

LANCASTER & MORECAMBE[®] COLLEGE

**Report and Financial Statements
For the Year Ended 31 July 2025**

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Key Management Personnel, Board of Governors and Professional Advisers

Key Management Personnel

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

D Braithwaite	Principal and CEO; Accounting Officer
P France	Vice Principal: Finance & Resources
C Rawes	Vice Principal: Progress & Performance
I Parkinson	Director of Curriculum & Innovation (resigned on 30 September 2025)
A Bathgate	Director of HR Strategy & Support (resigned on 31 March 2025)

Board of Governors

A full list of Governors is given on pages 10 to 12 of these financial statements.

O Cushen acted as Clerk to the Corporation throughout the period.

Professional Advisers

Financial Statements auditors and reporting accountants:

RSM UK Audit LLP
Bluebell House
Brian Johnson Way
Preston
Lancashire
PR2 5PE

Internal Auditors:

Icca Education Training and Skills Ltd
Charles House, 3rd Floor
Great Charles Street
Queensway
Birmingham
B3 3HT

Bankers:

Barclays Bank Plc
Barclays Business Centre
49/51 Northumberland Street
Newcastle Upon Tyne
NE1 7AF

Lloyds Bank Plc
25 Gresham Street
London
EC2V 7HN

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

Solicitors:

Stone King LLP
One Park Row
Leeds
LS1 5HN

Harrison Drury
76 Church Street
Lancaster
LA1 1ET

Pickford Solicitors
4 Mitre Court
38 Litchfield Road
Sutton Coldfield
B74 2LZ

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

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LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report

NATURE, OBJECTIVES AND STRATEGIES

The governing body present their report and the audited financial statements of Lancaster & Morecambe College (the College) for the year ended 31 July 2025.

LEGAL STATUS

The Corporation was established under The Further and Higher Education Act 1992 for the purpose of conducting the affairs of Lancaster & Morecambe College. The corporation was incorporated as Lancaster & Morecambe College on 1 April 1993. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.

PURPOSE STATEMENT

“Creating opportunities and building partnerships across our community; empowering individuals, business and the environment to thrive”.

PUBLIC BENEFIT

Lancaster & Morecambe College is an exempt charity under the Part 3 of the Charities Act 2011 and following the Machinery of Government changes in July 2016 is regulated by the Secretary of State for Education. The members of the Governing Body, who are trustees of the charity, are disclosed on pages 10 to 12.

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

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

- Placed-based curriculum;
- Opportunity for all;
- Clear career pathways;
- Safer College Community;
- Supporting local business;
- Lifelong flexible learning.

IMPLEMENTATION OF STRATEGIC PLAN

During the year the Corporation monitored the College against its 2021-2026 Strategic Plan which covered the period from 1 August 2021 to 31 July 2026. The Strategic Plan is updated each year and contains targets across the following core strategies:

- Safer College Community
- Clear Career Pathways
- Opportunity for all
- Growing Local Partnerships
- Lifelong flexible learning
- Place-based curriculum
- Supporting local business
- Technology and digital development
- Local sectors for growth.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

FINANCIAL PROSPECTS

The college aims to achieve a health rating of 'Good' and generate a positive EBITDA – education specific greater than 1% of income in the year to 31 July 2025. The current ratio will remain above 1.5 and the College will have no long-term borrowings.

Financial Objectives

The College's overriding financial objective is to achieve a financial health grade of 'Good'.

The College's key performance indicators, targets and results included:

Key performance indicator	Measure/Target	Actual for 2024/25
EBITDA position	At least 1%	3.9%
Total borrowing	Restricted to 0% of total annual income	0% of total annual income
Current ratio	At least 1.5	1.27

The College met two of the above targets.

FINANCIAL POSITION

FINANCIAL RESULTS

The College generated an operating deficit in the year of £187k (2024 : £354k), with total comprehensive deficit of £219k (2024 : £479k).

At 31 July 2025 the College had accumulated reserves of £17,821k (2024 : £18,040k) and cash balances of £2,765k (2024 : £2,607k). The cash balances will be used to fund investment in, the College estate, IT and teaching resources and also as a contingency for unforeseen risks.

The College has no subsidiary companies.

Tangible fixed asset additions during the year amounted to £3,650k.

SOURCES OF INCOME

The College has significant reliance on the education sector funding bodies for its principal funding source, largely from recurrent grants. In 2024/25 DFE provided 70.1% of the College's total income.

TREASURY POLICIES AND OBJECTIVES

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The College has a separate treasury management policy in place.

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

CASH FLOWS AND LIQUIDITY

At £3,734k (2024 £298k), operating cash inflow was in line with expectations.

The College has no borrowings.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

STUDENT NUMBERS

In 2024/25 the College has delivered activity that has produced £10,261k in funding body main allocation funding (2023/24 : £8,753k). The College had 2,923 (2023/24 : 2,992) funded and 1,711 (2023/24 : 908) non-funded students.

CURRICULUM DEVELOPMENTS

The College rigorously reviews and plans its curriculum offering each year on a course-by-course basis. Individual courses are assessed for quality, fulfilment of learner needs, financial viability and contribution to government targets.

STUDENT ACHIEVEMENTS

Education and Training Achievement rates remain high at 88% and demonstrate a 3 year upward trend. 16–18-year-old achievements are 89%, a 2% improvement from the previous year and 6% above the national provider group average. Adult learners' achievement rates have improved by 1% to 87% but are 1% below the provider group national average.

PAYMENT PERFORMANCE

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%. During the accounting period 1 August 2024 to 31 July 2025 the College paid 78.7% of its invoices within 30 days. The College incurred no interest charges in respect of late payment for this period.

POST BALANCE SHEET EVENTS

There were no significant post Balance Sheet events.

FUTURE DEVELOPMENTS

For 2025/26 the College has received funding allocations from the DfE of £1,168k for its adult provision and £110k for 24+ loan funded learners. Apprenticeships will be funded through the Digital Account Service. The DfE has also confirmed the College's allocation of £12,009k for 16-18 provision (including some 19-24 learners with high learning support needs).

The College will continue to upgrade its campus based on a full condition survey that was undertaken in 2016/17 and an DfE commissioned survey in 2019/20. The Corporation approved a new five year Property Strategy during 2023/24 which set out plans to improve the overall building condition, improve utilisation of space and to reduce the impact of the College estate on the environment. The DfE have undertaken a further condition survey in October 2025 which will be used to inform future capital fund allocations.

The College undertakes a full annual review of its curriculum offering to ensure it continues to meet the needs of the local economy and address local skill need.

RESOURCES

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

Tangible resources include the main college site and excellent industry standard teaching facilities equipment and IT.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

FINANCIAL

The College has £17,821k of net assets (including £12k pension liability). It has no debt at all.

The College has cash reserves of £2,765k. The Corporation has resolved to upgrade the College's IT infrastructure, curriculum resources and estate whilst retaining sufficient cash balances to maintain appropriate levels of cash days in hand.

PEOPLE

The College employs 366 people (expressed as average headcount), of whom 129 are teaching staff.

REPUTATION

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

PRINCIPAL RISKS AND UNCERTAINTIES

The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.

Based on the strategic plan, the Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College. The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. In addition to the annual review, the Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College.

