



NELSON COLLEGE LONDON

VALUE FOR MONEY REPORT

Academic Year 2024-25

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1. Introduction

Nelson College London (NCL) is an independent higher education provider with three campuses in England, located in Ilford and Gants Hill, in East London and Broadstairs, in Kent. NCL has partnered with Pearson to offer two HND Level 4/5 Business and Hospitality Management courses and also University of West London to offer six undergraduate and postgraduate programmes.

These programs aim to offer students a pathway for academic progression and enhance their career prospects. NCL's comprehensive range of programs provides students with diverse academic opportunities and facilitates their professional growth.

At Nelson College London (NCL), Value for Money (VFM) means the optimal use of resources to achieve the intended outcomes as demonstrated by internal and external metrics.

At Nelson College London, we are committed to providing our students with a high-quality education that offers good value for money. We understand that our students make significant investments in their education, and we strive to ensure that they receive excellent teaching, robust support services, and access to state-of-the-art facilities in return.

Our primary objectives include ensuring that all students, regardless of their backgrounds, receive value for money. We secure this value in return for the contributions made by individual students, taxpayers, and interested parties in terms of student participation, experience, outcomes, high continuation rates, and degrees that hold their value over time.

We continuously monitor and enhance our teaching quality, learning resources, and assessment feedback mechanisms to ensure they meet our students' expectations. We also regularly gather and act on student feedback to improve our services and facilities.

We are transparent about how we use our income and resources and take steps to deliver value for money. This includes investing in our infrastructure, improving our teaching and learning resources, and enhancing our student support services.

We are proud of the value we offer to our students and will continue to focus on providing an excellent student experience that is worth the investment.

This report reflects the College's performance and value for money provision during the 2024-2025 academic year.

2. Teaching quality and outcomes

The College uses both external and internal metrics as a measure of the intended outcomes or desired output. The external measures used by the College are externally collected, such as the TEF indicators on student satisfaction with teaching, assessment and feedback (taken from the National Student Survey, NSS), continuation (retention) rates (taken from the Higher Education Statistics Agency, HESA) and graduate outcome data.

TEF 2023

The Teaching Excellence Framework (TEF) 2023 indicators are metrics used by the Office for Students (OfS) to assess and rate universities and colleges for excellence above a set of minimum requirements for quality and standards. The final TEF ratings reflect the extent to which a university or college delivers an excellent experience and outcomes for its mix of undergraduate students and across the range of its undergraduate courses and subjects.

The TEF indicators referenced in this section are drawn from the most recent TEF indicators, published in 2023. As TEF data is collected and published periodically rather than annually, the 2023 indicators represent the latest validated TEF outcomes available and are therefore used in this 2025-2026 Value for Money report.

Student's Views on Teaching Quality at Nelson College London

Measure	Indicator	Benchmark
The teaching in my course	97.0	91.8
Assessment and feedback	98.0	86.8
Academic Support	98.0	87.5
Learning resources	98.0	88.0
Student Voice	97.0	70.5

This table shows the comparison of different educational aspects obtained against their respective benchmarks. All indicators are above their respective benchmarks, demonstrating that the students have a very high-quality educational experience at Nelson College London.

Student Outcomes

Measure	Indicator	Benchmark
Continuation	90.4	83.1
Completion	70.8	62.9
Progression	33	44.3

Student continuation and completion remain well above the sector benchmarks. However, the student progression is 10.3% below the benchmark. We believe the graduate outcomes survey results do not provide the full picture when compared to the historic Destination of Leavers in Higher Education (DLHE) survey. However, we understand that we need to make significant improvements in this area.

Graduate Outcomes (year-on year):

Graduate outcome data, tracked by graduating cohort, demonstrates a strengthening trend in positive destinations over time. Earlier cohorts (2019/20–2022/23) recorded 30.3% of HND

students and 38.9% of Undergraduate students progressing to further study, professional employment or other favourable outcomes within 15 months.

The most recent cohort data shows 76.5% of graduates economically active (employed, self-employed or operating a business), exceeding the national average of 75%.

Within this cohort, 26.5% are in full-time employment, 19.4% in part-time employment, 23.9% are self-employed, and 6.7% are business owners. This year-on-year cohort tracking indicates a clear upward shift in employment and enterprise engagement, reflecting strengthened employability provision, industry partnerships and entrepreneurship support.

