key stakeholders, including the Office for Students (OfS) and the Quality Assurance Agency (QAA).

Robust internal controls and a comprehensive risk management system support the governance structure and enable effective oversight of strategic, operational, and academic activities. The Risk Manager software facilitates the systematic identification, evaluation, and monitoring of risks across the institution, ensuring that mitigation strategies are tracked and reviewed regularly.

Through these mechanisms, NCL safeguards its operations, ensures regulatory compliance, and delivers value for money for students, staff, and stakeholders. The College remains committed to continuous improvement, transparency, and accountability in all aspects of its governance and management.

Independent Auditor's Report to the members of Nelson College London Limited

Opinion

We have audited the financial statements of Nelson college London Limited (the 'Parent Company') and its subsidiaries {'the Group') for the year ended 31 July 2025 which comprise the group profit and loss account, the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows and notes to the financial statements, including the Statement of Principle Accounting Policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the Parent Company affairs as at 31 July 2025 and of the Group's profit and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 ''The Financial Reporting Standard applicable in the UK and Republic of Ireland'', and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' 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 and Parent Company'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.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to Group's and Parent Company's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon. In connection with our audit of the financial statements, our responsibility is to read the other information including the Strategic Report, Directors' Report, Statement of Corporate Governance and Internal Controls and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities. With respect to the Strategic Report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the year ended 31 July 2025 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements. In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Directors' Report.

Opinion on other matters required by the office for students ("OfS") and Research England

In our opinion, in all material respects:

- funds from whatever source administered by the parent company for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation;
- funds provided by the OfS and Research England have been applied in accordance with the Terms and Conditions of Funding and any other terms and conditions attached to them.
- the requirement of OfS's accounts direction have been met.

Under the Office for Students' Accounts Direction, we are required to report to you, if we have anything to report in respect of the following matters:

- The parent company's grant and fee income, as disclosed in note 4 to the financial statements, has been materially misstated; or
- The parent company's expenditure on access and participation activities for the financial year, as disclosed in note 23 to the financial statements, has been materially misstated.
- We have no matters to report arising from this responsibility.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements
As explained more fully in the Directors' Responsibilities Statement set out on page 7, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group and parent company'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 directors either intend to liquidate the parent company 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.

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

Based on our understanding of the industry, we identified that the principal risks of non-compliance with laws and regulations related to the Office for Students initial and general ongoing condition of registration, and the Office for Students' Accounts Direction (OfS 2019.41), and we considered the extent to which non-compliance might have a material effect on the financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the use of journals to manipulate financial performance, management bias in accounting estimates and judgements.

Audit procedures performed included:

- identifying and testing journal entries using a risk-based targeting approach for unexpected account combinations;
- challenging assumptions and judgements made by management in determining significant accounting estimates (because of the risk of management bias), in particular in relation to the valuation of investment and freehold properties;
- discussions with management and those charged with governance, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud.

There are inherent limitations in our audit procedures described above. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error as they may involve deliberate concealment or collusion. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

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

Use of this report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have form.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.

....
Ghafoor Ahmad Khattak(Senior Statutory Auditor)
For and on behalf of Accountax Consultants UK Limited (Statutory Auditor)
Chartered Certified Accountant and Registered Auditors
49 Goodmayes Road, Ilford, IG3 9UF
Date: 22/12/2025

Nelson College London Limited
Group Profit and Loss Account and Statement of Comprehensive income
For the Year Ended 31 July 2025

	Notes	2025 £	2024 £
TURNOVER	**4**	**18,771,642**	**17,488,104**
Cost of sales		(6,261,577)	(5,630,225)
GROSS PROFIT		**12,510,065**	**11,857,879**
Administrative expenses		(10,314,995)	(10,844,565)
Other operating income	**5**	608,613	402,166
OPERATING PROFIT	**6**	**2,803,683**	**1,415,480**
Profit on disposal of fixed assets		11,315	-
Other interest receivable and similar income	**10**	25,221	17,277
Interest payable and similar charges	**11**	(319,231)	(361,436)
PROFIT BEFORE TAXATION		**2,520,988**	**1,071,321**
Tax on profit	**12**	(668,310)	(175,393)
PROFIT FOR THE FINANCIAL YEAR		**1,852,678**	**895,928**
Profit for the financial year is attributable to:			
- Owners of the parent company		1,823,150	883,151
- Non-controlling interests		29,528	12,777
		1,852,678	**895,928**

STATEMENT OF COMPREHENSIVE INCOME

PROFIT FOR THE FINANCIAL YEAR		**1,852,678**	**895,928**
OTHER COMPREHENSIVE INCOME:			
Revaluation of tangible fixed assets		301,875	-
Tax on component of other comprehensive income	**12**	(75,469)	-
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX		**226,406**	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**2,079,084**	**895,928**
Total comprehensive income for the financial year is attributable to:			
- Owners of the parent company		2,049,556	883,151
- Non-controlling interests		29,528	12,777
		2,079,084	**895,928**

