

Northeastern University - London

England & Wales · Charity number 1189858

Details

Other names	NCH AT NORTHEASTERN LIMITED, NEW COLLEGE OF THE HUMANITIES
Status	Registered
Legal form	Charitable company
Company number	07317195
Registered	2020-06-09
Register	View on the Charity Commission register

Contact

Address	58 St. Katharines Way London E1W 1LP
Phone	02076374550
Email	info@nchlondon.ac.uk
Website	https://www.nchlondon.ac.uk/

Activities

Objects: THE OBJECTS OF THE COLLEGE ARE THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT.

Activities: Provision of Higher Education

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£108,117,000	£77,331,000	£52,112,000	477
2024-06-30	£62,623,000	£57,738,000	£21,326,000	464
2023-06-30	£44,199,000	£35,545,000	£16,441,000	265
2022-06-30	£23,638,000	£21,528,000	£7,787,000	208
2021-06-30	£19,156,000	£13,900,000	£5,677,000	129

Trustees

Name	Role	Appointed
Chong Kim-Wong		2025-02-12
Diane MacGillivray		2022-01-24
Julietta Dexter		2021-10-29
Professor Ken Henderson		2025-09-05
Richard Peers		2026-02-11
Rob Farquharson		2021-04-09
Thomas Edward Nedell		2019-02-19

Accounts

Registered number: 07317195
Charity Number: 1189858

NORTHEASTERN UNIVERSITY – LONDON

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

NORTHEASTERN UNIVERSITY – LONDON

Board of Trustees at report date

Dr Gregory Abowd
Alice Chinebuah – non exec
Robert Farquharson
Diane MacGillivray
Thomas Nedell (Chair)
Julietta Tenant-Dexter– non exec
Chong Kim-Wong (joined 12.02.2025)

Senior Management Group

(also considered Key Management Personnel)

Ciara Alfano (Associate Dean of Teaching and Learning)
Diana Bozhilova (Associate Dean of Global Impact and Sustainability)
Dr Naomi Goulder (Dean for Academic Development and Innovation and interim Dean of Faculties)
Robert Farquharson (Chief Executive Officer)
Emma Kelly (Head of EDGE Division London)
Ken Morrison (Associate General Counsel, UK *joined April 2024*)
Elizabeth O'Connell (Director of Admissions, Recruitment & Marketing)
Dr Kasim Randeree (Associate Dean of Faculty Affairs)
Sheena Van Der Merwe (Director of Resources & Operations)
Caroline Ward (Director of HR)
Dr Scott Wildman (Interim Academic Dean)
Syed Zaidi (Director of Visa & Immigration Compliance)
Dan Rolfe (Director of Global Enrolment Management & Partnership)
Jas Verdi (Director of Student Engagement)
Paul Richards (Director of Academic Services)
Suzi Broadway (Director of Student Life)
Gabriella Gyorffy (Financial Controller)

Registered Company number

07317195

Registered Charity Number

1189858

Registered Office Address

Devon House,
58 St Katharine's Way
London
E1W 1LP

Independent Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Bankers

Barclays Bank plc
1 Churchill Place
London, E14 5RB

Solicitors

Eversheds Sutherland (International) LLP
5th Floor, 50/60 Station Road
Cambridge, CB1 2JH

CONTENTS

	PAGE
Annual Report of the Trustees including Strategic Report and Statement of Principal Accounting Policies and Estimation Techniques	4
Independent Auditor's report	20
Statement of Comprehensive income	24
Statement of Financial Position	25
Statement of Cash Flows	26
Notes to the Financial Statements	27

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

The Trustees (who are Trustees of the charitable company) present their Annual Report for the year ended 30 June 2025 in accordance with the HE/FE SORP requirements as well as requirements under the Charities Act 2011, and the Companies Act 2006.

On 9th June 2020 NCH at Northeastern Limited (NCHNL) became a Registered Charity (registered charity number 1189858) and on 13th July 2022 it changed its name to Northeastern University - London (NU London) following approval for the use of university title granted by the Department for Education and the Office for Students.

STATEMENT OF CORPORATE GOVERNANCE

Governing Documents

The University is governed by its Articles of Association, last amended on 21st June 2022.

Governing Body

The NU London Board of Trustees ('The Board') is the statutory governing body of the legal entity. NU London owns the brand 'New College of the Humanities' as well as its dormant subsidiary New College of the Humanities Limited ('NCHL'), including its relationship with regulatory bodies and partner organisations. NU London Board is a limited liability company established under English and Welsh law. For the purposes of these financial statements the Trustees are referred to as Trustees.

The Board is legally responsible for the overall management and control of the University and, as such, has oversight and management of the strategic, financial and operational areas of the University's activities and all other aspects of the University's existence save for responsibilities delegated to the Academic Board in respect of the regulating and directing of the academic work of the University, including teaching (undergraduate and postgraduate degrees) and research.

The Board has ownership, oversight and management of the regulatory responsibilities and relationships of the University. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.

The Board meets four times a year.

In accordance with the Articles of Association, the Board has the power to delegate responsibility (but not accountability) to committees, directors, and the management of the University.

NU London Board has established committees to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Board. Reports (at least annually) from these committees shall be received and considered by the Board where appropriate. See Organisational Management section below.

Recruitment and Training of Trustees

The Trustees roles are filled differently. There are five Trustees appointed by Northeastern University. The non-executive Trustees are recruited and appointed by the Nominations Committee of the NU London Board. The University uses a Skills Matrix to identify potential gaps prior to recruiting new Trustees.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

The training of the Trustees depends on each individual's area of expertise, but common areas of training would include English Higher Education Regulation and English law. This training is done either as part of the Board meetings or as required.

Organisational Management

The Board delegates responsibility for University Management onto the following Committees.

- The Executive Committee (ExCo) is chaired by the CEO and ensures there is effective leadership and management of all the activities undertaken by the University and provides a link between the Board and the senior management. It ensures that the strategic priorities as outlined in the NU London Strategic Plan are being met through the operational execution of Academic Board and the Senior Management Group. ExCo supplies the Board with verbal and written reports, draft budgets and audited accounts, and reports on risk management. ExCo meets on a fortnightly basis.
- The Audit Committee (AC) was established to review audit policy, internal procedures and assurance on the use of public funds on behalf of the Board including the recommendation on auditors presented to the Board. Audit Committee meets at least once a year.
- The Remuneration Committee (RemCo) was established to determine and apply policy on behalf of the Board to remuneration and benefits, to ensure compliance with best practice in the UK and to set the remuneration of the executive members of University as set out in the Articles. In determining senior management remuneration, RemCo consider several factors, including performance and sector averages. In the year a benchmarking exercise was completed by a third-party using data from the Universities and Colleges Employers Association (UCEA). This committee meets as needed during the twice a year. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similar institutions to ensure that the University remains informed to broader issues of pay and employment terms and conditions.
- The Nominations Committee (NC) was established to review and approve appointment of members to the Board as well as the removal/appointment of the Master and CEO.
- The Academic Board (AB) is the academic authority of the University and takes such measures as shall best promote the academic and professional work of the University, safeguard standards, academic freedom, and ensure that students receive a high-quality academic experience while studying at the University. This academic authority is exercised within a budgetary and strategic framework set by NU London Board.

ExCo is responsible for proposing and delivering the University's strategy, and for managing the day-to-day activities, operations and resources of the University. The CEO chairs the meetings of the Senior Management Group (SMG), which reports to ExCo.

Ensuring regularity and propriety in the use of public funding

Consideration of the financial position of the University is a standing item for both the Board of Governors and the Executive Committee. Both also have oversight of the use of public funding within their responsibilities for the activities of the University.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF INTERNAL CONTROL & RISK MANAGEMENT

The Trustees are responsible for the system of internal control operating within NU London and for reviewing its effectiveness as well as ensuring they are linked to achieving the University's objectives. Such a system can only provide reasonable, and not absolute, assurance against material misstatements or losses, and cannot eliminate business risk. As a reflection of the University's recent growth, this system has been – and will continue to be – under constant review and development.

The Trustees identify areas of improvement in the system of internal control based on reports and reviews from University management, Audit Committee, Academic Board and other committees. Trustees are of a view that there is an ongoing process for identifying, evaluating and managing the University's risks and internal controls and that at the date of approval of the annual report and financial statements, the process has been subject to regular review. The Trustees approach this responsibility from the perspective of discharging their duties, as specified in the "Regulatory framework for higher education in England" published by the OfS in February 2018.

