COMPANY REGISTRATION NUMBER: 04725514

Empire College London Limited

Financial Statements

31 March 2026

ADRIAN & CO
Chartered Certified Accountants & statutory auditor
1417/1419 London Road
Norbury
London
SW16 4AH

Empire College London Limited

Financial Statements

Year ended 31 March 2026

Contents	Page
Officers and professional advisers	1
Strategic report and Director's report	2
Independent auditor's report to the members	7
Statement of financial activity	11
Statement of financial position	12
Statement of changes in equity	13
Statement of cash flows	14
Notes to the financial statements	15

Empire College London Limited

Officers and Professional advisers

Year ended 31 March 2026

Director	Mr Q A Kakar
Registered office	Forest House 16-20 Clements Road Ilford Essex IG1 1BA
Auditor	Adrian & Co Chartered Certified Accountants & statutory auditor 1417/1419 London Road Norbury London SW16 4AH

Empire College London Limited

Strategic Report and Director's Report

Year ended 31 March 2026

The director presents the strategic report, together with his report and the financial statements of the company for the year ended 31 March 2026.

Legal status and principal activity:

Empire College London is a private higher education provider registered in England since 2003. The College operates as a Private Limited Company with a single director and proprietor. Its principal activity is the provision of higher education and related educational services.

In 2023, the College expanded its operations by opening an additional campus in Birmingham, thereby strengthening its capacity to deliver higher education programmes across multiple locations and to support a growing and diverse student population.

Vision and Mission

Our courses are accredited by recognised awarding bodies, allowing students to develop theoretical knowledge and practical skills in their chosen subjects. Students have the opportunity to gain a qualification that will enable them to improve job prospects or progress in further studies.

Our Goals:

- To deliver an outstanding student experience
- To maintain and develop excellence in academic standards
- To ensure all our students and staff have access to a high-quality, safe and secure learning environment
- To encourage and facilitate the development of students and staff
- To represent value for money while raising and widening participation in Further and Higher Education

Our values:

- **Professional:** to act with professionalism at all times
- **Inspiring:** to motivate, encourage and support all individuals within the College to realise their potential and achieve their goals
- **Respect:** to behave respectfully towards all and value everyone's inputs and ideas equally
- **Honesty and integrity:** to be transparent, fair, open, and trusting

Governance/Management Arrangements and Internal Control Statement

The following statement helps readers of the financial statements better understand the College's governance, management arrangements, and legal structure. It covers the period from 1st April 2025 to 31st March 2026 and remains valid until the approval of these financial statements.

Empire College London is a small private educational provider registered in England as a Private Limited company with a single director and proprietor.

No partnership arrangements are in place with other providers regarding delivery as a lead or subcontracting partner.

Our governance/management structure:

The sole Director and senior management team are responsible for the operation, decision-making, strategic direction, and overall well-being of the College. The team recognises the importance of good quality management and governance, which results in:

- Leading the College in meeting and setting its goals
- Ensuring effective management and controls are in place to support students and staff and that these continue to remain in place.
- Ensuring that, as a company entrusted with public/private funds, these are utilised in a correct manner.
- Providing high-quality teaching, learning and support to students and staff.
- Meeting the regulatory and legal requirements set by external organisations.
- Operating transparently and responsibly in accordance with statutory and regulatory requirements

The senior management team and the Director oversee the above activities, while individual departmental managers hold well-defined operational responsibilities within their areas. Delegation to departmental managers is used effectively, ensuring the timely completion of all necessary tasks and establishing a clear division of duties. This approach creates transparent audit trails, supports efficient administration, and ensures compliance with all regulatory requirements.

The current management and governance arrangements within the College are adequate and effective for the organisation's size. This is demonstrated by the outcomes of internal and external quality assurance reviews, the College's financial standing, staff and student feedback, student success and achievement, and compliance with legal obligations over recent years. However, with the College's new delivery site established in 2023, these arrangements will continue to be reviewed for effectiveness, and adjustments will be made as necessary to support all areas.