A risk register is maintained at the College level which is reviewed three times a year by the Audit Committee and more frequently where necessary. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system.

Outlined below are examples of the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

- Failure to meet funding targets. The College prepares a detailed curriculum plan that will deliver learner number and funding targets. Learner number and funding performance against targets are closely monitored by the Senior Leadership Team and action is taken where necessary.
- Failure to achieve planned student achievement success rates. The College has embedded quality systems and action is taken to address under-performing courses.

GOING CONCERN

The activities of the College, together with the factors likely to affect its future development and performance, are set out in the Members Report. The financial position of the College, its cash flow and liquidity are presented in the Financial Statements and accompanying notes. The College had a cash balance of £2,765k (2024 : £2,607k), net current assets of £823k (2024 : £1,271k), and total net assets of £17,821k (2024 : £18,040k) at the year end and it currently has no borrowings. Provision has been made for the clawback of £43k Adult Education Budget funding. The College is forecasting to generate a positive EBITDA – education specific in 2025/26 and maintain an DFE financial health rate of 'Good'.

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

STAKEHOLDER RELATIONSHIPS

In line with other colleges and with Universities, Lancaster & Morecambe College has many stakeholders. These include:

- Students;
- Staff;
- Local employers (with specific links);
- Local Authorities;
- Education sector funding bodies;
- FE Commissioner;
- Government Offices/ Regional Development Agencies/LEPs;
- The local community;
- Other FE institutions;
- Trade unions;
- Professional bodies.

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

TRADE UNION FACILITY TIME

Under the provisions of the Trade Union (Facility Time Publication Requirements) Regulations 2017, where a public authority (including FE colleges) has more than 49 full time equivalent employees throughout any 7 months within the accounting period, it must include information included in Schedule 2 of the Regulations. The information to be published consists of four tables covering:

Number of trade union representatives employed during the year ended 31 July 2025	2
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Percentage of time spent on facility time	Number of employees
0%	-
1-50%	2
51-99%	-
100%	-

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

Total cost of facility time	£6k
Total pay bill	£10,906k
Percentage of total bill spent on facility time	0.06%

Time spent on paid trade union activities as a percentage of total paid facility time	100%
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EQUALITY AND DIVERSITY

The College has a comprehensive Single Equality Scheme and firmly believes that individuals are entitled to the same rights and responsibilities, regardless of race, colour, gender, age, religious belief, language, disability/learning difficulty, sexuality, culture or marital status.

The College has set targets for equality and diversity within the strategic key performance indicators which are monitored on a frequent basis.

DISABILITY EQUALITY

The College seeks to achieve the objectives set down in the Equality Act 2010. The college published its Single Equality Scheme in June 2010. This is available on request in Braille, large print, audio tape and is published on the college website and intranet.

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

GENDER EQUALITY

The College has a legal duty to positively promote gender equality and its Single Equality Scheme was published on the college website and intranet in June 2010 and is available on request in Braille, large print and audio tape.

RACE EQUALITY

As a result of the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2001) the College has developed a comprehensive Single Equality Scheme and procedures to ensure that individuals and communities have equal access to our learning programmes and facilities. This is available on request in Braille, large print or audio tape, and is published on the college website and intranet.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Strategic Report (continued)

DISCLOSURE OF INFORMATION TO AUDITORS

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

Approved by order of the members of the Corporation on 10th December 2025 and signed on its behalf by:



.....

H Fordham
Chair

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control

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

GOVERNANCE CODE

The College endeavours to conduct its business:

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

In the opinion of the Governors, the College complies with all the provisions of the Code, and it has complied throughout the year ended 31 July 2025. This opinion is based on an internal review of compliance with the Code by the Governance Advisor, due to be reported at the Board on 13 January 2026. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of the Code of Good Governance for English Colleges issued by the Association of Colleges in 2023, which it formally adopted in May 2024.

THE CORPORATION

Members of the Corporation

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

Name	Date of Appointment	Term of Office	Date of Resignation	Status of appointment	Committees Served	Attendance in 2024/25
Mrs H Fordham	07 November 2023	4 years		Chair of Corporation w.e.f. 01 August 2024 Independent Member	Governance, Remuneration and Search* Leadership and Governance Remuneration* Search*	100%
Mrs S-J Fletcher	19 October 2022	4 years		Vice-Chair of Corporation w.e.f. 29 October 2024 (Leave of Absence 29 October 2024 – 01 April 2025) Independent Member	Governance, Remuneration and Search* Leadership and Governance Remuneration* Search*	50%

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

Name	Date of Appointment	Term of Office	Date of Resignation	Status of appointment	Committees Served	Attendance in 2024/25
Mr D Braithwaite	18 September 2023	Not Applicable		Staff Member (Ex-Officio) (Principal)	Search* In Attendance: Audit and Risk Assurance (November meeting only) Governance, Remuneration and Search* Leadership and Governance Remuneration*	100%
Miss A Byrne	19 November 2024	2 years	31 July 2025	Student Member	Not Applicable	60%
Mrs B Davenport	27 February 2024	4 years		Staff Member (Academic)	Not Applicable	83%
Ms A Estkowska	07 November 2023	4 years	09 January 2025	Independent Member	Not Applicable	33%
Mr L Lawson	01 May 2024	4 years		Independent Member	Audit and Risk Assurance	100%
Mrs B Martindale	02 March 2022	4 years		Staff Member (Support)	Not Applicable	83%
Mr Y Patel	18 September 2018 Re-appointed 19 September 2022	4 years		Independent Member	Governance, Remuneration and Search* Leadership and Governance Remuneration* Search*	83%
Mr J Powell	07 November 2023	4 years		Independent Member	Audit and Risk Assurance	67%

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

Name	Date of Appointment	Term of Office	Date of Resignation	Status of appointment	Committees Served	Attendance in 2024/25
Ms L Price	01 November 2019 Re-Appointed 01 November 2023	4 years		Independent Member	Audit and Risk Assurance Governance, Remuneration and Search* Leadership and Governance Remuneration * Search*	67%
Professor J Taylor	11 December 2019 Reappointed 11 December 2023	4 years		Independent Member	Governance, Remuneration and Search* Leadership and Governance Remuneration * Search*	83%
Mr G White	23 November 2022	4 years	18 March 2025	Independent Member	Audit and Risk Assurance	25%
Mr S Wood	18 September 2018 Re-appointed 19 September 2022	4 years		Acting Vice-Chair of Corporation w.e.f. 29 October 2024 – 01 April 2025 Independent Member	Audit and Risk Assurance	50%
Oona Cushen acted as Governance Adviser and Clerk.						

NB: * The Remuneration Committee and the Search Committee were combined mid-year to form the Governance, Remuneration and Search Committee. This Committee has been renamed as the Leadership and Governance Committee for 2025/26.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

The Governance Framework

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

The Corporation is provided with regular and timely information on the overall financial performance of the College, together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues.

The Corporation conducts its business through a minimum number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are Audit and Risk Assurance, plus Leadership and Governance (following approval by the Corporation on 29 October 2024, the Remuneration Committee and the Search Committee were combined mid-year to form the Governance, Remuneration and Search Committee. This Committee has been renamed as the Leadership and Governance Committee for 2025/26). Appeals and Special Committees will only be called as and when required. The Corporation meets for a minimum of six meetings per year plus a full Strategic Planning Day, held annually in the Spring term.