The University also falls under the purview of Northeastern University's Audit & Advisory Services. Audit & Advisory Services is an independent and objective assurance function that assesses and evaluates the University's internal control environment.

As part of the process of constant internal review, University management and Trustees have identified the requirement for a number of policies as follows:

- Anti-Bribery and Corruption Policy & reporting form
- Anti-Money Laundering Policy, Guidelines & reporting form
- Data Protection Policy, Privacy notices, Data Breach investigation procedures
- Fraud Prevention and Response Policy & reporting form
- Public Interest Disclosure Policy
- Risk Management Strategy

The Trustees are also responsible for meeting with the External Auditor to consider the nature and scope of the annual audit, and thereafter discuss audit findings and the internal control report arising out of the audit of the annual financial statements. The Audit Committee reviews the annual financial statements, paying particular attention to financial disclosures, accounting adjustments and control issues. Whilst NU London officers attend the meetings of the Audit Committee as necessary, they are not members of the Committee, and the Committee meets with the Internal and External Auditors on their own for independent discussions.

The Risk Management Strategy is designed to support this mission by assessing and managing the risks to the University achieving its stated mission and to ensure that the University is also protecting its stakeholders to which it has responsibilities, such as students, staff, funding bodies, partners, suppliers and the general public. This strategy forms part of the University's control and governance structure and it is designed to give summary guidance for those different parts of the University who are responsible for managing risk and for ensuring that their decisions are implemented.

The approach to internal control is risk-based, including evaluation of the likelihood and impact of risks becoming a reality. Review procedures include business, operational, compliance, reputational and finance risk. Identification and management of risk is firmly embedded in all the University's systems and procedures. Central to this approach is the maintenance of a Risk Register which ExCo review.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

Following a period of growth and development, the University has now developed their own internal control function with the Internal Audit department at Northeastern University (parent entity)

Regular reviews of a wide range of activity throughout the organisation will be conducted and a plan for each department of the University will be developed using a risk-based approach, taking account of the key areas of risk identified for the University as a whole and of specific areas of risk highlighted by the department heads. The plan will aim to cover all significant areas of risk at least once during each 3 year cycle. Any major risks are reviewed more frequently.

The risk management objectives of the University are to:

- Integrate an awareness of managed risk taking and effective risk management into the culture of the University.
- Manage risk in accordance with good practice.
- Embed risk management within strategic and operational management processes.
- Consider legal compliance as a minimum standard.
- Anticipate and respond to changing economic, social, environmental and legislative requirements.
- Prevent injury and damage and reduce the cost of risk.

These objectives will be achieved by:

- Updating and maintaining a Risk Register which details those risks which, in the view of senior management and the Board, pose the greatest challenge to the achievement of the University's mission and of its continuing function.
- Assessing the likelihood of these risks occurring and the likely impact of an occurrence.
- Putting in place arrangements to manage and monitor risk.
- Maintaining effective communication with and the active involvement of staff.
- Preparing contingency plans in areas where there is a potential for an occurrence having a wholly negative effect.
- Monitoring and reviewing arrangements on an ongoing basis.
- Insuring against risk where this is deemed to be cost effective.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, a system of delegation and accountability, and independent scrutiny. In particular the system includes:

- comprehensive budget setting and monitoring systems;
- regular reviews of periodic financial reports which indicate financial performance against budgets and forecasts
- access by all finance staff and appropriate departmental staff to systems providing a suite of enquires and reports to facilitate effective financial management on an ongoing basis
- clearly defined capital expenditure guidelines
- an in-house internal audit service; and
- scrutiny by Governors, OfS, other inspectorates, external audit and other stakeholders.

The Board has ultimate responsibility for the total risk exposure of the University by:

- Setting the tone and influence of the culture of risk management across the University.
- Determining the extent to which the University is 'risk taking' or 'risk averse' as a whole and sets the University's 'risk appetite'.
- Approving major decisions affecting the University's risk profile or exposure.
- Determining what types of risk are acceptable/not acceptable and monitoring significant risks and control improvements to mitigate risks.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

- Annually reviewing the University's approach to risk management and approving changes or improvements to key elements of the process and procedures.
- Establishing, maintaining, and reviewing controls for monitoring risks.
- Having particular focus on the financial risks that could impact the University and its provision of higher education.

To support it in exercising these responsibilities, the Board will receive an annual report from ExCo, on the effectiveness of the risk management process in the University, making recommendations where appropriate.

ExCo exercise their responsibility for risks by:

- Identifying and evaluating the significant risks faced by the University.
- Providing adequate information in a timely manner to the Board on the status of risks and controls.
- Annually having a risk review and reporting the outcomes to the Board.
- Implementing policies on risk management and internal control.
- Reviewing the effectiveness of the system of internal control and risk management.

The CEO will report, on ExCo's behalf, to the Board on an annual basis as to the approach to risk faced by the University, and the management of it, and in each the Board meeting will report on any incidents and/or changes to the level of risk faced by the University and the approach to managing those changed circumstances. The framework for these discussions at the Board will be the Risk Register.

Principal Risks and Uncertainties Facing the Business

The principal risks that have been identified include:

- Student recruitment – the strategy of the University is to grow student numbers. The University supports this through a strong recruitment team and with collaboration with our parent institution. However this growth will include a large number of international students so any changes to UK visa rules and or the country of origin rules of our students could adversely affect this growth.
- Regulatory - loss of any regulatory assets such as UKVI immigration licences and also including adverse decisions by OfS and Ofsted amongst others. The University retains highly trained staff in key areas and continues to receive positive outcomes when audited by, or interacting with, our regulating bodies.
- Business disruption - inability to use existing premises, loss of key members of staff, technology failure or student incident. Management of this risk falls to SMG, who meet regularly, in line with the University's Disaster Recovery Plan.
- Resources risk – inability to recruit suitably qualified staff, sustain growth in physical footprint and ability to sign contract for student residential accommodation. This is actively managed by SMG.

The approach to internal controls, will continue to be developed through 2025-26 to ensure it is fit for purpose as the University continues to expand. During 2024-25 no significant weaknesses or failings were found to report.

The University's ability to deliver its charitable purpose and objectives is primarily dependent on its key management personnel (KMP) and staff.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

Below is a table listing all Trustees and key management personnel and their committee membership.

Name	Role*	The Board	ExCo	AC	RemCo (staff)	NC	AB	SMG
Chiara Alfano	KMP						X	X
Diana Bozhilova	KMP						X	X
Chong Kim-Wong	Trustee	X						
Alice Chinbuah	Trustee	X		X		X		
Diane MacGillivray	Trustee	X		X		X		
Gregory Abowd	Trustee	X		X		X		
Robert Farquharson	Trustee	X	X	X	X	X		X
Dan Rolfe	KMP							X
Naomi Goulder	KMP		X		X		X	
Ken Morrison	KMP							
Jas Verdi	KMP							X
Thomas Nedell	Trustee	X		X		X	X	
Elizabeth O'Connell	KMP							
Kasim Randeree	KMP						X	X
Paul Richards	KMP		X				X	X
Suzi Broadway	KMP							X
Gabriella Gyorffy	KMP							
Julietta Tenant-Dexter	Trustee	X		X		X		
Sheena Van Der Merwe	KMP				X			X
Caroline Ward	KMP				X			X
Scott Wildman	KMP		X		X		X	X
Syed Zaidi	KMP							X

Structure and relationships

The company was incorporated on 16 July 2010 as Grayling Hall Limited. Since incorporation the company has had four name changes;

- 23 February 2011 - New College of the Humanities Limited
- 6 March 2012 - Tertiary Education Services Limited
- 21 February 2019 - NCH at Northeastern Limited
- 13 July 2022 – Northeastern University - London

On 19th February 2019 the issued share capital in the University was purchased by Northeastern University, (an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status under section 501(c)(3) of the United States Internal Revenue Code, of 360 Huntington Avenue, Boston, MA 02115, United States). As a result of this transaction the company is now a wholly owned subsidiary of Northeastern University. Following the change in ownership the company was renamed 'NCH at Northeastern Limited'. Following approval for use of university title from DfE and OfS, it changed its name to Northeastern University – London on 13th July 2022.