The College's management and governance structure may differ from the conventional model used by larger higher education providers; however, given the College's context, size, and legal form, the current structure is appropriate. The management team's expertise and experience are strong and capable of meeting the College's objectives, while independent professional advice is sought in areas that require additional guidance. Such independent input supports the College's development and ensures compliance with regulatory changes. The College recognises that its current arrangements may need to be reviewed to remain fit for purpose as delivery expands or if there is significant growth in student numbers.

The senior management team works collaboratively with departmental managers and staff to oversee the College's operations and support its strategic development and continuous improvement. Senior managers bring appropriate knowledge, skills, and experience to their roles and provide leadership, oversight, and informed challenge to support effective decision-making.

As a smaller higher education provider, members of the senior management team also undertake additional operational and departmental responsibilities. This integrated approach enables the College to make effective use of its resources while maintaining appropriate oversight across academic, administrative, and student support functions. The close working relationships between senior and departmental managers support effective communication, timely decision-making, and the delivery of high-quality education and services.

Regular management meetings provide a forum for discussing strategic developments, monitoring the College's operations, reviewing and implementing policies, and evaluating management performance to support continuous improvement across all areas of the College. Management and course meetings are scheduled throughout the academic year and formally recorded as part of the College's quality assurance processes.

Staff and student representatives contribute to these meetings, ensuring that the views and experiences of key stakeholders are considered in programme evaluation, quality enhancement activities, and institutional decision-making. This approach supports transparency, engagement, and continuous improvement for the benefit of the wider College community.

Regular reports on the College's financial performance, student recruitment, retention and achievement, teaching and learning, staff and student support, quality initiatives, and personnel matters are considered by the Director and senior management team to support effective oversight and informed decision-making. The senior management team ensures that student numbers remain proportionate to the College's size, resources, and operational capacity. This approach reflects the College's commitment to sustainable growth and to maintaining the quality of its provision, ensuring that student numbers can be effectively monitored and that appropriate academic and pastoral support is available. By managing growth in this way, the College is able to focus on delivering a high-quality student experience while continuing to enhance its provision.

The College's management structure supports the effective fulfilment of its legal, regulatory, and governance responsibilities as both a higher education provider and a private limited company. A quality assurance and enhancement cycle is embedded across the College to monitor, maintain, and improve standards, with staff and student contributions providing valuable insight into areas of strength and opportunities for further development.

To support transparency and accountability, the College maintains an annually reviewed Register of Interests for members of the senior management team and departmental managers, ensuring that potential conflicts of interest are appropriately identified and managed.

Internal control:

The Director and senior management team are responsible for maintaining a sound internal control and risk assessment system. This system supports the achievement of the college's objectives while safeguarding the funds and assets for which it is responsible and detecting and preventing fraud, bribery, and other irregularities.

The College's internal control framework is supported by effective policies, regular management information, and clear administrative procedures to ensure that resources are used appropriately and that risks are identified and managed effectively.

Key elements of the framework include:

- **Strong financial controls** to ensure College funds and resources are used only for approved purposes and are protected from misuse.
- **Segregation of duties** to ensure that responsibilities are appropriately shared and no single individual controls all aspects of a process.
- **Risk management arrangements** covering business, operational, financial, compliance, and reputational risks.

- **Regulatory oversight** through the timely completion and monitoring of returns to the Office for Students (OfS) and other regulatory bodies to ensure ongoing compliance.

- **External audit review**, including the annual management letter, which highlights any control weaknesses and recommends improvements.

The College's internal control and risk management processes help to ensure that:

- Operations are effective, efficient, and compliant with legislation, regulations, and College policies.

- Financial information and reporting are accurate and reliable.

- College assets and resources are safeguarded.

- Risks are regularly identified, assessed, monitored, and managed.

- Important information is communicated effectively across the College.

- Control weaknesses are identified and addressed promptly.

- Staff understand and follow relevant policies and procedures.

No significant internal control weaknesses or failures have arisen during the period ending 31 March 2026.

Director

The director who served the company during the year was as follows:

Mr Q A Kakar

Dividends

Particulars of recommended dividends are detailed in note 11 to the financial statements.