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

Nelson College London Limited
Group Balance Sheet
As at 31 July 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible assets	**13**		4,895,167		4,744,265
Investment properties	**13**		12,477,487		11,903,303
			17,372,654		**16,647,568**
CURRENT ASSETS					
Debtors	**15**	1,756,630		2,424,393	
Cash at bank and in hand		4,346,818		3,189,512	
		6,103,448		**5,613,905**	
Creditors: Amounts Falling Due Within One Year	**16**	**(636,204)**		**(1,304,743)**	
NET CURRENT ASSETS			**5,467,244**		**4,309,162**
TOTAL ASSETS LESS CURRENT LIABILITIES			**22,839,898**		**20,956,730**
Creditors: Amounts Falling Due After More Than One Year	**17**		**(3,748,669)**		**(3,980,910)**
PROVISIONS FOR LIABILITIES					
Provision for the liabilities	**18**		(369,785)		(328,257)
NET ASSETS			**18,721,444**		**16,647,563**
CAPITAL AND RESERVES					
Called up share capital	**19**		107		107
Revaluation reserve			1,390,554		1,164,148
Capital redemption reserve			43		43
Profit and loss reserves			16,647,308		14,824,158
Equity attributable to owners of the parent company			18,038,012		15,988,456
Non-controlling interests			683,432		659,107
SHAREHOLDERS' FUNDS			**18,721,444**		**16,647,563**

Nelson College London Limited
Group Balance Sheet (continued)
As at 31 July 2025

The financial statements were approved and authorised for issue by the Board on 22/12/25.
On behalf of the board

Mr Athiqul Islam
Director
Date: 22/12/25

Mr Mohammed Nazim Uddin
Director
Date: 22/12/2025

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

Company registration number: 05301926

Nelson College London Limited
Company Balance Sheet
As at 31 July 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible assets	**13**		4,894,151		4,742,873
Investment properties	**13**		11,072,714		10,498,530
Investment	**14**		1,027,200		1,027,200
			16,994,065		**16,268,603**
CURRENT ASSETS					
Debtors	**15**	1,490,417		1,963,185	
Cash at bank and in hand		3,939,500		3,050,352	
		5,429,917		**5,013,537**	
Creditors: Amounts Falling Due Within One Year	**16**	**(523,557)**		**(1,206,398)**	
NET CURRENT ASSETS			**4,906,360**		**3,807,139**
TOTAL ASSETS LESS CURRENT LIABILITIES			**21,900,425**		**20,075,742**
Creditors: Amounts Falling Due After More Than One Year	**17**		**(3,590,510)**		**(3,822,727)**
PROVISIONS FOR LIABILITIES					
Provision for the liabilities	**18**		(355,031)		(313,409)
NET ASSETS			**17,954,884**		**15,939,606**
CAPITAL AND RESERVES					
Called up share capital	**19**		107		107
Revaluation reserve			1,390,554		1,164,148
Capital redemption reserve			43		43
Profit and Loss Account			16,564,180		14,775,308
SHAREHOLDERS' FUNDS			**17,954,884**		**15,939,606**

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes.
The financial statements were approved by the board of directors and authorised for issue on 22/12/2025

On behalf of the board

Mr Athiqul Islam
Director
Date: 22/12/25

Mr Mohammed Nazim Uddin
Director
Date: 22/12/2025

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

Company registration number: 05301926

Nelson College London Limited
Group Statement of Changes in Equity
For The Year Ended 31 July 2025

	Note	Called-up Share Capital £	Revaluation Reserve £	Capital Redemption £	Profit and Loss Account £	Non-controlling Interest £	Total £
Balance as at 01 August 2023	**19**	**107**	**1,164,148**	**43**	**13,941,007**	**173,830**	**15,279,135**
Profit for the year and total comprehensive income		-	-	-	883,151	12,777	895,928
Other movement		-	-	-	-	472,500	472,500
Balance as at 31 July 2024 and 01 August 2024		**107**	**1,164,148**	**43**	**14,824,158**	**659,107**	**16,647,563**
Profit for the year and total comprehensive income		-	226,406	-	1,823,150	29,528	2,079,084
Dividend paid		-	-	-	-	(5,203)	(5,203)
Balance as at 31 July 2025	**19**	**107**	**1,390,554**	**43**	**16,647,308**	**683,432**	**18,721,444**

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

Nelson College London Limited
Company Statement of Changes in Equity
For The Year Ended 31 July 2025