An application for Charity Status was submitted in March 2019 to the Charity Commission. This was granted on 9th June 2020, charity number 1189858.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

Subsidiaries & Linked Charities

The University has a wholly owned non-charitable subsidiary, New College of the Humanities Limited (NCHL) (company number 07917776) registered in England and Wales and limited by shares. This company is now dormant.

During 2021-22 the University's subsidiary, New College of the Humanities Trust (charity number 1141608) transferred its assets to Northeastern University - London as a restricted grant for the purposes of providing Hardship grants to students, in line with the original intentions of these funds within the Trust. As at 30th June 2025, £21k of these funds remained within the Restricted reserves for future disbursement (2024: £38k).

Employment policy

The University aims to be an equal opportunity employer and to apply objective criteria to assess merit and make decisions on selection, promotion and other employment-related issues. It aims to ensure that no job applicant, employee or worker receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, perceived sexuality, disability, membership or non-membership of trade unions, 'spent' convictions of ex-offenders, class, age, political views or activity, religion or belief.

STRATEGIC REPORT

OBJECTIVES, AIMS AND ACTIVITIES

Charitable objects

The University's charitable objects, as set out in the Articles of Association, are the advancement of education for the public benefit. The Board is mindful of the need to provide public benefit and the requirements of the Charities Act 2011.

Aims

The University's aim is to provide an outstanding education. The desired outcomes are a deep and insightful engagement with the subjects of study, and in the process acquisition of acuity of thought, reasoning power, knowledge of methods and sources, and learning, writing and discursive skills, all exportable into lifelong learning and applicable to the demands of work and life after graduation.

Northeastern University

The University became part of Northeastern University's (NU) global network in February 2019. NU is a large not for profit university based in Boston, USA. NU has approximately 52,000 students on its campus in Boston and significant numbers throughout its network across the globe.

Being part of the NU global network provides significant opportunities, expertise and resources to further the University's ambitions.

Objectives for the year

The main objective of the University is to continue to provide education of the highest quality that meets the needs of an ever-changing future and acknowledges changes to the delivery environment and student expectations.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

The primary objectives of the University and progress against them during the year were:

Fulfil the educational mission	As evidenced by the degree results the University fulfilled its educational mission. The increasing level of grant funding obtained by the University demonstrates its research capability
Deliver Northeastern programmes in London	Through the delivery of Northeastern programmes and the increasing number of research collaborations across the network during the academic year 2024/25 the University is delivering on that objective.
Property Strategy	Ensuring the University has the physical and human capital to support the objectives listed above is key. The high-quality teaching expansion, the long-term agreement with private student housing providers and the long-term growth in employee numbers support the delivery of high-quality teaching and research.

Public benefit statement

Founded in 2012, with the aim of providing the highest quality of education, the University has established itself as a prestigious institution based in the heart of London. Whilst students pay fees, the University is focused on delivering public benefit and offers a number of scholarships for academic excellence and bursaries for those students requiring financial support. The amounts were £136k and £128k in year 24/25. Further information regarding Public Benefit in the wider community can be found in the Access and Participation plan below.

The Trustees have considered the requirements of the Charities Act 2011 and the Charity Commission's guidance on public benefit in setting the objectives and activities of the charity. As part of its commitment to public benefit and in line with requirements set out by the Office for Students (OfS), the University has published its Access and Participation Plans as set out below.

The Trustees are also responsible for the interactions between the University and the OfS and its designated bodies and to ensure compliance with all of its conditions of registration with the OfS's accounts direction. R Farquharson in his capacity as CEO, is the nominated accounting officer with the responsibilities set out by the OfS.

ACCESS AND PARTICIPATION PLANS

The University is an approved (fee cap) provider for the purpose of registration with the Office for Students (OfS) (the regulator for higher education in England). As part of its obligations under its registration, the University is required to produce an Access and Participation Plan (APP). This forms the central element of the University's widening participation (WP) agenda. The APP outlines in detail how the University will assist students from groups that have historically been underrepresented within higher education with a particular focus on increasing the proportion of students from POLAR4 Quintiles 1 & 2, and IMD Quintile 1 backgrounds.

The APP benchmarks the University's performance against the national and regional average regarding these underrepresented groups, and specifically, what steps the University is taking to assist these groups in gaining access to education, success whilst at the University and progression on to graduate employment. The APP contains information about the University's historical performance against these metrics and the targets agreed upon by the Director of Fair Access and Participation at the OfS. The APP is a public document that provides a detailed analysis of the University's approach, information about specific WP activities, targets, and how the University will achieve them.

The Plan has been prepared in accordance with guidance produced by the OfS and has been approved by the Board. The Plan applies to UK (home domiciled) students who enter the University between the academic years 2019/20 to 2025/26 and its terms apply to those students for the duration of their studies at the University. The University has also submitted variation requests to the Plan in response to the updated priorities set out in February 2022. In the 2023/24 academic year, the University developed the APP which will apply to students

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

from 2025/26 to 2028/29 which was approved by the OFS on December 2024 to begin in September 2025 .

The University has undertaken a significant number of outreach events to increase student attainment, self-confidence and attract applicants. Of relevance to widening access, below are some examples of the works the University has engaged in:

Innerscope KS3&4 aspire programme: The University partnered with the coaching organisation Innerscope to offer 2-to-1 coaching sessions over five weeks to students in KS3&4 (aged 12-15). Students are introduced to several personal development topics to help reframe their mindset through goal setting, building resilience and raising self-belief. Each programme ended with a visit to the University campus, where students took part in academic taster lectures, received a campus tour and worked with student ambassadors and their peers whilst learning about life at university. During the 2024/25 academic year, the Innerscope programme was delivered in 2 schools with 16 students taking part in each school

- Arts and Media School Islington (16 Year 11 students)
- Bow School (16 Year 10 Students)

When asked what they found most useful about the programme, one Year 10 student commented: *I enjoyed the interactiveness of this program and how it helped me as a student to see leaving in a new light and motivated me to improve my education and self being.*

Campus and school visits: Another aspect of the University's outreach strategy includes welcoming schools and their students into the University to hear talks or participate in subject workshops. Across the 2024/25 academic year, the University hosted 23 on-campus Discover Days, engaging with over 400 students from Year 8-12 across schools including Bow School, Stoke Newington School, Oasis Academy Enfield, Hendon School, Blackfen School for Girls, Morpeth School, Leyton Sixth Form College, Willowfield School, The St Thomas the Apostle College, and Bacon's College.

In addition, the WP team and student ambassadors completed 23 school visits across Greater London to attend careers fairs and deliver talks and workshops, engaging with over 350 students from Year 7-13. Schools visited included City Academy, Lewisham College, Little Ilford School, Sarah Bonnell School, Harris Academy Greenwich, Fortismere School, Christ the King Sixth Form, and Trinity Church of England School, among others. A teacher from one of the school visits said: "It made them understand the importance of starting early in terms of higher education".

IntoUniversity: The University works with this charity to reach students from underrepresented groups. Across the year, 267 learners from across London visited the University through 9 separate visits, including Year 6 and Year 8 students from IntoUniversity centres including East Ham, Haringey, Hackney and Islington. The students received an introduction to university life, student ambassador-led campus tours and workshops delivered by IntoUniversity.

The King's Trust (formerly The Prince's Trust) campus visits: The University continued its partnership with The King's Trust, a charity that supports young people who are struggling at school and/or are at risk of exclusion. The charity brought groups of Year 9-11 students to campus for Discover Days and in total 82 students visited. They heard an introduction to university, had campus tours by student ambassadors and participated in activities where they developed their own society and pitched this to their fellow classmates.

The Brilliant Club Parent Power: The University continued its partnership with The Brilliant Club and their Tower Hamlets Parent Power group. The Parent Power model builds parent/carers communities across the UK, each one supported by a local partnership. Through support to develop community organising skills, as well as advice and guidance on accessing higher education, parents are empowered to ensure their children have a fair chance in education and their future careers.

The group works with parents/carers of Year 7-12 students from schools across Tower Hamlets. Between April and July, we hosted 6 group meetings on campus, welcoming parents/carers from across East London. The WP team delivered a range of IAG sessions to upskill the parents including, student finance, post 16 education options, careers after university and an introduction to degree apprenticeships. As part of the group's campaign to improve access to work experience, they secured a visit to Kleinwort Hambros Bank in Canary Wharf for their

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

young people.