Director's responsibilities statement

The director is responsible for preparing the strategic report, director's report and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with United Kingdom

Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the director must not approve the financial statements unless he is satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

In preparing these financial statements, the director is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The director is responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. He is also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This report was approved by the board of directors on 27 August 2026 and signed on behalf of the board by:

Mr Q A Kakar
Director

Registered office:
Forest House
16-20 Clements Road
Ilford
Essex
IG1 1BA

Independent Auditor's Report to the Members of Empire College London Limited

Year ended 31 March 2026

Opinion

We have audited the financial statements of Empire College London Limited (the 'company') for the year ended 31 March 2026 which comprise the statement of comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2026 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The director is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the director's report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the director's report have been prepared in accordance with applicable legal requirements.

Opinion on other matters prescribed by the Office for Students' Accounts Direction

In our opinion, in all material respects:

- Funds from whatever source administered by the College for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.

- The requirements of the Office for Students' accounts direction for the relevant year's financial statements have been met.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained during the audit, we have not identified material misstatements in the strategic report or the director's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of director's remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of the following matters where the Office for Students' accounts direction requires us to report to you if:

- The College's grant and fee income, as disclosed in the note to the accounts, has been materially misstated.

Responsibilities of the director

As explained more fully in the director's responsibilities statement, the director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the director is responsible for assessing the 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 director either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The extend to which audit was considered capable of detecting Irregularities, including fraud;

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.

However, it is the primary responsibility of management to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the preventions and detections of fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operate in.

- focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation.

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

- enquired of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.

- considered the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

- tested journals entries to identify unusual transactions and transactions entered into outside the normal course business.

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

Mr Gnanapragasam Kumar FCCA (Senior Statutory Auditor)
For and on behalf of
Adrian & Co
Chartered Certified Accountants & statutory auditor
1417/1419 London Road
Norbury
London
SW16 4AH

27 August 2026

Empire College London Limited

Statement of financial activities

Year ended 31 March 2026

	Note	2026 £	2025 £
Turnover	4	1,473,004	1,286,001
Cost of sales		497,968	488,621
Gross profit		975,036	797,380
Administrative expenses		524,185	444,675
Operating profit	5	450,851	352,705
Other interest receivable and similar income	9	6,842	8,846
Profit before taxation		457,693	361,551
Tax on profit	10	115,385	88,446
Profit for the financial year and total comprehensive income		342,308	273,105

All the activities of the company are from continuing operations.

The notes on pages 15 to 21 form part of these financial statements.

Empire College London Limited

Statement of Financial Position

31 March 2026

	Note	2026 £	2026 £	2025 £
Fixed assets				
Tangible assets	12		319,561	327,178
Current assets				
Debtors	13	263,629		274,389
Cash at bank and in hand		770,776		588,146
		1,034,405		862,535
Creditors: amounts falling due within one year	14	272,146		285,201
Net current assets			762,259	577,334
Total assets less current liabilities			1,081,820	904,512
Net assets			1,081,820	904,512
Capital and reserves				
Called up share capital	15		100	100
Profit and loss account			1,081,720	904,412
Shareholders' funds			1,081,820	904,512

These financial statements were approved by the board of directors and authorised for issue on 27 August 2026, and are signed on behalf of the board by:

Mr Q A Kakar
Director

Company registration number: 04725514

The notes on pages 15 to 21 form part of these financial statements.

Empire College London Limited

Statement of Changes in Equity

Year ended 31 March 2026

	Note	Called up share capital £	Profit and loss account £	Total £
At 1 April 2024		100	781,307	781,407
Profit for the year			273,105	273,105
Total comprehensive income for the year		–	273,105	273,105
Dividends paid and payable	11	–	(150,000)	(150,000)
Total investments by and distributions to owners		–	(150,000)	(150,000)
At 31 March 2025		100	904,412	904,512
Profit for the year			342,308	342,308
Total comprehensive income for the year		–	342,308	342,308
Dividends paid and payable	11	–	(165,000)	(165,000)
Total investments by and distributions to owners		–	(165,000)	(165,000)
At 31 March 2026		100	1,081,720	1,081,820

The notes on pages 15 to 21 form part of these financial statements.