	Note	Called-up Share Capital	Revaluation Reserve	Capital Redemption	Profit and Loss Account	Total
		£	£	£	£	£
Balance as at 01 August 2023	19	**107**	**1,164,148**	**43**	**13,909,514**	**15,073,812**
Profit for the year and total comprehensive income		-	-	-	865,794	865,794
Balance as at 31 July 2024 and 01 August 2024		**107**	**1,164,148**	**43**	**14,775,308**	**15,939,606**
Profit for the year and total comprehensive income		-	226,406	-	1,788,872	2,015,278
Balance as at 31 July 2025	19	**107**	**1,390,554**	**43**	**16,564,180**	**17,954,884**

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

Nelson College London Limited
Group Statement of Cash Flows
For The Year Ended 31 July 2025

	Note	2025 £	2024 £
Net cash from operating activities	**24**	2,970,105	2,423,522
Taxation paid		(631,866)	(589,903)
Net cash generated from operating activities		**2,338,239**	**1,833,619**
Cash flow from investing activities			
Purchase of tangible fixed assets		(143,206)	(141,145)
Purchase of investment property		(572,289)	(1,917,879)
Sale of tangible fixed assets		14,140	-
Investment in subsidiaries		-	(900,000)
Capital grants received		-	50,000
Interest received		25,221	17,277
Net cash used in investing activities		**(676,134)**	**(2,891,747)**
Cash flow from financing activities			
Issue of shares		-	1,372,500
Repayment of long-term loans		(193,579)	(168,653)
Interest paid		(306,017)	(348,197)
Dividend paid to non-controlling interests		(5,203)	-
Net cash (used)/ generated in financing activities		**(504,799)**	**855,650**
Net Increase /(decrease) in cash and cash equivalents		1,157,306	(202,478)
Cash and cash equivalents at beginning of year		3,189,512	3,391,990
Cash and cash equivalents at end of year	**24**	**4,346,818**	**3,189,512**

The statement of principal accounting policies on pages 25 to 29 and notes to the financial statements on pages 30 to 43 form part of these financial statements.

1. Statement of compliance

The financial statements have been prepared in compliance with United Kingdom Accounting Standards, including financial reporting standard 102 “The Financial Reporting Standard applicable in the United Kingdom and the republic of Ireland” (“FRS 102”) and the companies act 2006.

The financial statements are presented in Sterling (£) and figures have been rounded off to the nearest Sterling (£).

2. Accounting Policies

2.1. Basis of preparation of financial statements

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company and group accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 3 of the statement of principle accounting policies.

The company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;

2.2. Business Combinations

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probable and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.

Deferred tax is recognised on differences between the value of assets (other than goodwill) and liabilities recognised in a business combination accounted for using the purchase method and the amounts that can be deducted or assessed for tax, considering the manner in which the carrying amount of the asset or liability is expected to be recovered or settled. The deferred tax recognised is adjusted against goodwill or negative goodwill.

2.3. Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Nelson College London Limited together with all entities controlled by the parent company (its subsidiaries) and the group's share of its interests in joint ventures and associates.

All financial statements are made up to 31 July 2025. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

Entities in which the group holds an interest and which are jointly controlled by the group and one or more other venturers under a contractual arrangement are treated as joint ventures. Entities other than subsidiary undertakings or joint ventures, in which the group has a participating interest and over whose operating and financial policies the group exercises a significant influence, are treated as associates.

2.3. Basis of consolidation (continued)

Investments in joint ventures and associates are carried in the group balance sheet at cost plus post-acquisition changes in the group's share of the net assets of the entity, less any impairment in value. The carrying values of investments in joint ventures and associates include acquired goodwill.

If the group's share of losses in a joint venture or associate equals or exceeds its investment in the joint venture or associate, the group does not recognise further losses unless it has incurred obligations to do so or has made payments on behalf of the joint venture or associate.

Unrealised gains arising from transactions with joint ventures and associates are eliminated to the extent of the group's interest in the entity.

2.4. Going concern disclosure

The directors have not identified any material uncertainties related to events or conditions that may cast significant doubt about the company's and group ability to continue as a going concern.

The company and group meet its day-to-day working capital requirements through its operating cash flow.

After reviewing the company's and group forecasts and projections, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. The group therefore continues to adopt the going concern basis in preparing its financial statements.

2.5. Turnover

i. Tuition fees
Tuition fees are stated gross of any expenditure which is not a discount and are credited to the Profit and Loss account over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of discount.