Debate Mate Primary Cup: The University hosted the Debate Mate Cup with around 170 primary school students from 11 different primary schools across East London. The event consisted of three debates, a show debate, and a final between the top teams, culminating Debate Mate's award-winning social mobility programme. This event exemplifies the University's commitment to engaging with younger students and introducing them to university environments at an early stage in their educational journey.

Year 11 Summer School: In July 2025 the WP team hosted our third on campus summer school. A total of 59 students from across London the South East and the Midlands attended campus for 4 days. Students took part in a range of academic taster sessions across the interdisciplinary programme covering Law and Politics and International Relations, English, History and Philosophy, and Psychology and Business. They also took part in sessions such as study skills, student finance and student life to prepare them for their transition to sixth form/college and later, university.

The University works collaboratively to create and inform the outreach activities and effective evaluation methods of initiatives with relevant institutions. For example, since 2020, the University has been a member of SEER, which supports the outreach initiatives through an independent evaluation of the impact of interventions.

The initiatives outlined above are indicative of the work the University has always undertaken to promote access to higher education and raise awareness among underrepresented groups of the advantages of studying at university. Such programmes will continue and expand as school partnerships develop further.

Financial Support

Financial support to students has been central to the University's offer process over each year of its operation. The elements of financial support have adapted over time as the University fees have been revised and as students have been able to access loans from the Student Loans Company.

Since its inception the University has provided generous financial support in order to assist students to attend.

A means-tested bursary – the NU London Bursary made available to home-fees undergraduate students alleviate financial hardship. When awarding the NU London Bursary, the University considers the household income of the applicant's family (or applicant themselves where certain criteria are met), and the size of the award is linked to that income. – in 2024/25, bursaries were awarded at either £2,000 or £3,000 amount. Uplifts for care-experienced and estranged students (who could evidence their eligibility) received an additional £1,000. Students with dependents under the age of 18 (who could evidence their eligibility) were eligible for an uplift of £400.

During 24/25, 49 students were in receipt of a bursary, with the total amount of bursaries paid amounting to £128k. Of these 22 were classified as 'Widening participation' students (or 44% of the total awards).

In addition to means tested support, the University automatically considers every international-fees applicant for an academic scholarship of up to £3,000. In 2024/25, £136,000 in academic scholarships was awarded to 58 individual students.

The University also operates an in-year Hardship Fund. Students finding themselves in particular financial hardship, regardless of prior bursary allocations, can apply for a funding of up to £1,000 to alleviate their situation. There are clear eligibility criteria, with the process managed by the Student Academic Services team and ratified by the Financial Controller. During 24/25, 19 students received a total of £16,700 in Hardship Fund payments (23/24; 27 students, £27,680).

Alumni relations

The University is a reasonably young institution and does not yet boast large numbers of Alumni but has good ties with a number of graduates, organising Alumni events and inviting Alumni to University wide events.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

Sustainability and Carbon Reporting

Northeastern University London remains committed to delivering Net Zero by 2050, aligned with UK climate legislation and the Climate Commission for UK Higher and Further Education targets. Following comprehensive decarbonization analysis by Max Fordham LLP, the University has refined its sustainability strategy across operational scopes, with particular focus on landlord engagement for Scope 1&2 emissions.

Key Performance Indicators 2024-25:

- Total Scope 1&2 emissions: 450 tCO₂e (93% gas consumption, 7% electricity)
- Estate transition completed: Moretown to Portsoken
- Carbon intensity: 0.049 tCO₂e per operational floor area

Strategic Achievements:

- Implementation of tenant-controlled emission reduction measures
- Enhanced landlord engagement framework
- Sustainable procurement policy

Emissions Performance Analysis

Scope 1&2 Operational Emissions

Current Baseline (2024-25):

- **Total emissions:** 450 tCO₂e annually
- **Gas consumption (Scope 1):** 420 tCO₂e (landlord-controlled systems)
- **Electricity consumption (Scope 2):** 30 tCO₂e (mixed control)
- **Estate Configuration:**

Building	Area (m ²)	Energy Status	Control Level
Devon House	4,524	Gas heating (landlord)	Limited tenant control
Marble Quay	1,016	Electric only	Enhanced tenant control
Portsoken	TBD	Under assessment	TBD
Vine Street	~700	Electric only	Enhanced tenant control

Northeastern University London's sustainability strategy positions the institution as a sector leader while maintaining operational excellence. Through systematic building decarbonization and strategic stakeholder engagement, the University advances toward Net Zero by 2050 with measurable interim targets.

The strategy requires sustained institutional commitment, strategic investment allocation, and collaborative partnerships across the entire operational ecosystem. Regular plan reviews and adaptive management ensure trajectory maintenance while embracing emerging opportunities (efficiencies and new technologies) for enhanced sustainability performance.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

Review of achievements and performance for the year

During the year, the University continued to provide a first-class educational experience for students taking UK validated degrees and those on study abroad programmes from our parent institution, Northeastern University.

The University hosted 509 students on London Validated courses (2024: 434) and 1321 students visiting from Northeastern University for one of their Study Abroad programmes (2023: 1361). The student numbers were stable in FY25, with growth curtailed by the global impact on the Higher Education market, including political changes within the United States. The University remains committed to student number growth, but the timelines of this growth strategy have been delayed due to the aforementioned market impacts.

In 2025 25% of graduating undergraduate students obtained a first-class degree, and 58% a 2:1 (2024: 30% and 55% respectively).

The National Student Survey (NSS) is a high-profile annual survey of nearly half a million students across the UK. The survey gathers opinions from students about their time in higher education, asking them to provide honest feedback on what it has been like to study on their course at their university/college. In 2025, 76% of eligible NU - London students completed the NSS survey. The response rate was 4.5% higher than the national response rate and 1% higher than NU London responses to the survey in 2024 (75%)

The University scored lower than the sector average across all themes, however there were some positive areas for University Undergraduate Students.

The strongest themes were for University Undergraduates 'The Teaching on my Programme', 'Assessment and Feedback' and Learning Opportunities, which all scored above the sector average. The lowest themes were Organisation and Management and 'Learning Resources', which scored -19% and -12% below the average.

Based on NSS quantitative data, there appear to be two differing student experiences between apprenticeship students and University Degree students. Qualitative data shows that themes around teaching and learning remain a strength for the University Degree Students, while the Academic Support & Student Voice themes for apprenticeships performed strongly.

Based on 93 student comments, the university demonstrates exceptional teaching quality with supportive, knowledgeable staff who provide personalised attention through small class sizes and strong academic support services. However, the institution faces operational challenges including organisational upheaval, disorganisation in communications and processes, and challenging assessment schedules that could contribute to student pressures. While students praise individual faculty excellence and academic infrastructure, technology failures and inconsistent quality across different modules impair the overall learning experience.

FINANCIAL REVIEW

Results for the year

Total income was £108.1m representing a 73% improvement from prior year (£62.2m, 2024). Turnover changed in income streams as follows:

- London Validated UG and PG provision income increased by £1.5m
- Northeastern University Mobility in London provision increased by £9.7m
- Business Development (inc. apprenticeships) provision increased by £0.2m
- Restricted capital grants from Northeastern University increased by £33.2m
- Restricted Grants increased by £0.5m
- Remaining income (including Other income, unrestricted grants and interest) increased by £0.3m

Total expenditure increased by 33% to £77.3m (2024: £57.7m), which reflects both the increase in activity, primarily the mobility programme mentioned above and the increase in property related costs. University staff costs now represent 30% of total expenditure (2024: 32%) and increased by £4.8m since 2024. Property costs increased by £3m and Depreciation by £1.6m, due to the continued expansion of our campus to accommodate increase in student numbers. The current strategy is to continue this expansion leading to financial growth and

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

robustness.

Reserves Policy

The University's reserves policy is that it should have access to sufficient financial resources to be able to ensure the sustainability of the University. In determining what level of financial resources are required, the University has considered the following:

- Current and projected levels of general reserves;
- Level of Working Capital required to operate effectively;
- The impact of seasonality;
- The University's risk appetite;
- The University's appetite to borrow funds and Northeastern's wishes in terms of providing grants;
- The likely financial impact of a number of unlikely but plausible scenarios linked to the most significant risks that the University faces, with particular attention to the timing of the risk and its severity.

With this in mind the University is working towards a general reserve ranging between £15m and £25m in order to fund its operations.