Office for Student B3 Condition of Registration

The Office for Students (OfS) has introduced a new condition of registration known as Condition B3. This condition requires that “The provider must deliver successful outcomes for all of its students, which are recognised and valued by employers, and/or enable further study”.

The OfS sets minimum numerical thresholds that are referred to when making judgements about whether a provider is providing positive outcomes for their students. Performance below a numerical threshold does not mean that a provider is not meeting the OfS’s minimum expectations.

B3 Dashboard – Student continuation rate at the Nelson College London

Measure	Indicator	Benchmark
Other UG	90.5	75
First degree	66.7	80
PG taught masters*	-	80

For Other Undergraduate (UG) courses, the measured outcome is 90.5%, which is above the benchmark threshold of 75%. This suggests that the College is delivering successful outcomes for its students in this category.

For First Degree courses, the measured outcome is 66.7%, which is below the benchmark threshold of 80%. This indicates that the College need to improve student outcomes, mainly for students on the BA top-up courses.

For Postgraduate (PG) Taught Masters courses, the data is below the threshold for publication.

B3 Dashboard – Student Completion Rate at the Nelson College London

Level	Indicator	Threshold
Other UG	73.6	65
First degree	72.4	75
PG taught masters*	-	

The completion rate for Other Undergraduate Courses remains above the benchmark threshold. For First Degree courses, the measured outcome is 72.4%, which is slightly below the benchmark threshold of 75%. This indicates that the College need to improve student completion rate.

B3 Dashboard – Student Progression Rate at the Nelson College London

Level	Indicator	Threshold
Other UG	34.9	45
First degree	37.7	60
PG taught masters*	-	80

For Other Undergraduate (UG) courses, the measured outcome is 34.9%, which is below the benchmark threshold of 45%. For First Degree courses, the measured outcome is 37.7%, which is below the benchmark threshold of 60%. This indicates that the college needs to improve student progression into further studies and higher education.

3. Student Experience and Prospects at Nelson College London

Academic experience

The National Student Satisfaction Survey results and TEF Silver ratings clearly demonstrate that the students at Nelson College London are highly satisfied with their academic experience. The student satisfaction with the quality of teaching and learning, the availability of learning resources, and the feedback they receive on assessments is very high and well above the sector benchmark. This positive feedback is a testament to our commitment to providing a supportive and enriching academic environment and the great work our staff are doing.

Academic Experience at Nelson College London

At Nelson College London (NCL), students benefit from a high-quality academic experience, reflected in overall satisfaction ratings ranging from 90% to 97%. Teaching, Assessment, and Student Feedback receive consistently strong ratings, with an average score of 94% to 96%, while Administration, Learning Environment, and Academic Support achieve an average of 92% to 96%.

Curriculum and Course Delivery

NCL delivers a structured and engaging curriculum through a combination of lectures, seminars, group discussions, and practical workshops designed to enhance student learning. Courses are designed to align with industry needs, ensuring that students develop the necessary skills and knowledge for their future careers.

Assessment and Feedback

Students are assessed through a variety of methods, including coursework, presentations, projects, and exams, to evaluate their understanding and application of knowledge. Feedback is provided in a timely and constructive manner, allowing students to reflect on their progress and make improvements.

Academic Support and Skill Development

To support student learning, Academic Skills classes are available three times per week for those who wish to enhance their study, writing, and research skills. A dedicated English Tutor delivers these sessions, ensuring that students receive targeted support to improve their academic performance. In addition, Student Support Advisors provide one-to-one academic guidance for those requiring additional assistance.

All students undergo an initial self-assessment within the first two weeks of their course. Those identified as needing extra support are placed on Individual Learning Plans (ILPs), with their

progress monitored throughout the term. Updates on student progress are presented to the Progression Board, which ensures that students receive the necessary interventions to succeed.

Digital and Learning Resources

Students have access to a range of learning resources, including the Virtual Learning Environment (VLE), which provides study materials, recorded lectures, and assignment submission portals. The library and learning resource centre further support academic development by offering textbooks, research materials, and quiet study spaces.

Employability and Industry Engagement

NCL is committed to enhancing student employability through work placements, industry talks, and employability workshops. Students gain real-world insights from guest speakers and career development services, helping them transition from academic study to professional careers.