Bursaries and scholarships are accounted for gross as expenditure and not deducted from income.

ii. Funding body grants (Government grants)
Government grants are released as income to the Profit and Loss account when the company is entitled to it, subject to any performance related conditions being met. Income received in advance of performance related conditions being met is credited to deferred income within one year, or more than one year, and released to the Profit and Loss account in line with such conditions being met. Government capital grants are recognised in income over the expected useful life of the asset to which the grant relates.

iii. Other
Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

2.6. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	2% on cost
Fixtures & Fittings	25% on cost
Computer Equipment	33% on cost

All land and buildings are initially recognised at cost which includes purchase costs and any directly attributable expenditure. Subsequently these land and buildings are carried at fair value determined annually. No depreciation is provided for land. Changes in fair value are recognised in the other comprehensive income.

2.7. Investment properties

Investment properties are accounted for as follows:

- Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure.
- Investment properties whose fair value can be measured reliably are measured at fair value. The surplus or deficit on revaluation is recognised in the profit and loss account accumulated in the profit and loss reserve unless a deficit below original cost, or its reversal, on an individual investment property is expected to be permanent, in which case it is recognised in the profit and loss account for the year.

2.8. Leased assets

At inception the company and group assess agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

i. Operating leased assets
Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

2.9. Financial instruments

i. Financial assets
Basic financial assets, including debtors and other receivables and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting year financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

ii. Financial liabilities
Basic financial liabilities, including creditors and other payables and bank loans are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

2.9. Financial instruments - (continued)

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

2.10. Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The group considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Investments in associates are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the group's share of the profit or loss, other comprehensive income and equity of the associate using the equity method. Any difference between the cost of acquisition and the share of the fair value of the net identifiable assets of the associate on acquisition is recognised as goodwill. Any unamortised balance of goodwill is included in the carrying value of the investment in associates.

Losses in excess of the carrying amount of an investment in an associate are recorded as a provision only when the company has incurred legal or constructive obligations or has made payments on behalf of the associate.

In the parent company financial statements, investments in associates are accounted for at cost less impairment.

Entities in which the group has a long-term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

2.11. Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of comprehensive income because of items of income or expense that are taxable or deductible in other year and items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting year.

Deferred tax is recognised on timing differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable timing differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible timing differences can be utilised. The carrying amount of deferred tax assets is reviewed at the end of each reporting year and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting year. Deferred tax liabilities are presented within provisions for liabilities and deferred tax assets within debtors. The measurement of deferred tax liabilities and asset reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting year, to recover or settle the carrying amount of its assets and liabilities.

2.11. Taxation (continued)

Current or deferred tax for the year is recognised in profit or loss, except when they related to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax is also recognised in other comprehensive income or directly in equity respectively.

2.12. Pensions

The company and group contribute to the National Employment Savings Trust (NEST), which is a defined contribution workplace pension scheme in the United Kingdom. It was set up to facilitate automatic enrolment as part of the government's workplace pension reforms under the Pensions Act 2008.

Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme.

2.13. Other operating income

Rental income is recognised on a straight-line basis over the period of the lease. Service charges are recognised in the accounting year in which the services are rendered.

2.14. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities.

2.15. Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

3. Critical accounting estimates and assumptions

The company and group make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(a) Useful economic lives of property, plant and equipment

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 of the notes to the financial statements for the carrying amount of the property plant and equipment, and note 2.6 of the statement of principle accounting policies for the useful economic lives for each class of assets.

(b) Investment properties

The valuation of the company’s and group investment property is inherently subjective due to, among other factors, the individual nature of each property, its location and the expected future rental revenues from that particular property. As a result, the valuations the company and group places on its investment properties are subject to a degree of uncertainty and are made on the basis of assumptions which may not prove to be accurate, particularly in periods of volatility or low transaction flow in the properties market. The investment property valuation contains a number of assumptions include, but are not limited to, matters such as the tenure and tenancy details for the properties, ground conditions at the properties, the structural condition of the properties, prevailing market yields and comparable market transactions.

4. Turnover

Analysis of turnover by principal activities in the UK is as follows:

	Group	
	2025	**2024**
	£	**£**
i. Details of grant and fee income		
Fee income for taught awards	16,243,522	14,756,976
Grant income from the OfS	1,243,312	1,210,448
	17,486,834	**15,967,424**
ii. Other	1,284,808	1,520,680
	18,771,642	**17,488,104**

5. Other operating income:

	Group	
	2025	**2024**
	£	**£**
Rental income	546,896	402,166
Other	61,717	-
	608,613	**402,166**

6. Operating profit

The operating profit is stated after charging:

	Group	
	2025	**2024**
	£	**£**
Directors' remuneration	294,975	283,386
Audit fees;		
For the audit of Parent company & Consolidated accounts	10,200	9,000
For the audit of the financial statements of subsidiary	3,500	3,500
Audit fees (grant)	1,440	1,440
Depreciation of tangible fixed assets	291,356	375,810
(Profit) / loss on fair value movement of investment property	(1,895)	270,000

7. Staff costs

Staff costs, including directors' remuneration, were as follows:

	Group	
	2025	**2024**
	£	**£**
Wages and salaries	3,466,873	3,228,582
Social security costs	338,541	284,921
Pension costs	49,428	46,510
	3,854,842	**3,560,013**

The above amount includes £106,752 (2024: £91,732) staff cost which were incurred on the staffing resources required for the delivery of the access and participation activities.