The total reserves for the University at the year-end were £52.1m (2024: £21.3m), including £15.9m of restricted funds, which mostly relate to unspent capital grants. It should also be noted that this includes a designated fund of £54.3m represented by Fixed Assets which are not available for general use so the general reserve position after these adjustments is £(18.1)m (2024 (£8.8m)), £33.1m short of the lower range in our target. Until the University reaches its target it is reliant on the continued support of Northeastern University as offered via the Deed of Grant signed on 5th September 2019.

Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launch of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 4 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from its parent, Northeastern University in Boston to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

Fundraising

The University does not carry out any fundraising activities with the general public and no donations are sought from the public. The University has no fundraising activities requiring disclosure under section 13 of the Charities (Protection and Social Investment) Act 2011.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

FUTURE PLANS

The future plans include:

- Teaching and Learning
 - Continue growing the numbers of students in the University and expand the offering of courses to both undergraduate and graduate students as well as study abroad (mobility) students. Student numbers have gone from 300 in 2020 to over 2,000 in 2024--25 and the University hopes to grow student numbers steadily year on year both in its face to face and online provision.
 - Increasing the offering of workplace learning opportunities building on the Apprenticeships launched in October 2020.
- Research
 - Develop the research capabilities in London both in terms of people and infrastructure, therefore increasing the revenue derived from research funding and prepare for a Research Degree Awarding Powers application.
- Infrastructure to support Teaching and Learning and Research
 - Following the move to Devon House in St Katherine's Dock, which already offered considerably increased space expansion, the University has opened 3 of the 4 floors leased in its Portsoken leased space.
- Relationship with Its Parent
 - Establish London as a genuine hub in the Northeastern University's global network whilst continuing to be a self-regulating English HE.

These initiatives are ensuring the University's budgets for the coming 5 years show growth and operating surpluses.

Northeastern University, as sole shareholder, is committed to supporting NU London's working cash flow requirements.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

Charity law requires the Trustees to prepare financial statements for each financial year or period. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practices (FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland) and applicable law. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the University including income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgement and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

Additionally, since the change in status to University approved by the Privy Council in 2022, Northeastern University – London is now also required to comply with all requirements in the Statement of recommended practice: accounting for further and higher education (FE/HE SORP) over and above those requirements as refined in the Charity SORP. The following summarises how the University's Board fulfils its duties under Section 172 Companies Act 2006:

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

In the performance of its duty to promote the success of the University, the Board considers the various stakeholders when arriving at business decisions. The Board oversees the responsible management of the University's teaching and learning and research activities to ensure it operates to the high standards of business conduct and good governance expected from the University.

The Board fully understands the potential impacts of the decisions it makes for our stakeholders, the environment and the communities in which it operates.

Engagement with the University's main stakeholder groups, including our students, employees and local community is set out below;

Employee Engagement

Our employees both Faculty and Professional Staff are fundamental to the success of our business. Therefore, our success depends on our ability to engage and work together effectively and constructively. The Board aims for the University to be a responsible employer in its approach to the pay and benefits of employees. The health, safety and wellbeing of employees is one of the primary considerations in the way the Board conducts its business.

In 2024/25, the following activities have been performed:

- Regular Faculty meetings with the Executive Principal & Dean including meetings with representatives of the University and Colleges Union (UCU).
- Monthly Professional staff meetings run by the CEO to update staff on key developments.
- Dissemination through the Senior Management Group to their respective teams and these key employers acting as a conduit of information back through the Executive Committee and Academic Board to the Board
- Regular newsletters and communications to all staff as well as various staff events

Student Engagement:

Our students are central to the University fulfilling its Charitable objectives and as such there are many ways that the Board understands the key concerns of the student body.

In 2024/5, the following activities have been performed:

- As an English HEI, the University is part of the National Student Survey that all third year undergraduate students are able to complete. This evaluates the performance of the Institution across a number of metrics which inform how the University improves its teaching and learning
- There are also opportunities for regular feedback as part of the overall 'Student Voice' strategy in terms of our governance structures and feedback exercises
- Finally there is engagement with the Student's Union on a regular basis to understand their concerns and priorities

Other key stakeholders include our regulators and the community in which we are located.

- Regulators are a key stakeholder in terms of our licence to operate and we engage with them directly and as part of trade bodies such as Guild HE.
- Engaging with the local community in which we operate is important and we have held sessions with local tenant associations, offered free events to the local community and have also endeavoured to source locally, where possible.
- Suppliers – we have payment runs twice monthly and ensure that all suppliers are paid in a timely manner

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the University's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Accounts Direction as issued by the Office for Students (OfS) and the Charities and FE /HE SORPs. They are also responsible for safeguarding the assets of the University and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report)

FOR THE YEAR ENDED 30 JUNE 2025

PROVISION OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Annual Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the University's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the University's auditors in connection with preparing their report and to establish that the University's auditors are aware of that information

AUDITORS

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006

This annual report was approved by the board on ..19 November 2025...and signed on its behalf



R Farquharson
Trustee



T Nedell
Trustee & Chair of Audit Committee

NORTHEASTERN UNIVERSITY – LONDON

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2025

Opinion

We have audited the financial statements of Northeastern University - London ('the charitable company') for the year ended 30 June 2025 which comprise the Statement of Comprehensive Income and Changes in Reserves, Statement of Financial Position, Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2025 and of its income and expenditure, gain and losses, changes in reserves and of the cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- has been prepared in accordance with the requirements of the *Statement of Recommended Practice – Accounting for Further and Higher Education* and the OfS Accounts Direction (issued October 2019) ("the OfS Accounts Direction").

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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

NORTHEASTERN UNIVERSITY – LONDON

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2025

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Trustees' Report and Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report and strategic report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Opinion on other matters required by the Office for Students ("OfS")

In our opinion, in all material respects:

- funds from whatever source administered by the charitable company for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by the OfS, the Education & Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the OfS's accounts direction (issued October 2019) have been met.

We have nothing to report on the following matters where the OfS Accounts Direction requires us to report to you where:

- the charitable company's grant and fee income, as disclosed in notes 2 and 3 to the accounts, has been materially misstated.
- The charitable company's expenditure on access and participation activities for the financial year has been materially misstated.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

NORTHEASTERN UNIVERSITY – LONDON

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2025

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were Companies Act 2006, Charities Act, taxation legislation, together with the Statement of Recommended Practice – Accounting for Further and Higher Education and the OfS Accounts Direction. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the NUL's to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The other laws and regulations we considered in this context for the charitable company were Higher Education and Research Act 2017, Teaching Excellence and Student Outcomes Framework, General Data Protection Regulations and Health and Safety.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of non NU grant income and the override of controls by management. Our audit procedures to respond to the risk these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Office of Students (OfS), Quality Assurance Agency for Higher Education (QAA) and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit,

NORTHEASTERN UNIVERSITY – LONDON

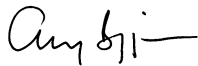
INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2025

there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP, Statutory Auditor
Cheltenham

Date: 27 November 2025

NORTHEASTERN UNIVERSITY – LONDON

STATEMENTS OF COMPREHENSIVE INCOME AND CHANGES IN RESERVES FOR THE YEAR ENDED 30 JUNE 2025

	Notes	Unrestricted Funds	Restricted Funds	2025	2024
		£'000	£'000	£'000	£'000
INCOME FROM:					
Tuition Fees and Education contracts	2	60,892	-	60,892	49,490
Government grants	3	-	1,068	1,068	214
Grants from parent entity					
Teaching & Research	4	-	2,988	2,988	4,393
Capital Grants	4	-	38,993	38,993	5,793
Research Grants and Contracts	5	-	1,131	1,131	34
Other Income	6	2,853		2,853	2,612
Donation and Endowments	7	-	6	6	-
Investment Income	8	186		186	87
		<u>63,931</u>	<u>44,186</u>	<u>108,117</u>	<u>62,623</u>
EXPENDITURE ON:	9				
Staff Costs	10	20,964	2,434	23,398	18,532
Other Operating Expenses		32,552	1,626	34,178	24,179
Building Costs		15,324	-	15,324	12,278
Depreciation		4,422	-	4,422	2,738
Interest And Other Finance Costs		9	-	9	11
		<u>73,271</u>	<u>4,060</u>	<u>77,331</u>	<u>57,738</u>
(DEFICIT)/SURPLUS BEFORE TAX		(9,340)	40,126	30,786	4,885
Taxation		-	-	-	-
(DEFICIT)/SURPLUS BEFORE TAX		(9,340)	40,126	30,786	4,885
Transfer Between Funds	16	28,790	(28,790)	-	-
TOTAL COMPREHENSIVE INCOME		<u>19,450</u>	<u>11,336</u>	<u>30,786</u>	<u>4,885</u>