Student Voice and Continuous Improvement

The College values student feedback and actively incorporates it into academic enhancements. Regular student surveys, focus groups, and student representative meetings ensure that student voices are heard and improvements are implemented.

Student Feedback

A survey conducted in April 2025 at the Gants Hill Campus for HND Hospitality Management students, with 129 respondents, showed strong satisfaction with an average score of 5.7 out of 6 (95%). The highest-rated areas included Teaching, Learning Opportunities, Organisation, Resources, Personal Development, Course Delivery, and Student Safety. The lowest score, 5.6 out of 6 (93%), was in Assessment & Feedback, Academic Support, Learning Community, Student Voice, and Career Development – still reflecting a high level of satisfaction. The College remains committed to maintaining high academic standards and improving areas to achieve a 100% satisfaction rate in the next academic year.

Resources, support, and student engagement

At Nelson College, we are committed to providing our students with the resources and support they need to succeed. We have invested in state-of-the-art learning resources, including libraries, virtual learning environment (VLE), and digital platforms, to ensure our students have access to the tools they need for their studies.

Our student support services are robust and comprehensive, offering academic support, mental health resources, and career counselling. We understand that each student has unique needs and challenges, and we strive to provide personalised support to help each student thrive.

Furthermore, we believe in the importance of student engagement in decision-making processes. We have structures in place to ensure student representation at all levels of governance, from committees to the College's board of governance. We regularly seek student feedback through surveys and student representative committee meetings, and we are committed to taking action based on this feedback.

Consumer Protection at Nelson College London

At Nelson College London (NCL), we are fully committed to adhering to the Competition and Markets Authority (CMA) guidelines for higher education providers, ensuring transparency, fairness, and compliance with consumer protection laws.

We provide clear, accurate, and timely information to prospective and current students, enabling them to make informed decisions about their studies. Our website and student portal are regularly updated to reflect the most current and accurate public information, including course details, tuition fees, and key policies.

Our terms and conditions are designed to be fair and transparent, ensuring that students are not subject to unexpected changes in courses, costs, or other essential elements of their education. We also maintain accessible and impartial complaint-handling processes, allowing students to raise concerns and seek resolutions efficiently.

To maintain compliance with CMA guidance, we conduct regular reviews of our policies and procedures, making amendments as needed to align with best practices. We also provide clear information on contact hours, independent study expectations, and assessment methods, ensuring students fully understand their academic commitments.

At NCL, we foster an open-door policy, encouraging students to report any concerns regarding compliance with consumer law. We believe in maintaining an open dialogue with our students and are always ready to take necessary actions based on their feedback.

Through these measures, we uphold the highest standards of consumer protection in higher education, reinforcing our commitment to fairness, transparency, and student satisfaction.

Opportunities

Nelson College London offers many opportunities for students to develop their skills to succeed in their course of study as well as to prepare them for further studies and highly skilled employment. These activities are briefly discussed below.

Academic Support to Students

Personal Development Plan Survey

The College provides tailor-made learning opportunities to all its students through continuous assessment of their learning needs. At the beginning of the courses, each referred student is required to complete a Personal Development Plan survey. Based on this analysis, the students are referred to workshops (arranged each term), personal tutors and student support lecturers.

Student Support Team

The student support team plays a vital role in identifying students “at risk” of withdrawal or failure and then the team completes and undertakes Individual Learning Plans and set their own objectives for improvement, which the Student Support Lecturers then follow-up. They also attend regular meetings with the Support Lecturers in order to address any problems they may face while working on their assessments or objectives set out in individual learning plans.

Student Support Lecturer

There is a Student Support Lecturer available, through booked appointments, for students who need additional support with their assignments.

Personal Tutor (Lecturer-to-Student Support)

Students are provided with a Personal Tutor which allows students to meet with the lecturer and discuss any questions related to the subjects taught.

NCL Library and Learning Resources

Nelson College London (NCL) has made significant strides in enhancing its library and learning resources, ensuring students have access to a comprehensive range of academic and supplementary materials. The library houses core and recommended textbooks for all programmes, alongside a collection of casual reading books to foster a culture of reading among students.

The Library and Learning Resource Centre is open to all students, with policies in place to safeguard the well-being of staff, students, and resources.