Full minutes of all meetings, except those deemed to be confidential by the Corporation, are available on the College's website (www.lmc.ac.uk) or from the Governance Adviser at the College's registered address:

Lancaster & Morecambe College
Morecambe Road
Lancaster
LA1 2TY

The Governance Adviser maintains a register of financial and personal interests of the Governors, senior and middle managers. The full register is available for inspection at the above address.

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

Formal agendas, papers and reports are supplied to Governors in a timely manner, prior to Board meetings. Briefings may be provided on an ad hoc basis.

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

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

Appointments to the Corporation

Any new member appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a Leadership and Governance Committee, consisting of four members of the Corporation, which is responsible for the selection and nomination of any new member for the Corporation's consideration. Members of the Corporation are appointed for a term of office not exceeding four years (two years for Student Members), but can be re-appointed for a further four years; eight years maximum (four years maximum for Student Members). In exceptional circumstances, this may be extended for a limited time, subject to annual review. The Corporation is responsible for ensuring that appropriate training is provided as required.

Corporation Performance

The Corporation has undertaken a formal and rigorous self-assessment of the effectiveness of its own performance for the year ended 31 July 2025 and graded itself as good on the Ofsted scale.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

All Governors were required to complete a survey on their effectiveness in challenging and supporting the Senior Leadership Team, maintaining strong financial and quality oversight, and progress against their five-year strategic objectives.

The summary of strengths and areas for development are:

Strengths

- The Board is learner focused, championing high quality teaching and learning taking account of the communities it serves.
- The Board understands the College's priorities, strengths and weaknesses.

Areas for Development

- Additional recruitment is required to further strengthen the diverse range of skills, knowledge and experience of current members, and to address identified skills gaps.
- Further oversight of professional development and succession planning for the senior team and wider staff body, to ensure that the current and future needs of the College can be met.

The governing body is committed to development and has its own training budget, which enables Governors and the Governance Adviser to have access to Continued Professional Development (CPD). In 2024/25, the Corporation held two dedicated training sessions throughout the year, covering Ofsted inspection framework and health and safety trustee responsibilities. In addition, a full internal and external induction programme is offered to all new members and all Governors have been enrolled onto the Education and Training Foundation (ETF)'s Governance Development Programme, an online modular programme which Governors can work through at their own pace.

In addition to the formal meetings and training sessions, Governors attended a range of College events to better experience the work of the College and to triangulate data and information provided within formal reports. These events included:

- A range of curriculum self-assessment validation meetings.
- A range of Assessment Boards, including Apprenticeships, and Notice to Improve Assessment Boards.
- Open Evenings and Community Open Day.
- Awards celebrations.

Throughout 2024/25, the Governance Adviser and Clerk undertook the following training and development activities:

- Association of Colleges (AoC) Governance Professionals Termly Meetings;
- Governance Professionals Strategic Leadership Course (Institute of Directors) plus four follow-up Action Learning Sets
- Association of Colleges (AoC) Critically Reflective Manager
- College training on Safeguarding and Prevent; NCSC Cyber Security and E-Safety; GDPR Awareness
- Multiple webinars from various providers:
 - Trustees' Legal Duties (Eversheds)
 - Education Legal Update (Forbes)
 - Equality, Diversity and Inclusion (Education and Training Foundation (ETF))
 - Developing the Board (Education and Training Foundation (ETF))
 - Report Writing and Presentation Skills (Chartered Governance Institute)
 - Generative Artificial Intelligence (AI) for Governance (Chartered Governance Institute)
 - Managing Fraud and Artificial Intelligence (AI) in Education (RSM)
 - Legal Update to Charity Law and Equality Law (Eversheds)

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

LEADERSHIP AND GOVERNANCE COMMITTEE

Throughout the year ending 31 July 2025, the Leadership and Governance Committee (formerly the Remuneration Committee and the Search Committee), comprised of five members of the Corporation, including the Chair and Vice-Chair of Governors. The Committee's responsibilities are the selection and nomination of any new members for the Corporation's consideration, to review governance related policies and regulations, and to make recommendations to the Board on the remuneration and benefits of the Accounting Officer, the Governance Adviser and other senior postholders.

In carrying out its responsibilities, the Committee took full account of the Association of Colleges (AoC)'s 'Senior Staff Remuneration Code', which was formally adopted by the Corporation on 24 September 2019, as well as the HM Treasury's Managing Public Money framework and the HM Treasury Guidance for Approval of Senior Pay.

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

AUDIT AND RISK ASSURANCE COMMITTEE

The Audit and Risk Assurance Committee comprises four members of the Corporation (excluding the Chair and Vice-Chair of Governors and the Accounting Officer). The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit and Risk Assurance Committee meets on a termly basis and provides a forum for reporting by the College's internal auditors, reporting accountants and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business.

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

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

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

The Audit and Risk Assurance Committee met termly in the year to 31 July 2025. The meeting held in the Autumn term, however, was not quorate and Committee business was moved to either the following meeting or for discussion at full Board, whichever was deemed most appropriate. The members of the Committee and their attendance records are shown below:

Committee Member	Meeting Attended	Attendance Rate
Steve Wood	3/3	100%
Lee Lawson	2/3	67%
Jonathan Powell	2/3	67%
Gary White	1/1	100%

INTERNAL CONTROL

Scope of responsibility

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

The Corporation has delegated the day-to-day responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the responsibilities assigned to them in the Funding Agreement between Lancaster and Morecambe College and the funding bodies. They are also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

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

Capacity to handle risk

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

The risk and control framework

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

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

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

Risks Faced by the Corporation

The College has robust policies and procedures in place for identifying and managing risk, and aims to embed risk management in all that it does and these form part of the Board assurance framework. Risk management processes are designed to protect the College's assets, reputation and financial stability. The Corporation has overall responsibility for risk management.

Both strategic and operational risk registers are maintained and reviewed at every Audit and Risk Assurance Committee meeting, before presentation to full Board. The risk registers identify the key risks, the likelihood of those risks occurring and their potential impact (both financial and reputational) on the College. The registers also document the controls in place and any further actions being taken to mitigate those risks. Risks are priorities through a consistent gross and net scoring system.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

Control Weaknesses Identified

Lancaster and Morecambe College has an internal audit service, which operates in accordance with the requirements of the Department for Education (DfE)'s College Financial Handbook and previously the Post-16 Audit Code of Practice. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans and a programme of assurance are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit and Risk Assurance Committee. The Audit and Risk Assurance Committee was provided with regular internal audit reports on this assurance activity. The risk-based audits for 2024/25 were

- **Apprenticeship Delivery Model**

This report provided reasonable assurance, with one medium and two advisory recommendations.

- **English and Maths Strategy**

This report provided reasonable assurance, with one high recommendation on design where the College may be incurring significant costs in relation to learners who are undertaking GCSE resits in November. The recommended actions were:

- For the College to use the initial assessment results, alongside the GCSE grade, to identify learners who are best suitable for resitting their GCSE English and/or Maths in November.
- Where a learner is assessed as being suitable, the results of the diagnostic assessment should be used to design an approach that ensures learners focus on their areas of weakness.
- The College should identify reasons for no-attendance and develop a strategy to reduce this.