NORTHEASTERN UNIVERSITY – LONDON

STATEMENTS OF COMPREHENSIVE INCOME AND CHANGES IN RESERVES

FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF CHANGES IN RESERVES

	Notes	Income & Expenditure Reserve		Total
		Unrestricted Funds	Restricted Funds	
		£'000	£'000	£'000
BALANCE AT 1st JULY 2022		6,090	1,697	7,787
(Deficit)/Surplus from the I&E Statement		(3,487)	12,141	8,654
Transfer between funds		5,398	(5,398)	-
		1,911	6,743	8,654
BALANCE AT 1st JULY 2023		8,001	8,440	16,441
(Deficit)/Surplus from the I&E Statement		(887)	5,772	4,885
Transfer between funds		9,584	(9,584)	-
		8,697	(3,812)	4,885
BALANCE AT 1st JULY 2024		16,698	4,628	21,326
(Deficit)/Surplus from the I&E Statement		(9,340)	40,126	30,786
Transfer between funds		28,790	(28,790)	-
		19,450	11,336	30,786
BALANCE AT 1st JULY 2025		36,148	15,964	52,112

All items of income and expenditure are related to continuing activities.
The accompanying notes 1 to 22 form an integral part of these financial statements.

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2025

		2025	2024
	Notes	£'000	£'000
FIXED ASSETS			
Tangible Assets	11	64,262	29,628
Investments	12	1	1
		<u>64,263</u>	<u>29,629</u>
CURRENT ASSETS			
Debtors	13	8,204	6,784
Cash at bank and in hand		9,473	4,249
TOTAL CURRENT ASSETS		<u>17,677</u>	<u>11,033</u>
LESS CREDITORS: falling due within one year	14	(13,362)	(10,554)
NET CURRENT ASSETS /		4,315	479
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>68,578</u>	<u>30,108</u>
Provisions for liabilities & creditors due after one year	15	(16,466)	(8,782)
TOTAL NET ASSETS		<u>52,112</u>	<u>21,326</u>
FUNDS			
Restricted funds	17	15,964	4,628
Unrestricted funds	17	(18,169)	(8,822)
Designated funds	17	54,317	25,520
TOTAL FUNDS		<u>52,112</u>	<u>21,326</u>

The accompanying notes 1 to 22 form part of these financial statements.

The financial statements were approved and authorised for issue by the board on 19 November 2025 and were signed on its behalf by:



R Farquharson, Trustee



T Nedell, Trustee & Chair of Audit Committee

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF CASHFLOW

FOR THE YEAR ENDED 30 JUNE 2025

		2025	2024
		£'000	£'000
	Note		
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations (see below)		38,255	5,933
Net cash from operating activities		<u>38,255</u>	<u>5,933</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(33,217)	(12,328)
Investment income		186	87
Net cash used in investing activities		<u>(33,031)</u>	<u>(12,241)</u>
Net (decrease) in cash and cash equivalents		(5,224)	(6,308)
Cash and cash equivalents at beginning of period		4,249	10,557
Cash and cash equivalents at end of period (see below)		9,473	4,249
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES			
Cash flows from operating activities			
Net income /		30,786	4,885
Adjustments for:			
Depreciation	9	4,421	2,738
Loss on Disposal of Fixed Assets	9	-	6
Investment income	7	(186)	(87)
(Increase) in trade and other receivables	13	(1,420)	(2,914)
Increase / in trade payables (inc. short term provision)	14	4,654	1,661
Increase / (Decrease) in provisions	15	-	(356)
Cash generated from operations		<u>38,255</u>	<u>5,933</u>
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank		9,473	4,249

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

1.1 Company Information

Northeastern University - London is a registered charity (no. 1189858) and public benefit entity in England and Wales (registration approved 9 June 2020) and a company limited by shares incorporated and registered in England (no.07317195) on 16th July 2010. The address of the registered office is Devon House, 58 St Katherine's Dock, London, E1W 1JP. The University changed its name Northeastern University – London on 13th July 2022.

1.2 Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the OfS Accounts Direction (2019).

1.3 Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 4 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from its parent, Northeastern University in Boston to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

1.4 Preparation of consolidated financial statements

The financial statements contain information about Northeastern University - London as an individual charitable company and do not contain consolidated financial information on the grounds that the subsidiary is immaterial.

1.5 Fees and grant income

Tuition fees - received for students studying accredited degrees and accounted in the year of study with bursaries and scholarships awarded in the year credited against these fees in the accounts.

Teaching Grants received from OfS, accounted for as unrestricted income in the year they are received.

Grants received from parent company are accounted for in the period they are received and split between Teaching & Learning unrestricted grants and Capital restricted grants.

External research grants are accounted for in restricted income and mostly disbursed in the year received.

Additionally, the University is in receipt of ESFA income for the provision of apprenticeship training, this is treated as restricted and recognised based on entitlement.

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The University holds no property or freehold land assets. Depreciation is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases and recognised within the statement of financial activities:

Office equipment	25% straight line
Fixtures & fittings	10% straight line
Leasehold improvements	over the lease term

Assets in the course of construction are capitalised at cost but are not depreciated until they become available for use, they are then depreciated over the lease term.

1.7 Intangible fixed assets and amortisation

The University has no intangible fixed assets as at the date of signing these accounts.

1.8 Pension

The University operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

1.9 Operating Leases

Rentals on operating leases are charged to the profit and loss account in the period in which they fall due.

1.10 Funds

The total funds of the University are allocated to unrestricted and restricted based on the terms set by the donors.

Unrestricted funds are funds that are available for use at the discretion of the University in furtherance of its objectives and are divided between Designated and General Funds. Designated Funds are unrestricted funds which have been set aside by the University for specific purposes, which include those funds represented by fixed assets. General Funds are funds available for the provision of working capital and reserves for the general administration of the University.

Restricted funds comprise grants where donors have earmarked funds for specific purposes. The majority of this is related to grants provided by Northeastern University for the sole purpose of supporting the development of the University's new campus. At the year £16m remained unspent but designated for the purpose of fixed asset development.

Following the decision to close the related trust, New University of the Humanities Trust (Trust), charity ref number 1141608), the Trust transferred the remaining assets (£78k) to the University, where these assets are held in a separate restricted fund. This fund will be utilised in line with the articles and objectives of Trust and reserved for the financing of bursaries and hardship grants for students who meet means tested eligibility criteria. During 24-25 £18,000 (2024: £28,000) of this fund were released to support students with financial needs leaving a fund of £21k to disburse in future years.

1.11 Financial Instruments

The University has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash in hand and at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, accruals, trade and other creditors.

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

Trade creditors

Trade creditors are not interest bearing and are stated at their nominal value.

Loans

Loans, are measured at fair value, net of transaction costs.

Investment in subsidiary

The investment in subsidiary is measured at cost less impairment.

1.12 Redundancy payments

Termination benefits are payable when employment is terminated by the University or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to.

1.13 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the University's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, whether the revision affects only that period, or whether they also affect future periods.