Academic Support Resources

- Study Manuals – To support learning, NCL lecturers have curated study manuals that provide an overview of course content, practice questions, case studies, and further reading lists. These are accessible via the Virtual Learning Environment (VLE).
- Virtual Learning Environment (Moodle) – NCL's VLE enables students to access study materials, assignment briefs, and lecturer feedback. Course slides, additional resources, and submission portals are available to support independent learning.
- Drop-in Sessions – Students can attend dedicated drop-in sessions to enhance their IT skills and receive guidance on submitting assignments via the VLE.
- Research Materials – NCL is committed to equipping students with high-quality research resources to support academic projects, assignments, and general learning.

Ongoing Enhancements

As part of its continuous improvement strategy, NCL launched the Library and Learning Resource Development Project, conducting a thorough review of current provisions across all campuses. A gap analysis report was produced, outlining recommendations for further enhancements.

NCL remains dedicated to evolving its library and learning resources to align with technological advancements and the ever-growing landscape of academic knowledge, ensuring students receive the highest standard of support.

Necessary learning resources are made available to enable students to develop their skills. Every student is provided with a Module Handbook (on the VLE) for each unit taught at the start of each term offering detailed information on unit specification, assessment criteria, learning outcomes, and books recommended for further reading. The College also has an annual subscription to Emerald Insight for e-Journals, and, for university programmes, it has contracted with the e-textbook provider BibliU. Through this arrangement, individual students are licenced to access all their key core textbooks (24/7 online) for a 12-month period. All university students are also provided with Course Handbooks, also accessible through the VLE.

Curricular & Extra-Curricular Activities

Learning opportunities are also provided through guest speaker sessions, workshops, tutorials, cooking competitions, student quizzes and field trips. Teaching materials are made available through the College's Virtual Learning Environment (VLE) and online library, which are accessible 24/7.

The College also runs its own YouTube channels, that contain videos on topics useful to students on all programmes. These videos are scripted, designed, directed and produced by the College academics and media team. The videos are also available to the general public.

Additionally, two computer labs are available for use during normal business hours. Opening times for the labs and the library facilities are extended during assessment submission periods.

Classrooms are fitted with state-of-the-art IT equipment to facilitate teaching and learning, including an interactive BenQ smart board and the technology to deliver online classes. This was extremely useful during the Covid-19 pandemic.

Research Centre

A Research Centre has recently been established to oversee and coordinate the development and implementation of the College research strategy and promote research activities, a central part of NCL's academic activity. The centre will support students who are undertaking research-based projects, to extend their work into potential journal articles for publication. It will also assist course and module leaders to ensure that research projects are delivered to a consistent level of quality and will support engagement with the use of research resources and systems within the College and externally.

Arrangements for Pastoral Support to Students

Nelson College engages a proactive and preventative approach to Pastoral Support, beginning with our Personal Academic Tutors and the College "Open Door Policy". Both mechanisms provide the confidentiality required from such a service, alongside further signposting, should this be required and agreed. Pastoral Care is a feature of both staff training and student inductions. The provision of professional counselling, alongside online resources such as "Plumb" (also providing counselling and 24/7 online support) and "Talk Campus", a peer-to-peer resource providing an opportunity for students to talk anonymously about anything; mental health, depression, self-harm, eating disorders, a bad break-up or a relationship, stress and studies. Talk Campus prides itself on being extremely non-judgemental.

Student Welfare and Support Provision

The Student Welfare Team provides a range of services designed to support students throughout their academic journey. The team offers personalised guidance, practical assistance, and wellbeing support to help students overcome barriers and achieve their educational goals.

All staff members have undergone Disclosure and Barring Service (DBS) checks and have completed safeguarding training, including regular refresher courses. These measures ensure a safe and secure environment for students, staff, and visitors.

Disability Support

Nelson College London encourages early disclosure of disabilities and promotes a positive and supportive environment for students with disabilities, long-term medical conditions, or specific learning difficulties. During the application stage, the Student Welfare Team provides guidance and implements reasonable adjustments to remove potential barriers. These adjustments may include additional time for tests, adapted interview arrangements, or alternative room settings to ensure equal access to opportunities.

Following enrolment, and with the student's consent, individuals may join the Disability Register and access a bursary of £1,000 per academic year. A one-to-one meeting between the student and a Student Welfare or Disability Support Officer is arranged to evaluate individual needs and review supporting evidence. Agreed adjustments are formally recorded in a Student Learning Support Agreement. These may include permission to record lectures, flexible breaks, the use of ergonomic equipment, or other tailored provisions to support academic participation.