Emoluments of the principal, head of the college, were as follows:

	Group	
	2025	**2024**
	£	**£**
Salary	56,250	46,677
Compensation for loss of office	-	26,241
Pension contribution	1,184	1,344
	57,434	**74,262**

The head of the provider's basic salary is 2.6 times (2024: 1.8) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The head of the provider's total remuneration is 2.6 times (2024: 2.9) times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff. Staff with a basic pay of £nil were not included in calculating the pay multiple for basic pay.

Professor Geoffrey Alderman was retired as Principal on 31st July 2024. In recognition of his outstanding service and dedication to Nelson College, he was conferred the title of Emeritus Principal. Following the College's succession plan, a new Principal is appointed during the year from 1st August 2024. The new Principal brings extensive senior-level experience, having served in various professional bodies and leading UK universities.

For the accounting year ending on 31 July 2025, there were no staff, including the directors and Principal, that had a full-time equivalent basic salary of over £100,000 per annum. In addition, the college have not paid any severance payments during the financial year.

Key management compensation

Key management includes the directors and members of senior management. The compensation paid or payable to key management for employee services is shown below:

	Group	
	2025	**2024**
	£	**£**
Salaries and other short-term benefits	392,925	392,425
Post-employment benefits	5,147	5,307
	398,072	**397,732**

7. Staff costs (continued)

Board of Governors remuneration

External members of the board have received remuneration from the company during the year of £47,713 (2024: £55,400). No expenses were paid to or on the behalf of the external board members.

8. Average number of employees

Average number of employees, including directors, employed by the company and group during the year was as follows:

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Office and administration	104	105	98	99
Sales, marketing and distribution	18	12	18	12
	122	**117**	**116**	**111**

9. Directors' remuneration

	Group	
	2025	2024
	£	£
Emoluments	291,013	279,423
Company contributions to money purchase pension schemes	3,962	3,963
Sums paid to third parties for directors' services	10,413	15,000
	305,388	**298,386**

During the year, retirement benefits were accruing to 3 directors (2024: 3) in respect of money purchase schemes.

10. Interest receivable and similar income

	Group	
	2025	2024
	£	£
Bank and other interest income	25,221	17,277
	25,221	**17,277**

11. Interest payable and similar charges

	Group	
	2025	2024
	£	£
Bank loans	319,231	361,436
	319,231	**361,436**

12. Income tax

a. Tax expense included in profit or loss

	Tax Rate		2025	2024
	2025	**2024**	**£**	**£**
Current tax:				
UK Corporation Tax	25.0%	19.0% / 25%	702,250	430,234
Total current tax charge			**702,250**	**430,234**
Deferred tax:				
-Origination and reversal of timing differences			(33,940)	(254,841)
Total deferred tax charge			**(33,940)**	**(254,841)**
Total tax expense included in Profit and Loss account			**668,310**	**175,393**

b. Reconciliation of tax charge

The difference between the tax on profit before tax multiplied by the applicable rate of corporation tax in the UK is reconciled below:

	2025	2024
	£	**£**
Profit before tax	**2,520,988**	**1,071,321**
Breakdown of tax charge is:		
Tax on profit at rate of 25% (2024 – UK hybrid tax rate of 25%)	630,248	267,830
Depreciation not allowed for tax	72,839	93,952
Expenses not deductible for tax purposes	36,156	36,238
Capital allowances	(32,265)	(35,286)
Non-taxable losses/(gains)	(3,303)	67,500
Other timing differences	(35,365)	(254,841)
Total tax charge for the year	**668,310**	**175,393**

c. Tax expense included in other comprehensive income

	2025	2024
	£	**£**
Current tax	**-**	**-**
Deferred tax:		
Origination and reversal of timing differences	75,469	-
Total tax expense included in other comprehensive income	**75,469**	**-**

12. Income tax (continued)

d. Tax expense included in equity

	2025	2024
	£	£
Current tax	-	-
Deferred tax	75,469	-
Total tax expense included in equity	**75,469**	**-**

e. Deferred tax

Deferred tax included in the group balance sheet is as follows:

	Note	2025	2024
		£	£
Included in group provisions for liabilities	**18**	369,785	328,257
		369,785	**328,257**

Breakdown of deferred tax provision in the group balance sheet is:

	2025	2024
	£	£
Accelerated capital allowances	59,741	77,707
Other timing differences	310,044	250,550
Total group deferred tax liability at year end	**369,785**	**328,257**