1.13.1 Provisions

Provisions are recognised when the University has a present legal or constructive obligation because of past events, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole a provision is recognised even if the likelihood of an outflows with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the amount expected to be required to settle the obligations using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

A key provision is the Restitution estimate for lease sites in line with contract agreements. The University capitalises the restitution value over the term of the lease. The calculation is initially based on estimates at the point of completing the works for any given site. Thereafter the University will review the restitution estimates if the use or fabric of the property fundamentally changes or every five years if it does not to ensure the estimates are still appropriate and current market values are applied.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

	2025	2024
	£'000	£'000
2 TUITION FEES AND EDUCATION CONTRACTS		
Unrestricted fee Income		
Fee income – Taught Awards		
Tuition Fees - UK Undergraduates	5,518	4,424
Tuition Fees - UK Postgraduates	987	549
Tuition for Part time Undergraduate Apprentices	1,856	1,954
Tuition Fees - Part time Postgraduate Apprentices	1,438	997
BD* Credit bearing short courses	-	52
Total Taught awards	<u>9,799</u>	<u>7,976</u>
Fee income – non-qualifying courses		
Tuition Fees - Northeastern University Programmes	50,969	41,276
BD* Non-credit bearing short courses	124	238
Total non-Qualifying courses	<u>51,093</u>	<u>41,514</u>
Total Fees	<u>60,892</u>	<u>49,490</u>
The fee income above is net of all student support as follows:		
Bursaries for Non-WP students **	70	80
Scholarships – Undergraduate students	153	49
Scholarships – Postgraduate students	318	82
	541	211
* Business Development division primarily dealing with Apprenticeship programmes ** Bursaries for Widening Participation Students area accounted for as a cost in the relevant department.		
3 FUNDING BODY GRANTS	2025	2024
	£'000	£'000
Restricted		
OFS Teaching Grant	1,019	169
OFS Capital Grant	49	45
Total Restricted Funding Body Grants	<u>1,068</u>	<u>214</u>
4 GRANTS FROM NORTHEASTERN UNIVERSITY	2025	2024
	£'000	£'000
Unrestricted		
Teaching and Learning grant	2,988	4,393
Restricted		
Capital Development Portsoken	38,993	5,793
Total Restricted Capital Grants from NU	<u>41,981</u>	<u>10,186</u>

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

		2025 £'000	2024 £'000
5	RESEARCH GRANTS AND CONTRACTS		
	Restricted		
	Total Research Grants and Contracts	1,131	34
	TOTAL INCOME FROM FEES AND GRANTS (NOTES 2-5)	105,010	59,924
6	OTHER INCOME	2025 £'000	2024 £'000
	BD Division other income	1	270
	Other academic income	318	408
	Student Accommodation Income	1,434	1,412
	Miscellaneous income	1,100	522
	Total Other Income	2,853	2,612
7	DONATIONS	2025 £'000	2024 £'000
	Donations	6	-
	Total Donations	6	-
8	INTEREST INCOME	2025 £'000	2024 £'000
	Interest (investment) income	186	87
	Total Income	108,117	62,623

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

	2025	2024
	£'000	£'000
9 ANALYSIS OF EXPENDITURE		
Staff costs	20,964	18,532
Staff costs - Restricted	2,434	-
Other operating expenses	32,534	24,152
Other operating expenses - Restricted	1,626	-
Hardship costs - Restricted	18	28
Building costs	15,324	12,276
Depreciation costs	4,422	2,738
Interest and other finance costs	9	11
Total Expenditure	77,331	57,737
	2025	2024
	£'000	£'000
Analysis of Other operating expenses		
Teaching and Research non pay expenses	28,290	20,207
Hardship costs	18	28
Student Recruitment activities	390	299
Admissions & Access and Participation	187	194
Marketing Activities	1,241	938
Other Support (inc HR, Finance & IT)	2,362	2,445
Governance costs (see below)	64	68
Total Operating Expenses	32,552	24,179
9 ANALYSIS OF EXPENDITURE (Continued)	2025	2024
	£'000	£'000
Governance Costs comprise		
Auditors remuneration – audit services	61	63
Auditors remuneration - tax and other services	3	5
Total Governance Costs	64	68

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

Access and Participation Costs comprise	£'000	£'000
Access investment	172	142
Financial support provided to students*	55	58
Research and evaluation	27	23
Support for disabled students in the financial year	-	-
Support for disabled students in the financial year	-	-
Total APP Costs	254	223

* Financial support costs in the table above include £113k for wages not included in the Admissions & Widening Participation figure above as they are reported within Direct Staff Costs allocated to T&R (2024: £97k).

	2025	2024
10 STAFF COSTS	£'000	£'000
The aggregate staff costs for the year were as follows		
Salaries and wages	19,539	15,526
Social Security costs	2,235	1,691
Pension costs (Stakeholder and Occupational schemes)	1,491	1,205
Other benefits	133	110
Total Staff Costs	23,398	18,532

Aggregate employee benefits of key management personnel (KMP) 2,137

2,127

Key management personnel are listed on page 2.

	2025	2024
Average number of employees on a full-time equivalent basis was as follows:		
Trustees	1	1
Tuition and research	222	137
Support	254	188
Total	477	326

Average number of employees on an actual basis was as follows

Trustees	1	1
Tuition and research	269	199
Support	330	264
Total	600	464

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

10 STAFF COSTS (Continued)

Number of higher paid employees with aggregate employee benefits in excess of £60k:	2025	2024
£60,001-£65,000	13	9
£65,001-£70,000	13	4
£70,001-£75,000	10	10
£75,001-£80,000	4	4
£80,001-£85,000	2	3
£85,001-£90,000	4	2
£90,001-£95,000	2	4
£95,001-£100,000	3	3
£100,001-£105,000	1	-
£105,001-£110,000	1	1
£110,001-£115,000	-	2
£120,001-£125,000	2	-
£150,001-£155,000	-	1
£155,001-£160,000	1	-
£170,001-£175,000	-	1
£175,001-£180,000	1	-
£190,001-£195,000	1	-
£220,001-£225,000	-	1
£225,001-£230,000	-	1
£235,001-£240,000	1	-
Total	59	46

There were three ex-gratia payments in the year amounting to £8,941.97 (2024 - £60,967.49).

Number of employees with a basic salary (FTE) in excess of £100,000

The number of staff including the CEO whose FTE basic salary (before salary sacrifice and excluding bonuses, employer's pension contribution) in excess of £100,000 in the following ranges was

	2025	2024
£100,001-£105,000	-	-
£105,001-£110,000	1	2
£110,001-£115,000		1
£115,001-£120,000	1	-
£120,001-£125,000	1	-
£125,001-£130,000	1	-
£150,001-£155,000	-	1
£170,001-£175,000	1	1
£180,001-£185,000	-	1
£185,001-£190,000	-	-
£190,001-£195,000	1	-
£205,001-£210,000	1	-
£220,001-£225,000	1	1

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

10 STAFF COSTS (Continued)

HEAD PROVIDER (TRUSTEE REMUNERATION) DISCLOSURES

In accordance with the Articles of Association, the CEO (Head of the Provider for the whole year) R Farquharson, received a basic salary of £250,255 during the year (including a bonus of £42,291), of which £17,265 was paid into a pension scheme by way of salary sacrifice. In addition to this the University also paid £19,072 in employer pension contributions. This is included in the above note as R Farquharson is classed as KMP as well as a Trustee, due to his role as CEO. He is a member of the University Salary Sacrifice pension scheme and is not in receipt of any other benefits.

The Head of Provider basic salary ratio is 6:1 to the median salary in the University. The ratio of his total remuneration including other benefits is also 6:1 compared to the median.

In the prior year, R Farquharson's basic salary was of £224,751 (inclusive of £38,100 bonus payments) and salary sacrifice amounting to £15,496 for pension payments. The University made further pension contributions of £17,070

The process for reviewing the salary for the Head of Provider is as follows:

- UCEA salary benchmark data is purchased and then used to review the level of remuneration of the relevant members of staff compared to equivalent UK HE providers in terms of the University's size, development and location.
- This external benchmarking data is then analysed by the Board of Governors' remuneration committee in light of the overall performance of the University, which it monitors via Board meetings, and performance of Head of Provider. This performance reviews educational, financial, regulatory and operational performance of the University.
- The Remuneration committee in assessing the performance of the University and the contribution provided by the Head of Provider to this performance felt that this merited the level of remuneration of the Head of provider on a standalone basis and in comparison, to other institutions.
- The Remuneration committee of the Board is formed of all governors, excluding the Head of Provider. There were no expenses relating to travel and accommodation incurred in his capacity as Trustee in the current and prior year.