Student Welfare team also signpost eligible students to apply for the Disabled Students' Allowance (DSA), which can provide specialist equipment, study support, and travel assistance.

Support for Specific Student Groups

The Student Welfare Team provides dedicated support for students who may require additional assistance.

Students who are expectant or new parents are supported through flexible learning arrangements, including access to online lecturer-led classes. This allows students to continue engaging with their programme while managing pregnancy, maternity, and early childcare responsibilities.

Students who are care-experienced or care leavers are offered individual induction sessions either prior to the start of classes or during the first week of term. These sessions include a campus tour, introductions to the library and IT facilities, information about available support services and key college policies, and a one-to-one introduction to lecturers to support their transition into academic life.

With student consent and appropriate supporting evidence, eligible students may be added to the Care Leaver Register. Students registered on this list may access a bursary of £2,000 per academic year to help reduce financial barriers and support their continued participation in higher education.

Mental Health and Wellbeing

The Student Welfare Team provides confidential support for students during office hours through in-person meetings, as well as via email and a dedicated mobile phone. The College also offers free professional face-to-face counselling services.

In addition, Nelson College London has trained Mental Health First Aiders available to support students experiencing emotional distress. These trained staff members provide an immediate

point of contact and offer initial guidance while signposting students to appropriate professional services.

The College also facilitates Peer Support Group. This group provides a safe and supportive space for students to share experiences and receive peer support, facilitated by a professional psychotherapeutic counsellor.

Wellbeing Activities and Workshops

The Student Welfare Department organises regular workshops and events focused on both physical and mental wellbeing. Students are also encouraged to participate in physical activity sessions held at the college, which explore the relationship between lifestyle, diet, and mental health.

Financial Support and External Signposting

The Student Welfare Team raises awareness of financial support available to students experiencing hardship during their studies. The College's Hardship Fund supports students facing unforeseen financial difficulties through a documented application and evidence-based process.

Students can also receive guidance on applying for financial support and accessing academic adjustments that may assist with their studies.

The Student Welfare Officer works with students to identify barriers to academic progress and develop an individualised support plan.

The Student Welfare Team has also established links with external organisations and support charities and provides students with information about services available beyond the College. These include resources related to financial assistance, mental health support, and specialist advice services, ensuring students can access appropriate help when needed.

Employability and Progression: Details of Careers Guidance Available to Students at Nelson College London

Nelson College London (NCL) offers a range of career guidance services to enhance students' employability and entrepreneurial skills. These services include:

1. Career Resources & Literature – Miniguides on CV writing, interviews, job searches, and soft skills, along with a Career Planning Journal for tracking progress. <https://nelsoncollege.ac.uk/reports-and-publications>
2. YouTube Tutorials – Step-by-step video guides on employability topics, available on the NCL Employability & Progression YouTube Channel. <https://www.youtube.com/@NCL-Employability-Progression>
3. NCL Careers Hub – A digital platform providing CV-building tools, job search features, employability resources, and career event updates. [Access the Career Hub](#)
4. Workshops & Mentorship – Tailored one-on-one and group workshops on business, marketing, and finance planning, support for aspiring entrepreneurs, Business idea

development and Networking with industry professionals. The Entrepreneur Mentorship Service (EMS) offers support for business development.

5. Career Advisory Service (CAS) – Personalised career coaching, including CV reviews, interview preparation, career strategies, and employability coffee mornings.
6. Employability & Entrepreneurship Forum (E&EF) – An annual networking event connecting students with employers and entrepreneurs.
7. Work-Based Learning – Bespoke one-on-one support and workshops to help students secure and complete the 96-hour curricular work placements.
8. Chris P. Davies Award for Progression (CPDAfP) – A £1,500 annual award recognising outstanding alumni achievement in career progression.

These initiatives ensure students receive the necessary support for career success, both during and after their studies.

Learning, Teaching, Engagement and Enhancement Conference

The College aims to implement thematic enhancement throughout the college and to this end decided to develop the NCL Employability & Progression. Every year the College will identify one thematic area and will undertake root and branch review of that theme. The thematic enhancement may be prompted by the Learning, Teaching, Engagement and Enhancement conference (LTEE conference) or any periodical root and branch review the College may undertake.