13. Tangible assets

Group	Land& Property Freehold	Fixtures and fittings	Computer Equipment	Total
	£	£	£	£
Cost or fair value				
At 1 August 2024	4,640,695	906,066	1,278,640	6,825,401
Additions	-	91,360	51,846	143,206
Elimination of depreciation on revaluation	(258,770)	-	-	(258,770)
Disposals	-	-	(17,336)	(17,336)
Revaluation	301,876	-	-	301,876
At 31 July 2025	4,683,801	997,426	1,313,150	6,994,377
Depreciation				
At 1 August 2024	207,259	741,637	1,132,240	2,081,136
Depreciation charged in the period	79,111	94,635	117,610	291,356
Disposals	-	-	(14,512)	(14,512)
Elimination of depreciation on revaluation	(258,770)	-	-	(258,770)
At 31 July 2025	27,600	836,272	1,235,338	2,099,210
Net Book Value				
At 31 July 2025	4,656,201	161,154	77,812	4,895,167
At 31 July 2024	4,433,436	164,429	146,400	4,744,265

13. Tangible assets (continued)

Company	Land& Property Freehold	Fixtures and fittings	Computer Equipment	Total
	£	£	£	£
Cost or fair value				
At 1 August 2024	4,640,695	902,695	1,259,546	6,802,936
Additions	-	91,360	51,846	143,206
Elimination of depreciation on revaluation	(258,770)	-	-	(258,770)
Disposals	-	-	(17,336)	(17,336)
Revaluation	301,876	-	-	301,876
At 31 July 2025	4,683,801	994,055	1,294,056	6,971,912
Depreciation				
At 1 August 2024	207,259	738,900	1,113,904	2,060,063
Depreciation charged in the period	79,111	94,507	117,362	290,980
Disposals	-	-	(14,512)	(14,512)
Elimination of depreciation on revaluation	(258,770)	-	-	(258,770)
At 31 July 2025	27,600	833,407	1,216,754	2,077,761
Net Book Value				
At 31 July 2025	4,656,201	160,648	77,302	4,894,151
At 31 July 2024	4,433,436	163,795	145,642	4,742,873

The historic cost equivalent of land and property freehold included at valuation are as follows:

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Cost	3,447,397	3,447,397	3,447,397	3,447,397
Accumulated depreciation	(574,185)	(514,665)	(574,185)	(514,665)
Net book value	**2,873,212**	**2,932,732**	**2,873,212**	**2,932,732**

Group	Investment Properties	Total
	£	£
Fair market value		
As at 1 August 2024	11,903,303	11,903,303
Additions	572,289	572,289
Revaluation	1,895	1,895
As at 31 July 2025	**12,477,487**	**12,477,487**

13. Tangible assets - (continued)

Company	Investment Properties	Total
	£	£
Fair market value		
As at 1 August 2024	10,498,530	10,498,530
Additions	572,289	572,289
Revaluation	1,895	1,895
As at 31 July 2025	**11,072,714**	**11,072,714**

The historic cost equivalent of investment properties included at valuation are as follows:

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Cost	12,440,736	11,868,447	11,083,509	10,511,220
Accumulated depreciation	-	-	-	-
Net book value	**12,440,736**	**11,868,447**	**11,083,509**	**10,511,220**

Company and the subsidiary Nelson London Ventures Ltd's all tangible fixed assets and investment properties have been pledged as security for liabilities of the company which are disclosed in note 17 of the notes to the financial statements.

Three investment properties were revalued by independent valuer using market-based evidence for similar properties sold and recent lettings of similar properties in the local area.

Remaining investment properties were revalued by directors who are not professionally qualified valuers. The methods and significant assumptions used to ascertain the fair value are as follows:

- making enquiries with the local property agents.
- taking into consideration the rental yields generated by the properties, and;
- taking into consideration of the similar sold properties including their size, conditions and location.

14. Investments

Company	2025	2024
Total investments comprise:	**£**	**£**
Interest in Subsidiary	1,027,200	1,027,200
	1,027,200	**1,027,200**

	Unlisted
Cost	
As at 01 August 2024	1,027,200
Additions	-
As at 31 July 2025	1,027,200
Provision	
As at 01 August 2024	-
As at 31 July 2025	-
Net Book Value	
As at 31 July 2025	**1,027,200**
As at 01 August 2024	**1,027,200**

14.1 Subsidiaries undertaking

Details of the company's subsidiaries at 31 July 2025 are as follows:

Name of undertaking	Registered office	Class of shares held	% held direct
Nelson London Ventures Limited	Commercial House, 406-410 Eastern Avenue, Ilford, Essex, IG2 6NQ	Ordinary	47.82
C4chatga Limited	Commercial House 406-410 Eastern Avenue, Ground Floor, Ilford, England, IG2 6NQ	Ordinary	65.60
Sitenet Tech Limited	406-410 Eastern Avenue, Ilford, England, IG2 6NQ	Ordinary	47.82

Despite holding less than 50% shares in Sitenet Tech Limited and Nelson London Ventures Limited, the company exercises dominant influence over these two companies through its ability to influence the subsidiary’s financial and operational decisions.