Empire College London Limited

Statement of Cash Flows

Year ended 31 March 2026

	2026	2025
	£	£
Cash flows from operating activities		
Profit for the financial year	**342,308**	273,105
Adjustments for:		
Depreciation of tangible assets	**19,930**	22,468
Other interest receivable and similar income	**(6,842)**	(8,846)
Tax on profit	**115,385**	88,446
Accrued (income)/expenses	**(14,676)**	1,045
Changes in:		
Trade and other debtors	**10,760**	(71,115)
Trade and other creditors	**22,681**	(12,809)
Cash generated from operations	**489,546**	292,294
Interest received	**6,842**	8,846
Tax paid	**(86,445)**	(99,278)
Net cash from operating activities	**409,943**	201,862
Cash flows from investing activities		
Purchase of tangible assets	**(12,313)**	(26,189)
Net cash used in investing activities	**(12,313)**	(26,189)
Cash flows from financing activities		
Dividends paid	**(215,000)**	(130,000)
Net cash used in financing activities	**(215,000)**	(130,000)
Net increase in cash and cash equivalents	**182,630**	45,673
Cash and cash equivalents at beginning of year	**588,146**	542,473
Cash and cash equivalents at end of year	**770,776**	588,146

The notes on pages 15 to 21 form part of these financial statements.

1. **General information**

The company is a private company limited by shares, registered in England and Wales. The address of the registered office is Forset House, 16-20 Clements Road, Ilford, Essex, IG1 1BA.

2. **Statement of compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

3. **Accounting policies**

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through profit or loss.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Debtors

Basic financial assets, including trade and other debtors, 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, less any impairment.

Judgements and key sources of estimation uncertainty

In preparing these financial statements the management has made judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Operating leases

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

Revenue recognition

Revenue from the provision of Tuition services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied: - the amount of revenue can be measured reliably; - it is probable that the company will receive the consideration due under the contract; - the stage of completion of the contract at the end of the reporting period can be measured reliably; and - the costs incurred and the costs to complete the contract can be measured reliably.

Revenue from the rendering of services is measured by reference to the stage of completion of the service transaction at the end of the reporting period provided that the outcome can be reliably estimated. When the outcome cannot be reliably estimated, revenue is recognised only to the extent that it is probable the expenses recognised will be recovered.

3. **Accounting policies** *(continued)*

Employee benefits

The company contributes to a defined contribution plan for the benefit of its employees. Contributions are recognised in profit or loss as they become payable.

Cash and cash equivalents

Cash and cash equivalents are represented by cash in hand, deposits held at call with financial institutions, and other short term highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Basic financial liabilities, including trade and other creditors, loans from third parties and loans from related parties, are initially recognised at transaction price, unless the agreement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Such instruments are subsequently carried at amortised cost using the effective interest method, less any impairment.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & Fittings	-	25% reducing balance
Motor Vehicle	-	25% reducing balance
Equipment	-	25% reducing balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

3. Accounting policies *(continued)*

Impairment of fixed assets *(continued)*

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the company are assigned to those units.

Financial instruments

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Where investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in profit or loss. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in profit or loss, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

4. Turnover

Turnover arises from:

	2026	2025
	£	£
Rendering of services	1,324,982	1,223,166
Other significant types of revenue - Sales incentives	148,022	62,835
	1,473,004	1,286,001

The whole of the turnover is attributable to the principal activity of the company wholly undertaken in the United Kingdom.

Details of grant and fee income	2025-2026	2024-2025
Grant income from the OfS	-	-
Grant income from other bodies	-	-
Fee income for taught awards	1,324,982	1,223,166
Fee income for research awards	-	-
Fee income from non-qualifying courses	-	-

5. Operating profit

Operating profit or loss is stated after charging:

	2026	2025
	£	£
Depreciation of tangible assets	**19,930**	22,468

6. Auditor's remuneration

	2026	2025
	£	£
Fees payable for the audit of the financial statements	**8,500**	8,500

7. Staff costs

The average number of persons employed by the company during the year, including the director, amounted to:

	2026	2025
	No.	No.
Production staff	**19**	18

The aggregate payroll costs incurred during the year, relating to the above, were:

	2026	2025
	£	£
Wages and salaries	**443,461**	339,484
Social security costs	**52,405**	34,664
	495,866	374,148

8. a) Director's remuneration

The director's aggregate remuneration in respect of qualifying services was:

	2026	2025
	£	£
Remuneration	**30,000**	27,000

b) Senior staff pay

Key senior staff are those with authority for planning, directing, and controlling the college's activities, and they are represented by the Senior Management Team.