In response, the College agreed that it would evaluate the procedures in place for learners taking the November resits. Learners will opt-in by submitting their GCSE raw scores and completing an assessment. This will determine their dedication, attitude and subject knowledge required to achieve a higher grade.

The non-risk-based audits for 2024/25 were health and safety, plus support staff benchmarking.

Responsibilities Under Accountability Agreements

The Corporation confirms that it has met all conditions under the accountability agreements. The Department for Education (DfE) introduced new controls for colleges in November 2022, on the day that the Office for National Statistics (ONS) reclassified colleges as public sector organisations in the national accounts. The Department for Education (DfE) issued a College Financial Handbook in 2024. The College has reviewed its policies, procedures and approval processes in line with these new requirements to ensure there are systems in place to identify and manage any transactions for which Department for Education (DfE) approval is required.

Statement from the Audit and Risk Assurance Committee

Although the management of risk is the responsibility of the Corporation, the Audit and Risk Assurance Committee has a specific duty to assess and provide the Corporation with an opinion on the adequacy and effectiveness of the Board's assurance framework, risk management and control processes for the effective and efficient use of resources, solvency and safeguarding of assets.

The Committee is satisfied that there are formal ongoing processes for identifying, evaluating and managing the College's significant risks and that these have been in place for the period ending 31 July 2025 and up to the date of approval of the annual report and financial statements.

The Audit and Risk Assurance Committee, having relied on the external auditors', reporting accountants', internal auditors' and external assurance providers' reports, and on the basis of information presented to the Committee, expresses the opinion that the Corporation's assurance arrangements and framework of governance, including the Board assurance framework, risk management and control processes for the effective and efficient use of resources, solvency and safeguarding of assets are adequate and effective.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Corporate Governance and Internal Control (continued)

Review of effectiveness

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

- the work of the internal auditors;
- the work of the senior managers within the College who have responsibility for the development and maintenance of the internal control framework;
- comments made by the College's financial statements auditors, the reporting accountant for regularity assurance, the appointed funding auditors (where relevant), in their external auditor's Audit Findings Report (management letter) and other reports.
- The regularity self-assessment questionnaire.

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

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

The Audit and Risk Assurance Committee's role in this area is confined to a high level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the Senior Leadership Team and the Audit and Risk Assurance Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

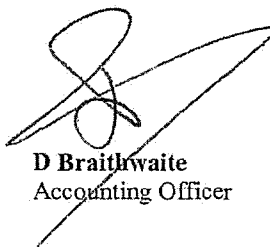
At its meeting on 10 December 2025, the Corporation carried out the annual assessment for the year ended 31 July 2025 by considering documentation from the Senior Leadership Team and internal audit, and taking account of events since 31 July 2025.

Based on the advice of the Audit and Risk Assurance Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of its assets".

Approved by order of the members of the Corporation on 10th December 2025 and signed on its behalf by:



H Fordham
Chair



D Braithwaite
Accounting Officer

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

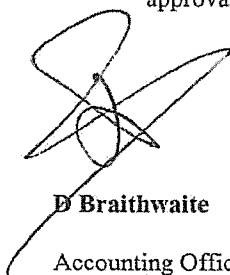
Statement on the College's Regularity, Propriety and Compliance

As accounting officer of the corporation of Lancaster & Morecambe College I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the college's accountability agreement with DfE, and the requirements of College Financial Handbook. I have also considered my responsibility to notify the corporation's board of governors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding.

I confirm that I, and the board of governors are able to identify any material irregular or improper use of all funds by the Corporation, or material non-compliance with the framework of authorities.

I confirm that the following instances of material irregularity, impropriety or non-compliance have been discovered to date, and have been notified to the board of governors and DfE. If any further instances are identified after the date of this statement, these will be notified to the board of governors and DfE:

- During the year the college was subject to an incident of excessive trespassing. Without intervention this would have resulted in significant disruption to operations. To minimise costs and disruption a modest payment was made to resolve the issue. These costs were subsequently recovered from a third party and therefore no loss of public funds. The transaction was reported to the External Auditors, the Corporation and the DfE. as a potential NCR (Novel, contentious, repercussive) transaction in accordance with the Managing Public Money requirements. Following review, the DfE confirmed that whilst retrospective approval of the transaction could not be granted there would be no further action taken.



D Braithwaite

Accounting Officer

Date: 10th December 2025

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Statement of Responsibilities of the Members of the Corporation

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

The law applicable to charities in England and the terms and conditions of the college's accountability agreement, funding agreements and contracts with Department for Education (DfE), the corporation is required to prepare financial statements which give a true and fair view of the financial performance and position of the College for that period. Corporations must also prepare a strategic report which includes an operating and financial review for the year. The bases for the preparation of the financial statements and strategic report are the Statement of Recommended Practice – Accounting for Further and Higher Education, DfE's College Accounts Direction and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

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

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


The Corporation is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the Corporation, and enable it to ensure that the financial statements are prepared in accordance with the Further and Higher Education Act 1992, the Charities Act 2011 and relevant accounting standards. It is responsible for taking steps that are reasonably open to it in order to safeguard its assets and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the College website is the responsibility of the Corporation of the College; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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

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

Approved by order of the members of the Corporation on 10th December 2025 and signed on its behalf by:


H Fordham
Chair

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Independent Auditors' Report to the Corporation of Lancaster & Morecambe College

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the College's affairs as at 31 July 2025 and of the College's deficit of income over expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Accounts Direction issued by the Department for Education.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the college's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The governors are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Independent Auditors' Report to the Corporation of Lancaster & Morecambe College (Continued)

Matters on which we are required to report by exception

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

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

Responsibilities of the Corporation of Lancaster & Morecambe College

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the College operates in and how the college are complying with the legal and regulatory frameworks;

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Independent Auditors' Report to the Corporation of Lancaster & Morecambe College (Continued)

- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Further and Higher Education SORP and the College Accounts Direction published by the Department for Education. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures.

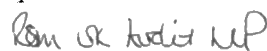
The most significant laws and regulations that have an indirect impact on the financial statements are those which are in relation to the Education Inspection Framework under the Education and Inspections Act 2006, Keeping Children Safe in Education under the Education Act 2002 and the UK General Data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

The audit engagement team identified the risk of management override of controls and income recognition in respect of apprenticeship income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates. In respect of the apprenticeship income we tested a sample of income to supporting learner records, and inspected funding agreements and allocations, reconciling these to the income recognised in the financial statements.

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

Use of our report

This report is made solely to the Corporation, as a body, in accordance with the Accountability Agreement published by the Department for Education and our engagement letter dated 15 July 2025. Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are engaged to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation, as a body, for our audit work, for this report, or for the opinions we have formed.