The subsidiaries C4chatga Limited and Sitenet Tech Limited are exempt from the requirements of the Companies Act 2006 relating to the audit of its individual accounts by virtue of section 479A.

15. Debtors

	Group		Company	
	2025	2024	2025	2024
Due within one year	£	£	£	£
Trade debtors	1,096,653	1,621,528	978,973	1,516,416
Other debtors	108,798	320,086	-	8,700
Prepayments and accrued income	530,999	432,599	511,444	408,069
	1,736,450	**2,374,213**	**1,490,417**	**1,933,185**

	2025	2024	2025	2024
Due after more than one year	£	£	£	£
Other debtors	20,180	50,180	-	30,000
	20,180	**50,180**	**-**	**30,000**
	1,756,630	**2,424,393**	**1,490,417**	**1,963,185**

All current assets of company and its subsidiary Nelson London Ventures Limited, including debtors have been pledged as security for liabilities of the company which are disclosed in note 17 of the notes to the financial statements.

16. Creditors: Amounts Falling Due Within One Year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	128,528	192,845	84,375	139,687
Bank Loans	198,108	168,614	198,108	168,614
Corporation tax	100,636	30,251	78,052	22,623
Other creditors	73,036	129,704	32,126	100,845
Capital grants	22,382	47,830	22,382	47,830
Accruals and deferred income	113,514	735,499	108,514	726,799
	636,204	**1,304,743**	**523,557**	**1,206,398**

17. Creditors: Amounts Falling Due After More Than One Year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Bank Loans	3,748,669	3,958,527	3,590,510	3,800,344
Capital grants	-	22,383	-	22,383
	3,748,669	**3,980,910**	**3,590,510**	**3,822,727**

The Company and group bank loan is secured against a legal charge and fixed charge over the freehold land and building including those classified as investment properties with a book value of £4,656,200 included in tangible assets and of £5,852,319 is included in investment properties.

17. Creditors: Amounts Falling Due After More Than One Year (continued)

The debenture deed is also secured by fixed charge over the all land owned by the company in the England and Wales, all tangible assets (except the buildings other than above mentioned properties with fixed charge) and investments; and a floating charge over all of the other fixed assets and current assets of the company.

The loan is secured by a negative pledge that imposes certain covenants on the company. The company undertakes to the bank that, save as expressly permitted by the bank in writing, it will not:

- create any mortgage or any fixed or floating charge or other security, over any of the Floating Charge Assets.
- sell, transfer, part with or dispose of any of the Floating Charge Assets except by way of sale in the ordinary course of business.

Company's Bank loan terms of repayment are 5 years and interest is payable at 2.85% plus official bank rate on the principal amount. years

The Group bank loan include aggregate amount of £157,873 (2024: 157,873) which falls due after five year and which are payable otherwise than by instalments Group's bank loan terms of repayment are 25 years and interest is payable at LIBOR plus 3.39%.

18. Provision for other liabilities

	Group	Company
	£	£
At 01 August 2024	**328,257**	**313,409**
Accelerated capital allowance	(33,941)	(33,847)
Other timing differences	75,469	75,469
At 31 July 2025	**369,785**	**355,031**

19. Share capital

Group and company	**2025**	**2024**
Allotted, called up and fully paid	107	107

	Value	Number	2025	2024
Allotted, called up and fully paid	£		£	£
Ordinary A shares	1.000	57	57	57
Ordinary B shares	1.000	50	50	50
		107	**107**	**107**

There are two share classes, namely, Ordinary A shares and Ordinary B shares. Both share classes carry equal rights and there are no restrictions on the distribution of dividends and the repayment of capital, but the Ordinary B shares are not entitled to receive notice of, attend or vote at company's general meetings. There were no new shares issued/cancelled during the year ended 31 July 2025.

Revaluation reserve: This reserve is non-distributable which represents the accumulated change in fair value for the land and building.

Capital redemption reserve: The capital redemption reserve is a non-distributable reserve into which amounts are transferred following the redemption or purchase of a company's own shares.

Profit and loss account: This reserve represents the balance of retained earnings to carry forward. It is fully distributable and shown as part of shareholders' reserves on the balance sheet.