No key senior staff member, including the Head of Provider, has a basic salary of over £100,000 per annum in the current or prior year.

The total Head of provider remuneration:	2026	2025
Basic Salary	£30,000	£27,000
Dividends	£165,000	£150,000
Other performance-related pay or bonuses	-	-
Pension contributions	-	-
Other benefits	-	-

No other payments were made to the Head of Provider in relation to benefits (taxable or non-taxable) or any other remuneration.

Relationship of Head of provider basic pay and total remuneration expressed as a multiple:

The pay multiple is expressed as the full-time equivalent of the Head of the provider's remuneration/basic salary divided by the median pay at the provider (also calculated on a full-time equivalent basis).

	2026	2025
Head of provider's basic salary as a multiple of the median pay of all staff	1.0	1.0
Head of provider's total remuneration as a multiple of the median remuneration of all staff	7.0	7.0

As part of the OfS accounts direction, providers must consider the CUC senior staff remuneration code. The code's use is voluntary and may not be appropriate for all providers. The College has not fully adopted it; however, some elements of the code are considered, and remuneration is decided based on the context in which the College operates and its legal form.

The performance of key senior staff is reviewed to assess value, judge performance, and consider any additional emoluments.

Decisions on the salaries and remuneration of key senior staff are informed by market intelligence, including data from comparable education providers (Where available), institutional and individual performance, and affordability considerations.

The remuneration of the Head of Provider reflects the duties, responsibilities, and obligations associated with the role.

No other key senior staff members received annual emoluments over £100,000.

No severance or compensation for loss of office payments were made.

9. Other interest receivable and similar income

	2026	2025
	£	£
Interest on bank deposits	6,842	8,846

10. Tax on profit

Major components of tax expense

	2026	2025
	£	£
Current tax:		
UK current tax expense	115,385	88,446
Tax on profit	115,385	88,446

11. Dividends

Dividends paid during the year (excluding those for which a liability existed at the end of the prior year):

	2026	2025
	£	£
Dividends on equity shares	165,000	150,000

12. Tangible assets

	Land and buildings	Fixtures and fittings	Motor vehicles	Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2025	259,771	94,568	87,115	143,345	584,799
Additions	–	–	–	12,313	12,313
At 31 March 2026	259,771	94,568	87,115	155,658	597,112
Depreciation					
At 1 April 2025	–	91,893	53,314	112,414	257,621
Charge for the year	–	669	8,450	10,811	19,930
At 31 March 2026	–	92,562	61,764	123,225	277,551
Carrying amount					
At 31 March 2026	259,771	2,006	25,351	32,433	319,561
At 31 March 2025	259,771	2,675	33,801	30,931	327,178

13. Debtors

	2026	2025
	£	£
Trade debtors	228,580	247,374
Prepayments and accrued income	35,049	27,015
	263,629	274,389

14. Creditors: amounts falling due within one year

	2026	2025
	£	£
Payments received on account	**7,069**	–
Trade creditors	**26,314**	36,387
Accruals and deferred income	**20,028**	34,704
Corporation tax	**117,386**	88,446
Social security and other taxes	**100,163**	74,478
Dividends payable	–	50,000
Director loan accounts	**255**	255
Net Wages control ac	**931**	931
	272,146	285,201

15. Called up share capital

Issued, called up and fully paid

	2026		2025	
	No.	£	No.	£
Ordinary shares of £1 each	**100**	**100**	100	100

16. Analysis of changes in net debt

	At 1 Apr 2025	Cash flows	At 31 Mar 2026
	£	£	£
Cash at bank and in hand	588,146	182,630	**770,776**
Debt due within one year	(255)	–	**(255)**
	587,891	182,630	**770,521**

17. Related party transactions

The ultimate controlling party of the company is Mr Q Kakar who is also the director of the company.