RSM UK AUDIT LLP
Chartered Accountants
Bluebell House
Brian Johnson Way
Preston
Lancashire
PR2 5PE

Date: 11/12/25

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

	Notes	Year ended 31 July 2025 £'000	Year ended 31 July 2024 £'000
INCOME			
Funding body grants	2	11,640	9,889
Tuition fees and education contracts	3	2,640	2,497
Other grants and contracts	4	132	274
Other income	5	2,105	1,559
Investment income	6	91	155
TOTAL INCOME		16,608	14,374
EXPENDITURE			
Staff costs	7	10,906	9,330
Other operating expenses	8	4,290	4,184
Depreciation	11	1,599	1,214
Interest and other finance costs	9	-	-
TOTAL EXPENDITURE		16,795	14,728
DEFICIT BEFORE TAX		(187)	(354)
Taxation	10	-	-
DEFICIT FOR THE YEAR		(187)	(354)
Actuarial (loss)/gain in respect of pension scheme	21	(32)	(125)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(219)	(479)

The Income and Expenditure Account is in respect of continuing activities.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

College Statement of Changes in Reserves

	Income and expenditure account £'000	Revaluation reserve £'000	Total £'000
BALANCE AT 1 AUGUST 2023	13,260	5,259	18,519
(Deficit) from the income and expenditure account	(354)	-	(354)
Other comprehensive income	(125)	-	(125)
Transfer between revaluation and income and expenditure reserves	194	(194)	-
	(285)	(194)	(479)
BALANCE AT 31 JULY 2024	12,975	5,065	18,040
(Deficit) from the income and expenditure account	(187)	-	(187)
Other comprehensive income	(32)	-	(32)
Transfer between revaluation and income and expenditure reserves	194	(194)	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(25)	(194)	(219)
BALANCE AT 31 JULY 2025	12,950	4,871	17,821

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

BALANCE SHEET AS AT 31 JULY

	Notes	2025 £'000	2024 £'000
NON CURRENT ASSETS			
Tangible assets	11	24,980	22,936
		<u>24,980</u>	<u>22,936</u>
CURRENT ASSETS			
Trade and other receivables	12	1,162	1,470
Cash and cash equivalents	16	2,765	2,607
		<u>3,927</u>	<u>4,077</u>
CURRENT LIABILITIES			
Creditors – amounts falling due within one year	13	<u>(3,104)</u>	<u>(2,806)</u>
NET CURRENT ASSETS		<u>823</u>	<u>1,271</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>25,803</u>	<u>24,207</u>
Creditors – amounts falling due after more than one year	14	(7,970)	(6,153)
PROVISIONS FOR LIABILITIES			
Defined benefit pension schemes	15	(12)	(14)
TOTAL NET ASSETS		<u>17,821</u>	<u>18,040</u>
UNRESTRICTED RESERVES			
Income and expenditure account		12,950	12,975
Revaluation reserve		4,871	5,065
TOTAL UNRESTRICTED RESERVES		<u>17,821</u>	<u>18,040</u>
TOTAL RESERVES		<u>17,821</u>	<u>18,040</u>

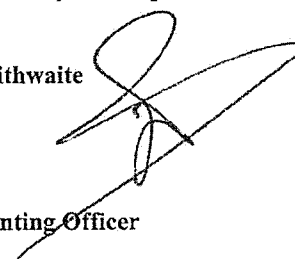
The financial statements on pages 24 to 50 were approved and authorised for issue by the Corporation on 10th December 2025 and were signed on its behalf on that date by:

H Fordham



Chair

D Braithwaite



Accounting Officer

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

STATEMENT OF CASH FLOWS

	Notes	2025 £'000	2024 £'000
CASH FLOW FROM OPERATING ACTIVITIES			
(Deficit) for the year		(187)	(354)
ADJUSTMENT FOR NON-CASH ITEMS			
Depreciation		1,599	1,214
Disposal of fixed assets		7	-
Decrease/(Increase) in debtors		308	(313)
Increase/(Decrease) in creditors due within one year		298	(1,048)
Increase/(Decrease) in creditors due after one year		1,817	1,047
Pension costs less contributions payable		(17)	(93)
ADJUSTMENT FOR INVESTING OR FINANCING ACTIVITIES			
Investment income		(91)	(155)
Interest payable		-	-
NET CASH FLOW FROM OPERATING ACTIVITIES		3,734	298
CASH FLOWS FROM INVESTING ACTIVITIES			
Investment income		74	137
Payments made to acquire fixed assets		(3,650)	(2,026)
		(3,576)	(1,889)
CASH FLOWS FROM FINANCING ACTIVITIES			
Interest paid		-	-
		-	-
(DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS IN THE YEAR		158	(1,591)
Cash and cash equivalents at beginning of the year		2,607	4,198
Cash and cash equivalents at end of the year		2,765	2,607

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES

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

General information

Lancaster & Morecambe College is a corporation established under the Further and Higher Education Act 1992 as an English general college of further education. The address of the College's principal place of business is given on page 13. The nature of the College's operations is set out in the Strategic Report.

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (F & HE SORP 2019), the College Accounts Direction for 2024 to 2025 and in accordance with Financial Reporting Standard 102 – "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102) under the historical cost convention. The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented unless otherwise stated.

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

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention as modified by the use of previous valuations as deemed cost at transition for certain non-current assets.

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

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

Going concern

The activities of the College, together with the factors likely to affect its future development and performance, are set out in the Members Report. The financial position of the College, its cash flow and liquidity are presented in the Financial Statements and accompanying notes. The College had a cash balance of £2,765k (2024 : £2,607k), net current assets of £823k (2024 : £1,271k), and total net assets of £17,821k (2024 : £18,040k) at the year end and it currently has no borrowings. Provision has been made for the clawback of £43k Adult Education Budget funding. The College is forecasting to generate a positive EBITDA – education specific in 2025/26 and maintain an DFE financial health rate of 'Good'.

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES (CONTINUED)

Recognition of income

Revenue grant funding

Government revenue grants include funding body recurrent grants and other grants and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the Adult Skills Fund is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. For 2024-25 the DFE have confirmed that the tolerance level will remain at least 97% for clawback of ASF, and the over -delivery threshold will remain at 110%. 16-18 learner-responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments and is recognised when receivable.

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

Capital grant funding

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

Fee income

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

Investment income

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

Agency arrangements

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

Other income

Income from the supply of services is recognised at fair value of the consideration received or receivable and represents the value of services to the extent there is a right to consideration.

Accounting for post-employment benefits

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES (CONTINUED)

Teachers' Pension Scheme (TPS)

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of valuations using a projected unit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

Lancashire Local Government Pension Scheme (LGPS)

The LGPS is a funded scheme, and the assets of the scheme are held separately. Pension schemes are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest cost on the net defined benefit liability/asset is charged to comprehensive income and included within finance costs. Re-measurement comprising actuarial gains and losses, the effect of the asset ceiling and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

The LGPS assets are managed by the scheme trustees at scheme level, and the determination / allocation of assets to each individual employer in the scheme is managed by the scheme actuary. The assets are allocated to each employer for accounting purposes based on the valuation of the assets at the latest triennial valuation as adjusted for subsequent contributions received from the employer, asset returns and benefit payments made (either on a cash basis or actuarial basis).

The retirement benefit obligation recognised represents the deficit or surplus in the defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Short Term Employment benefits

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

Non-current Assets - Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued to fair value on or prior to the date of transition to FRS 102, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Land and Buildings

Land and buildings inherited from the Local Education Authority are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. Land and buildings acquired since incorporation are included in the balance sheet at cost. Freehold land is not depreciated as it is considered to have an infinite useful life. Freehold buildings are depreciated over their expected useful economic life to the college of between 10 and 50 years.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES (CONTINUED)

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred income account within creditors, and are released to the income and expenditure account over the expected useful economic life of the related asset on a systematic basis consistent with the depreciation policy. The deferred income is allocated between creditors due within one year and those due after more than one year.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

On adoption of FRS 102, the college followed the transitional provisions to retain the book value of land and buildings, which were revalued in 1994, as deemed cost but not to adopt a policy of revaluations of these properties in the future.