20. Financial instruments

The company and group have the following financial instruments:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	£	**£**	**£**	**£**
Financial assets at fair value through profit or loss	**-**	**-**	**-**	**-**
	-	**-**	**-**	**-**
Financial assets that are debt instruments measured at amortised cost				
Trade debtors	1,096,653	1,621,528	978,973	1,516,416
Other debtors	128,979	370,266	-	38,700
Cash at bank and in hand	4,346,818	3,189,512	3,939,501	3,050,352
	5,572,450	**5,181,306**	**4,918,474**	**4,605,468**
Financial liabilities measured at fair value through profit or loss	**-**	**-**	**-**	**-**
	-	**-**	**-**	**-**
Financial liabilities measured at amortised cost				
Trade creditors	128,528	192,845	84,375	139,687
Bank loans	3,946,777	4,127,142	3,788,618	3,968,958
Other creditors	60,919	52,106	32,126	24,233
Accruals	16,640	19,140	11,640	10,440
	4,152,864	**4,391,233**	**3,916,759**	**4,143,318**

The total interest expense for financial liabilities that are not measured at fair value through profit or loss was;

	Group	
	2025	**2024**
	£	**£**
Interest expense	319,231	361,436
	319,231	**361,436**

21. Pension commitments

The company and group contribute to the National Employment Savings Trust (NEST) for its employees as explained in the accounting policies above.

The amount recognised as an expense for the defined contribution scheme was:

	Group	
	2025	**2024**
	£	**£**
Current year contributions	49,428	46,510

22. Related party transactions

During the year the company has received a travelling, IT support & property related services of £246,844 (2024: £300,128) from the related parties, over which the company has the joint control and significance influence. The balance due from the related party as at 31 July 2025 is £NIL (2024: £NIL).

Transactions with key management personnel are disclosed in note 7.

23. Access participation plan

The college has an access and participation plan that has been approved by the OfS's director of fair access and participation.

Below is a breakdown of the company expenditure during the financial year by type:

Company and Group	2025	2024
	£	£
Access investment	123,407	95,354
Financial support provided to student	185,505	197,330
Research and evaluation	53,510	39,467
	362,422	**332,151**

The above amount includes £106,752 (2024: £91,732) staff cost which were incurred on the staffing resources required for the delivery of the access and participation activities.

The company's published access and participation plan can be found at https://nelsoncollege.ac.uk/access-and-participation-plans. Note that the plan covers academic years 2025-26 to 2028-29.

24. Notes to the Statement of Cash Flows

i. Reconciliation of profit to cash flow from operating activities

	Group	
	2025	2024
	£	£
Profit for the financial year	1,852,678	895,928
Tax on profit on ordinary activities	668,310	175,393
Other interest receivable and similar income	(25,221)	(17,277)
Interest payable and similar charges	319,231	361,436
Operating profit	2,814,998	1,415,480
Net fair value losses/(gains) recognised in profit or loss	(1,895)	270,000
Depreciation	291,356	375,810
Release of deferred capital grants	(47,832)	(57,830)
Profit/loss on disposal of tangible assets	(11,315)	-
Working capital movements		
Increase in debtors	667,762	(226,198)
Increase in creditors	(742,969)	646,260
	2,970,105	**2,423,522**

24. Notes to the Statement of Cash Flows (continued)

ii. Reconciliation of profit to cash flow from operating activities

	1 August 2024	Cash Flows	Non-Cash changes	31 July 2025
	£	£	£	£
Cash and cash equivalents	3,189,512	1,157,306	-	4,346,818
Debt due within one year	(168,614)	193,579	(223,073)	(198,108)
Debt due after one year	(3,958,527)	-	209,858	(3,748,669)
Net debt	**(937,629)**	**1,350,885**	**(13,215)**	**400,041**

iii. Cash and cash equivalents

Cash and cash equivalents consist of;

	Group	
	2025	2024
	£	£
Cash at bank and in hand	4,346,818	3,189,512
	4,346,818	**3,189,512**

25. Contingent liabilities

Some of the Company's subsidiaries, as disclosed in note 14.1, have taken advantage of the exemption from audit available under Section 479A of the Companies Act 2006. For these subsidiaries, the Company has guaranteed all outstanding liabilities as at the year end, until they are settled in full. The liabilities of the subsidiaries at year-end were £51,160 (2024: £28,850).

26.Controlling Party

No individual shareholder holds a majority of voting rights. Therefore, there is no parent entity or ultimate controlling party by virtue of shareholdings.

27.General Information

Nelson College London Limited is an independent college of higher education specialising in business and hospitality management. The College currently offers HND programmes in Business and Hospitality Management, validated by Messrs Pearson and Foundation degrees and BA one-year "top-up" programmes validated by University of West London.

Nelson College London Limited Registered number 05301926 is a private company limited by shares incorporated in England & Wales, United Kingdom. The Registered Office is 106 Olympics House, Clements Road, Ilford, Essex, IG1 1BA.

The group consist of Nelson College London Limited and all of its subsidiaries.