Since 2018, Nelson College London has successfully hosted the Learning, Teaching, Engagement, and Enhancement (LTEE) Conference, fostering discussions on student engagement, teaching strategies, and academic enhancement. Despite challenges like the Covid lockdown, the event has remained uninterrupted.

Key Milestones:

- **2018:** Inaugural conference on Attendance, Submissions, and Student Engagement.
- **2019:** Introduction of Academic Induction Sessions for new lecturers.
- **2020:** Value for Money in Education (delivered via video).
- **2021:** Bringing Learning to Life (featured videoed debates).
- **2022:** Student Engagement and Enhancement – New Initiatives (Gants Hill campus).
- **2023:** Equality and Diversity in Teaching and Learning (City Gates Conference Centre).
- **2024:** Sustainability (Environment, Social, Governance)
- **2025:** Employment Pathways (Workshops)

The LTEE Conference continues to serve as a platform for innovation, collaboration, and academic enhancement at Nelson College London.

Employability and Entrepreneurship Forum

This event brings together employers, entrepreneurs and students in an open, free-flowing, forum; it affords students the opportunity to pose any questions that they might have to a wide variety of employers; anything from CV-content tips, to standing out at interviews, all the way through to workplace advice and career pathways.

Employability and Progression: Summary of Activities from Aug 1st 2024 – Jul 31st, 2025

The key activities and achievements during this reporting period were centred on Work-Based Learning (WBL), Careers Advisory Services (CAS), the NCL Careers Hub, workshops, entrepreneurship initiatives, networking events, publications, and strategic partnerships. The department met or exceeded all major KPIs and significantly expanded student engagement compared to the previous year.

Key Highlights:

- 550 students attended Employability & Progression workshops, significantly exceeding the target of 300 attendees.
- 233 total Careers Advisory Service engagements (119 structured sessions and 114 ad-hoc one-to-one sessions), strengthening personalised career support.
- Development and expansion of the Entrepreneurship Centre, including two entrepreneurship networking events with local business leaders.
- Successful delivery of the Chris P. Davies Award for Progression 2025, recognising outstanding alumni achievement.
- Enhanced Work-Based Learning processes, with all on-site placement students now self-placing, increasing employer engagement and student ownership.
- Expansion of strategic partnerships and employability resources, including new external partners and updated publications such as the E&P Handbook and Career Planning Journal.

4. Fees, funding, and efficiency

Income Breakdown

Income Breakdown	£000s	Percentage
Course fees and education contracts	16244	83.7%
Funding body grants	1243	6.4%
Other income	1905	9.8%
Investment Income	25	0.1%
Total income	19417	

The primary source of income is from course fees and education contracts, which contribute a significant 83.65% of the total income. Other sources, such as funding body grants, other income, and investment income, contribute a relatively small portion of the total income.

Expenditure Breakdown

Expenditure Breakdown	£000s	Percentage
Staff costs	3891	23.0%
Operating expenses	12394	73.4%
Depreciation and amortisation	291	1.7%
Interest and other finance costs	320	1.9%
Total expenditure	16896	

The primary expenditure is on the operating expenses, which include IT and Library expenses, Student support and bursaries, costs to run and maintain all campuses and other administrative costs. Staff costs also make up a significant portion, including academic and non-academic staff salaries, pension and national insurance contributions.

Student Financial Support

1. NCL Hardship

The Hardship Fund is a grant of up to £1000 for students who face unexpected financial difficulties and need help with their living costs. The fund does not cover tuition fees or lifestyle choices. The fund is limited and subject to eligibility checks. The money can be used for essential living costs, IT equipment, internet access, or childcare costs.

2. NCL Bursary Package

NCL Bursary package is available for up to £1,000 for disabled students and up to £2,000 for students who have experienced care in their lives. This support is to help students with transition to higher education as well as support their living expenses. The fund is limited and subject to eligibility checks. The money can be used for books, equipment, travel, or other expenses. To be eligible, students must be care leavers, care experienced, or disabled and have proof of their status. They must also be UK residents, home students, and in receipt of the maximum Maintenance Loan. Care leavers and care experienced are those who have been in care at any stage of their lives, including those who have been adopted, estranged, or unaccompanied asylum-seeking children.