Assets under construction

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

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets after initial purchase it is charged to income in the period it is incurred, unless it increases the future benefits to the College, in which case it is capitalised and depreciated on the relevant basis.

Equipment

Equipment costing less than £1,000 per individual item is recognised as expenditure in the period of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated on a straight-line basis over its remaining useful economic life as follows:

Motor vehicles and general equipment	-	4 years
Computer equipment	-	4 years
Other assets	-	10 years
Assets in course of construction	-	Nil

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

Where equipment is acquired with the aid of specific grants, it is capitalised and depreciated in accordance with the above policy. The related grants are credited to a deferred income account within creditors, and are released to the income and expenditure account over the expected useful economic life of the related asset on a systematic basis consistent with the depreciation policy. The deferred income is allocated between creditors due within one year and those due after more than one year.

Leased assets

Finance leased assets

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES (CONTINUED)

Assets held under finance leases are recognised initially at the fair value of the leased asset or, if lower, the present value of minimum lease payments as determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. The corresponding liability to the lessor is included in the balance sheet as a finance lease obligation.

Assets are depreciated over the shorter of the lease term and the estimated useful economic life of the asset and assessed for impairment losses in the same way as for owned assets.

Operating leases

All other leases are operating leases and annual rents are charged to comprehensive income on a straight-line basis over the lease term.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of 3 months or less from the date of acquisition.

Financial liabilities and equity

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

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

Foreign currency translation

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the end of the financial period with all resulting exchange differences being taken to income in the period in which they arise.

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so it can only recover around 3% of VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs are tangible fixed assets by nature.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

1 STATEMENT OF ACCOUNTING POLICIES AND ESTIMATION TECHNIQUES (CONTINUED)

Provisions and contingent liabilities

Provisions are recognised when:

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

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the statement of comprehensive income in the period it arises.

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the balance sheet but are disclosed in the notes to the financial statements.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

- Determine whether leases entered into by the College, either as a lessor or a lessee, are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determining the existence of a minimum funding requirement for the Local Government Pension Scheme to be included in the asset ceiling in measuring and recognising a surplus in the scheme. This judgement is based on an assessment of the nature of the scheme as a statutory scheme and its inherent implied continuance as well as the operation of the primary and secondary contributions.

Critical accounting estimates and assumptions

- Determine whether there are indicators of impairment of the College's tangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.
- Tangible fixed assets, other than freehold land, are depreciated over their expected useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- The present value of the Local Government Pension Scheme defined position depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 21, will impact the carrying amount of the pension position. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 July 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension position.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

2 FUNDING BODY GRANTS

	2025 £'000	2024 £'000
Recurrent Grants		
Department for Education - adult	1,271	1,082
Department for Education – 16-18	8,969	7,595
Provision for repayment of Adult funding in previous year no longer required to be repaid – Department for Education	21	76
Specific Grants		
Releases of government capital grants	689	396
Teachers' Pension Scheme contribution grant	615	264
Other Funds	75	476
TOTAL	11,640	9,889

3 TUITION FEES AND EDUCATION CONTRACTS

	2025 £'000	2024 £'000
Adult education fees	98	116
Apprenticeship contracts	1,700	1,572
Fees for FE loan supported courses	95	98
Fees for HE loan supported courses	150	158
Total tuition fees	2,043	1,944
Education contracts	597	553
TOTAL	2,640	2,497

4 OTHER GRANTS AND CONTRACTS

	2025 £'000	2024 £'000
European Commission	132	274
TOTAL	132	274

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

5 OTHER INCOME

	2025 £'000	2024 £'000
Catering	421	331
Post 16 High Needs Student Funding	767	552
Other income (including Exam Fees, Nursery Fees and Sales from Training Activities)	917	676
TOTAL	2,105	1,559

6 INVESTMENT INCOME

	2025 £'000	2024 £'000
Other interest receivable	74	137
Net interest on defined pension liability (note 21)	17	18
TOTAL	91	155

7 STAFF COSTS

The average number of persons (including key management personnel) employed by the College during the year, expressed as average headcount and calculated on a monthly basis, was:

	2025 Number	2024 Number
Teaching staff	129	116
Non teaching staff	237	224
TOTAL	366	340

Staff costs for the above persons

	2025 £'000	2024 £'000
Wages and salaries	8,306	7,224
Social security costs	799	599
Other pension costs	1,799	1,473
	10,904	9,296
Restructuring costs contractual	2	34
TOTAL	10,906	9,330

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

7 STAFF COSTS (CONTINUED)

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the College Leadership Team which include the Principal, Vice Principal: Finance & Resources, Vice Principal: Progress & Performance, Director of Curriculum & Innovation and Director of HR Strategy & Support.

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

	2025 Number	2024 Number
The number of key management personnel including the Accounting Officer was:	5	6

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

	Key management personnel		Other staff	
	2025 Number	2024 Number	2025 Number	2024 Number
£45,001 to £50,000	-	1	11	2
£55,001 to £60,000	-	1	-	-
£60,001 to £65,000	1	-	1	-
£70,001 to £75,000	-	1	-	-
£75,001 to £80,000	1	-	-	-
£85,001 to £90,000	-	1	-	-
£90,001 to £95,000	1	-	-	-
£100,001 to £105,000	-	1	-	-
£115,001 to £120,000	1	-	-	-
	4	5	12	2

Key management personnel, including Accounting Officer, compensation is made up as follows:

	2025 £'000	2024 £'000
Salaries – gross of salary sacrifice and waived emoluments	385	377
Employer's National Insurance	49	46
	434	423
Pension contributions	90	84
Total key management personnel compensation	524	507

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

7 STAFF COSTS (CONTINUED)

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

	2025 £'000	2024 £'000
Salaries	119	100
Pension contributions	34	26
Total	153	126

The governing body has adopted AoC's Senior Staff Remuneration Code in July 2019 and will assess pay in line with its principles in future.

The remuneration package of key management staff, including the Principal and Chief Executive, is subject to annual review by the Remuneration Committee of the governing body who use benchmarking information to provide objective guidance.

The relationship between the accounting officer's emoluments, expressed as a multiple of all other employees based on full-time equivalents, is set out below for both basic salary and total remuneration.

	2025 £'000	2024 £'000
Basic salary as a multiple of median basic salary of staff	5.0	4.2
Total remuneration as a multiple of median total remuneration of staff	5.6	4.5

8 OTHER OPERATING EXPENSES

	2025 £'000	2024 £'000
Teaching costs	1,467	1,418
Non teaching costs	1,865	1,739
Premises costs	958	1,027
TOTAL	4,290	4,184

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

8 OTHER OPERATING EXPENSES (CONTINUED)

Other operating expenses include:	2025 £'000	2024 £'000
Auditors' remuneration:		
Financial statements audit	37	38
Internal audit	11	12
Other services provided by the financial statements auditors	5	5
Operating leases – other equipment	6	7
(Gains)/Losses on foreign exchange	-	1
	<hr/>	<hr/>

9 INTEREST PAYABLE AND OTHER FINANCE COSTS

	2025 £'000	2024 £'000
Net interest on defined pension liability (note 21)	-	-
	<hr/>	<hr/>
TOTAL	-	-
	<hr/>	<hr/>

10 TAXATION

The members do not believe the College is liable for any corporation tax arising out of its activities during the year (2024: £nil).

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

11 TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £'000	Equipment £'000	Assets in the course of construction £'000	Total £'000
Cost				
At 1 August 2024	34,674	9,078	-	43,752
Additions	2,550	1,100	-	3,650
Disposals	(305)	(4,561)	-	(4,866)
Transfer	-	-	-	-
At 31 July 2025	36,919	5,617	-	42,536
Depreciation				
At 1 August 2024	12,923	7,893	-	20,816
Charge for the year	970	629	-	1,599
Disposals	(298)	(4,561)	-	(4,859)
At 31 July 2025	13,595	3,961	-	17,556
Net book value at 31 July 2025	23,324	1,656	-	24,980
Net book value at 31 July 2024	21,751	1,185	-	22,936

Inherited land and buildings were valued for the purpose of the 1994 financial statements at depreciated replacement cost by Mr J J Worsnop ARICS, an employee of the Valuation Office Agency, a firm of Independent Chartered Surveyors. Other tangible fixed assets inherited from the Local Education Authority at Incorporation have been valued by the Corporation on a depreciated replacement cost basis.

12 TRADE AND OTHER RECEIVABLES

	2025 £'000	2024 £'000
Amounts falling due within one year:		
Trade receivables	331	241
Prepayments and accrued income	651	1,057
Amounts due from the DFE	180	172
TOTAL	1,162	1,470

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £'000	2024 £'000
Trade payables	172	86
Other taxation and social security	381	328
Amounts due to the DFE	43	289
Accruals and deferred income	1,400	1,480
Holiday pay accrual	241	223
Deferred income – government capital grants	867	400
TOTAL	3,104	2,806

14 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2025 £'000	2024 £'000
Deferred income – government capital grants	7,970	6,153
TOTAL	7,970	6,153

15 PROVISIONS

	Defined benefit obligations £'000	Total £'000
At 1 August 2024	14	14
Expenditure in the period	(728)	(728)
Additions in the period	(4,260)	(4,260)
Restriction to level of asset ceiling	4,986	4,986
Total as at 31 July 2025	12	12

Defined benefit obligations relate to the liabilities under the College's membership of the Local Government Pension Scheme. Further details are given in Note 21.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

16 CASH AND CASH EQUIVALENTS

	At 1 August 2024 £'000	Cash flows £,000	Other changes £,000	At 31 July 2025 £,000
Cash and cash equivalents	2,607	158	-	2,765
TOTAL	2,607	158	-	2,765

The cash balance includes £700k held on 32 day deposit.

17 CAPITAL AND OTHER COMMITMENTS

	2025 £'000	2024 £'000
Commitments contracted for at 31 July	169	412

18 LEASE OBLIGATIONS

At 31 July the College had annual commitments under non-cancellable operating leases as follows:

	2025 £'000	2024 £'000
Other Equipment		
Not later than one year	-	5
Later than one year and not later than five years	-	-
Total	-	5

19 EVENTS AFTER THE REPORTING PERIOD

There are no events after the reporting period.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

20 FINANCIAL INSTRUMENTS

The College has the following financial instruments:

	2025 £'000	2024 £'000
Financial Assets		
Debt instruments measured at amortised cost	511	413
	<u>511</u>	<u>413</u>
Financial Liabilities		
Financial liabilities measured at amortised cost	172	86
	<u>172</u>	<u>86</u>

21 DEFINED BENEFIT OBLIGATIONS

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Lancashire County Council. Both are multi-employer defined-benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was 31 March 2020 and of the LGPS 31 March 2022. Contributions amounting to £203,000 (2024: £189,000) were payable to the scheme at 31 July and are included within Other taxation and social security.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

	2025	2024
	£'000	£'000
Total pension cost for the year		
Teachers Pension Scheme: contributions paid	1,088	833
Local Government Pension Scheme:		
Contributions paid	728	718
FRS 102 (28) adjustment	(17)	(93)
Charge to the Statement of Comprehensive Income	711	625
Total Pension Cost for Year	1,799	1,458

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer. The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme on as a defined benefit plan so it is accounted for as a defined contribution plan.

Not less than every four years the Government Actuary ("GA"), using normal actuarial principles, conducts a formal actuarial review of the TPS. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation was carried out as at 31 March 2020 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach. The valuation report was published on 26 October 2023. The key results of the valuation are:

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

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 1 April 2028 (next valuation due in 2027) (compared to 23.68% under the previous valuation including a 0.08% administration levy). DfE agreed to pay a Teachers Pensions employer contribution grant to cover the additional costs during the 2023-24 academic year, and currently through to July 2026.

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

The pension costs paid to TPS in the year amounted to £1,088,000 (2024: £833,000).

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

LOCAL GOVERNMENT PENSION SCHEME

The LGPS is a funded defined-benefit scheme, with the assets held in separate funds administered by Lancashire County Council. The total contributions made for the year ended 31 July 2025 were £973,000, of which employer's contributions totalled £728,000 and employees' contributions totalled £245,000. The agreed contribution rates for future years are 17.2% for employers and between 5.5% and 12.5% for employees, depending on salary.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 31 July 2025 by a qualified independent actuary

	At 31 July 2025	At 31 July 2024
Rate of CPI inflation	2.5%	2.6%
Rate of increase in salaries	4.0%	4.1%
Rate of increase for pensions in payment	2.6%	2.7%
Discount rate for scheme liabilities	5.9%	4.9%
Commutations of pensions to lump sums	50%	50%

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

	At 31 July 2025	At 31 July 2024
<i>Retiring today</i>		
Males	20.9	21.0
Females	23.5	23.5
<i>Retiring in 20 years</i>		
Males	22.0	22.2
Females	25.0	25.3

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

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

	Fair Value at 31 July 2025 £'000	Fair Value at 31 July 2024 £'000
Equities	15,913	16,613
Government Bonds	35	35
Other Bonds	71	35
Property	2,928	2,961
Cash	1,058	488
Other	15,277	14,698
Total fair value of plan assets	35,282	34,830
Actual return on plan assets	2,546	2,208

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

	2025 £'000	2024 £'000
Fair value of plan assets	35,282	34,830
Restriction to level of asset ceiling	(12,278)	(6,951)
Present value of plan liabilities	(23,016)	(27,893)
Net Pensions (liability) (Note 15)	(12)	(14)

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

Amounts included in staff costs

	2025 £'000	2024 £'000
Current service cost	687	601
Administration expenses	24	22
Past service cost	-	-
Total	711	623

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

Amounts included in interest and other finance costs

	2025 £'000	2024 £'000
Net pension finance (income)/costs	(17)	(18)
	<u>(17)</u>	<u>(18)</u>

Amount recognised in Other Comprehensive Income

	2025 £'000	2024 £'000
Return on pension plan assets	889	544
Experience gains and losses arising on defined benefit obligations	4,065	(235)
Restriction to level of asset ceiling	(4,986)	(434)
	<u>(32)</u>	<u>(125)</u>