Capital Developments

The Board of Directors of the College has worked in collaboration with NHS partners to convert the Carey Building at the Broadstairs Campus into an integrated health hub. The lease agreement has now been signed, and the College anticipates that the project will generate significant social and economic value for both the College's stakeholders and the wider community. It is also important to note that the campus continues to be approved by the College's awarding bodies and the Office for Students (OfS) to deliver all courses at the Broadstairs Campus.

The College has also entered into an agreement with Thanet District Council to establish the Thanet Youth and Employment Skills Hub and has received a grant award of £20,000 through the UK Shared Prosperity Fund (UKSPF). The hub will provide a dedicated, youth-centred space where young people aged 16–25 can access guidance, training, and employment pathways within a supportive and inclusive environment. Through this initiative, the College will further strengthen its partnerships with government departments and enhance its engagement with the local community.

The Board is committed to investing surplus funds, beyond the level required for liquidity coverage, into property, residential and commercial estates, and other tangible assets. While such investments offer the potential for capital growth and rental income, their value extends beyond financial returns. They contribute to strengthening the College's financial position by providing assets that enhance financial flexibility and resilience while also generating non-educational income. In addition, these investments support strategic, long-term partnerships with tenants, creating opportunities for students to undertake valuable work placements. These real-world experiences enhance students' practical skills, enable them to develop professional networks, and provide valuable exposure to industry environments. Field visits and vocational workshops hosted at tenant premises further enrich the learning experience by offering insights that extend beyond the classroom and support students in preparing for their future careers.

The Board of Directors continues to explore a range of potential investment opportunities that align with the College's long-term strategic objectives. Any future investments will be carefully evaluated to ensure they contribute to strengthening the College's financial position while supporting its broader mission. By selecting asset classes that offer both stability and long-term value, the Board aims to reinforce the College's financial resilience and sustainability. Income generated from these assets, including rental returns, will provide an additional and reliable revenue stream that can be reinvested into the College's core educational activities and help expand opportunities available to students.

Furthermore, maintaining a well-balanced and diversified asset portfolio is an important component of responsible financial stewardship. A diversified approach reduces exposure to economic volatility and helps safeguard the College's long-term financial sustainability. By focusing on investments that complement the College's mission and values, the Board seeks not only to strengthen financial security but also to support initiatives that deliver lasting benefits to students, partners, and the wider community.

In conclusion, the Board remains committed to a multifaceted investment strategy focused on property and other tangible assets. This approach not only offers the potential for financial returns but also strengthens the College's financial foundations. A strong asset base enhances the College's capacity to respond to financial challenges, generate non-educational income, and maintain resilience in a changing economic environment. Ultimately, this strategy supports

the College's mission to promote education, skills development, and community engagement for the benefit of current and future generations.

Efficiency and governance at Nelson College London

The College ensures that there are adequate and effective arrangements in place to secure value for money for students, taxpayers, and other interested parties. Leadership commitment, institutional autonomy, and staff engagement are key enablers of efficiency.

The Audit Risk and Remuneration Committee receives assurance that satisfactory arrangements are in place to promote economy, efficiency, and effectiveness. It makes an independent judgment on the effectiveness of the College's value-for-money arrangements.

The college ensures efficiency through a multi-faceted approach that includes operational, academic, and strategic measures.

- Operational efficiency involves streamlining processes and operations to reduce waste and improve productivity.
- Academic efficiency can involve measures such as improving student outcomes, enhancing teaching methods, and optimising resource allocation for academic programs.
- Strategic governance involves making decisions that align with the university's mission and goals, promoting efficient use of resources.

The College also undertake comprehensive reviews of student outcomes, revenue-generating activities, and operating activities to identify areas for growth and efficiency. Moreover, the college is increasingly focusing on sustainability, which can lead to efficiency of resource use and cost savings. This involves integrating sustainability into the curriculum, engaging students and staff in sustainability initiatives, and implementing carbon management strategies.

The College's approach to value for money takes account of quality and fitness for purpose to determine whether goods and services represent good value. The College is accordingly committed to spending well and spending wisely to achieve excellent student outcomes.

Students at Nelson College will find their fees employed effectively to provide a worthwhile student experience, and there is data to support this conclusion.

Enquiries

Email: info@nelsoncollege.ac.uk