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

	2025 £'000	2024 £'000
Net defined (liability) in scheme at 1 August	(14)	-
Current Service cost	(687)	(601)
Administration expenses	(24)	(22)
Net interest on the defined (liability)	17	18
Employer contributions	728	716
Actuarial gain	4,954	309
Restriction to level of asset ceiling	(4,986)	(434)
	<u>(12)</u>	<u>(14)</u>

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

Changes in the present value of defined benefit obligations

	2025 £'000	2024 £'000
Defined benefit obligations at start of period	27,893	26,457
Current Service cost	687	601
Interest cost	1,298	1,331
Contributions by scheme participants	245	220
Past Service cost	-	-
Experience (gain)/loss	256	(125)
Loss/(gain) on financial assumptions	(4,190)	444
(Gain) on demographic assumptions	(131)	(84)
Curtailments	-	-
Estimated benefits paid	(3,042)	(951)
	<hr/>	<hr/>
Defined benefit liability at 31 July	23,016	27,893

Changes in fair value of plan assets

	2025 £'000	2024 £'000
Fair value of plan assets at start of period	34,830	32,658
Interest on plan assets	1,656	1,665
Return on plan assets	889	544
Administration expenses	(24)	(22)
Employer contributions	728	716
Contributions by scheme participants	245	220
Estimated benefits paid	(3,042)	(951)
	<hr/>	<hr/>
Fair value of plan assets at end of period	35,282	34,830

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

21 DEFINED BENEFIT OBLIGATIONS (CONTINUED)

The College is aware that the Court of Appeal upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained. On the 5 June 2025, the Government announced its intention to introduce legislation to give affected pension schemes the ability to retrospectively obtain written confirmation that historical benefit changes met the necessary standards. However, details of the legislation have not been announced and it's not clear how this interacts with the investigations made by the UK Government's Actuary's Department therefore the potential impact if any, on the valuation of scheme liabilities remains unknown.

	2025 £'000
Present value of defined benefit obligations	(23,016)
Fair value of plan assets	35,282
	<hr/>
Net asset	12,266
Restriction to level of asset ceiling	(12,278)
	<hr/>
Net liability recognised in the balance sheet	(12)
	<hr/>

The value of the College's share of net assets has been restricted due to the effect of the asset ceiling being the maximum value of the present of the economic benefits available in the form of the unconditional right to reduced contributions from the plan. A corresponding charge has been made to other comprehensive income in the period.

These accounts show a past service cost of £0k in respect of the McCloud / Sergeant judgment which ruled that the transitional protection for some members of public service schemes implemented when they were reformed constituted age discrimination. This provision is 0% of the total scheme liability as at 31 March 2019. The calculation of adjustment to past service costs, £7 billion, arising from the outcome of the Court of Appeal judgment is based on a number of key assumptions including:

- the form of remedy adopted
- how the remedy will be implemented
- which members will be affected by the remedy
- the earning assumptions
- the withdrawal assumption

The other financial and demographic assumptions adopted to calculate the past service cost are the same as those used to calculate the overall scheme liability. Adopting different assumptions, or making other adjustments to reflect behavioural changes stemming from the judgment, would be expected to change the disclosed past service cost. Similarly, allowing for variations in individual members' future service or salary progression is expected to produce higher costs. The past service cost is particularly sensitive to the difference between assumed long term general pay growth and the CPI. If the long term salary growth assumptions were 0.5% pa lower, then the past service cost disclosed here would be expected to reduce by 50% and conversely a 0.5% pa increase would increase the estimated cost by 65%.

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Notes to the Accounts (continued)

22 RELATED PARTY TRANSACTIONS

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

The total expenses paid to or on behalf of the Governors during the year was £37; 1 governor (2024: £nil). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending Governor meetings and charity events in their official capacity.

The Accounting Officer and staff members only receive remuneration in respect of services they provide undertaking their roles of Principal and staff members under contracts of employment and not in respect of their roles as governors. The other members of the Corporation did not receive any payments from the college in respect of their roles as governors.

Apart from Staff Governors, no Governors have received or waived remuneration during the year.

The College is one of eleven members of The Lancashire Colleges Limited, a company limited by guarantee and registered in England and Wales. The principal activity of the Lancashire Colleges Limited is to co-ordinate bids for ESF and other external funding. The College's investment is not considered material to consolidate.

During the year ended 31 July 2025 the College received income of £nil (2024: £nil) and paid £5k (2024: £5k) to the Lancashire Colleges Limited. As at 31 July 2025 £nil; (2024: £nil) was outstanding from The Lancashire Colleges Limited.

23 AMOUNTS DISBURSED AS AGENT

Learner Support Funds

	2025 £'000	2024 £'000
Balance unspent as at 1 August, included in creditors	82	61
Funding body grants	391	417
	473	478
Disbursed to students	291	376
Administration costs	14	20
	305	396
Balance unspent as at 31 July, included in creditors	168	82

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

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Independent Reporting Accountant's Report on Regularity to the Corporation of Lancaster & Morecambe College and the Secretary of State for Education

Qualified Conclusion

We have carried out an engagement, in accordance with the terms of our engagement letter dated 15 July 2025 and further to the requirements of the Department for Education (the "DfE") as included in the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by the DfE, to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Lancaster & Morecambe College during the period 1 August 2024 to 31 July 2025 have not been applied to the purposes intended by Parliament or the financial transactions do not conform to the authorities which govern them.

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

Matters arising

During the year the college was subject to an incident of excessive trespassing. Without intervention this would have resulted in significant disruption to operations. To minimise costs and disruption a modest payment was made to resolve the issue. These costs were subsequently recovered from a third party and therefore no loss of public funds. The transaction was reported to the External Auditors, the Corporation and the DfE, as a potential NCR (Novel, contentious, repercussive) transaction in accordance with the Managing Public Money requirements. Following review, the DfE confirmed that whilst retrospective approval of the transaction could not be granted there would be no further action taken.

Basis for qualified conclusion

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

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

Responsibilities of the accounting officer of Lancaster & Morecambe College and Corporation

The accounting officer is responsible, under the requirements of the corporation's accountability agreement with the Secretary of State for Education and the College Financial Handbook for ensuring that expenditure disbursed and income received are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities which govern them. The accounting officer is also responsible for preparing the Statement of Regularity, Propriety and Compliance. The Corporation of Lancaster & Morecambe College (who are also the trustees for the purposes of charity law) are responsible for the proper conduct and financial operation of Lancaster & Morecambe College and appointment of the accounting officer.

Responsibilities of the reporting accountant

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Framework and Guide for External Auditors and Reporting Accountants of Colleges.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and the procedures performed vary in nature and timing from, and are less in extent than for a reasonable assurance

LANCASTER & MORECAMBE COLLEGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Independent Reporting Accountant's Report on Regularity to the Corporation of Lancaster & Morecambe College and the Secretary of State for Education (continued)

Responsibilities of the reporting accountant (continued)

engagement; consequently a limited assurance engagement does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

We report to you whether anything has come to our attention in carrying out our work, which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2024 to 31 July 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

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

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

Use of our report

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



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Date: 11/12/25