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

11 TANGIBLE FIXED ASSETS

	OT £'000	FF £'000	TE £'000	AUC £'000	LI £'000	Total £'000
Cost						
At 1 July 2024	5,046	3,601	84	7,856	18,405	34,992
Additions	2,487	1,429	960	34,180	-	39,056
Disposals	-	-	-	-	-	-
Transfers from AUC to LI	-	-	-	(11,717)	11,717	-
At 30 June 2025	7,533	5,030	1,044	30,319	30122	74,048
Depreciation						
At 1 July 2024	2,369	572	26	-	2,397	5,364
Charge in the year	1,589	449	55	-	2,329	4,422
Disposals	-	-	-	-	-	-
At 30 June 2025	3,958	1,021	81	-	4,726	9,786
Net book value						
As at 30 June 2025	3,575	4,009	963	30,319	25,396	64,262
At 30 June 2024	2,677	3,029	58	7,856	16,008	29,628

* OE - Office Equipment

****AUC - Assets Under Construction

** FF - Fixtures and Fittings

*****LI - Leasehold Improvements

*** TE - Teaching Equipment

12 FIXED ASSET INVESTMENTS

	£'000
Investment in Subsidiaries	
Cost	
At 1 July 2024	1
Additions	-
	<u>1</u>
At 30 June 2025	1
Net book value	
As at 30 June 2025	<u>1</u>
At 30 June 2024	<u>1</u>

The University's investment at the balance sheet date is one ordinary share in a 100% owned Subsidiary, New College of the Humanities Ltd, (NCHL) Devon House, 58 St Katherine's Dock, London, E1W 1JP a company incorporated in the United Kingdom with company number 07917776, whose principal activity was the provision of higher education in the humanities. NCHL is now dormant so it had no trading activity, its net reserves remain £75,598, as per June 2020. Reserves include a balance owed to NU London which is now impaired in these accounts as it is deemed unlikely it will be repaid in the medium term. This entity has not been included within the consolidation on the grounds that the entity is immaterial to the group.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

13	DEBTORS	2025	2024
		£'000	£'000
	Trade debtors	140	20
	Amounts due from Parent Company	-	36
	Prepayments and accrued income	7,864	6,600
	Other debtors	200	128
	Total	8,204	6,784

14	CREDITORS	2025	2024
		£'000	£'000
	Amounts falling due within one year		
	Trade creditors	3,115	4,058
	Accruals and deferred income	8,758	5,244
	Tax and social security	624	488
	Short term provision	17	67
	Other creditors	848	700
	Total	13,362	10,554

		2025	2024
		£'000	£'000
	Amounts falling due within one year		
	Nominal rent accrual falling beyond one year	6,521	4,674
	Restitution provision (see note 15)	9,945	4,108
	Total	16,466	8,782

15	PROVISIONS				2025	2024
		Dilapidation	Restitution	Other provisions	Total	Total
		£'000	£'000	£'000	£'000	£'000
	Balance brought forward	-	4,108	67	4,175	2,836
	Released in the period	-	-	(50)	(50)	(385)
	Provided for in the period	-	5,837	-	5,837	1,724
		-	9,945	17	9,962	4,175

In 2021 a provision was created against the costs of restitution for the leasehold in Devon House, which spans 15 years. Additionally in 2025 a provision was created against two other floors of Portsoken, leased by the university; . These costs were estimated by our surveyors Hennessy Godden and are reviewed on an annual basis to include any changes of estimates as well as any additional leasehold properties that require a restitution. This provision is included in creditors due after one year.

The Other provision relates to potential repayments concerning non qualifying fee income.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

16 OPERATING LEASE COMMITMENTS

During the year £33,589 was recognised as an expense in the Statement of Financial Activities in respect of operating leases (2024: £22,583k). At 30 June 2025 the University had the following total commitments under non-cancellable operating leases over the remaining life of these leases.

	2025	2024
	£'000	£'000
Land and Buildings		
Within one year	6,630	3,979
Between two and five years	41,737	38,115
After more than five years	51,398	62,221
	99,765	104,315

In October 2020 the University signed a 15 year lease for 3 spaces within Devon House, St Katherine's Dock. The leases offered a rent-free period of 23 months at the beginning of the contract and a further 6 months on the 10th anniversary.

In December 2021 the University signed a further lease for Second Floor East of Devon House to run concurrently with existing lease, which also includes similar rent-free periods.

In December 2022 the University signed a 13 year lease for the first, second and third floor of Marble Quay, St Katherine's Dock. The lease offered a rent-free period of 20 months at the beginning of the contract.

At the same time the University also signed a 13 year lease for the ground floor and basement of Marble Quay, St Katherine's Dock. The lease offered a rent-free period of 23 months at the beginning of the contract.

In May 2023 the University signed a four-year lease for Moretown and in February 2024 an 11 year lease for Portsoken.

The schedule above reflects the timing of actual payments to the landlord and reflects the rent-free periods.

In addition to the above, the University enters into contractual agreements with various student accommodation providers in advance of the academic year to ensure provision of accommodation to students both in our mobility programmes and UK undergraduate programmes. Below represents contractual commitments not yet paid for at year end.

	2025	2024
	£'000	£'000
Student Accommodation commitments		
Within one year	25,718	25,293
Between two and five years	21,049	43,190
After more than five years	-	1,117
	46,767	69,600

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

17 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR

2025	Balance at 1 July 2024 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2025 £'000
Unrestricted funds					
General Reserves					
– P&L	(41,426)	63,931	(73,271)	(7)	(50,773)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	25,520	-	-	28,797	54,317
	16,698	63,931	(73,271)	28,790	36,148
Restricted funds					
NCH Trust	38	-	(18)	-	20
External Grants	32	2,149	(1,111)	-	1,070
NU Funds	-	2,988	(2882)	7	113
Capital Funding	4,558	39,043	(49)	(28,797)	14,755
Donations	-	6	-	-	6
	4,628	44,186	(4,060)	(28,790)	15,964
Total funds 2025	21,326	108,117	(77,331)	-	52,112
2024	Balance at 1 July 2023 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2024 £'000
Unrestricted funds					
General Reserves					
– P&L	(40,539)	56,582	(57,470)	-	(41,427)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	15,936	-	-	9,585	25,520
	8,001	56,582	(57,470)	9,585	16,698
Restricted funds					
NCH Trust	66	-	(28)	-	38
External Grants	25	202	(195)	-	32
Capital Funding	8,349	5,838	(45)	(9,585)	4,558
	8,440	6,041	(268)	(9,585)	4,628
Total funds 2024	16,441	62,623	(57,738)	-	21,326

During the year £28,790k was transferred to the Designated Fixed Asset Fund from the capital funding in relation to the spend on Capital addition.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

Analysis of net assets between funds:

2025	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	64,262	64,262
Net Current Assets	15,964	(18,169)	-	(2,205)
Provisions	-	-	(9,945)	(9,945)
	15,964	(18,169)	54,317	52,112

2024	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	29,628	29,628
Net Current Assets	4,628	(8,822)	-	(4,194)
Provisions	-	-	(4,108)	(4,108)
	4,628	(8,822)	25,520	21,326

18 SHARE CAPITAL

	2025 £'000	2024 £'000
Allotted, called up and fully paid		
Ordinary shares of £1 each	13,850	13,850
Capital Contribution	-	-
	13,850	13,850

19 FINANCIAL INSTRUMENTS

	2025 £'000	2024 £'000
Financial assets measured at amortised cost	10,955	5,252
Financial assets measured at fair value	-	-
Financial liabilities measured at amortised cost	(14,821)	(16,645)
	(3,866)	11,393

- a) Financial assets measured at amortised cost includes include cash, trade and fee debtors, staff loans, other debtors & accrued income, but exclude amounts due from HMRC.
- b) Financial assets measured at fair value consists of investments.
- c) Financial liabilities include trade creditors, other creditors, accruals, bank loans & pension liabilities but excluding amounts owed to HMRC and deferred income.

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

20 CAPITAL COMMITMENTS

As at 30th June 2025 the University was undergoing a capital project to refurbish the Portsoken Project from office to teaching space. The committed costs of the project at that date were £36,464,798 of which £33,178,084 had been spent already, leaving a further capital commitment beyond year end of £3,286,714.

21 RELATED PARTY TRANSACTIONS

The University's parent is Northeastern University, an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status (EIN: 04-1679980) under section 501(c)(3) of the United States Internal Revenue Code. Main address is 360 Huntington Avenue, Boston, MA 02115, United States. Consolidated accounts are available on Northeastern University's website;
<https://finance.northeastern.edu/financial-statements>.

There were no related transactions in the year with the subsidiary, NCHL, due to the latter being dormant. See note 8 for reference to impairment of debit owed from NCHL to NU London.

22 INTERCOMPANY TRANSACTIONS

The University received £93.9m from its parent company during 24/25. £50.9m for UG mobility provision, £2.8m for Research Grants, £7m working Capital Grant, £32m Capital Grant and £1.2m for other services. As at 30th June 2025 nil balance of this remained due to the University (see note 12).

In prior year, 23/24, the University received £52.3m from its parent company. £41.3m for UG mobility provision, £5.8m for Capital Grants, and 0.8 for other services.

23 CONTINGENT LIABILITIES

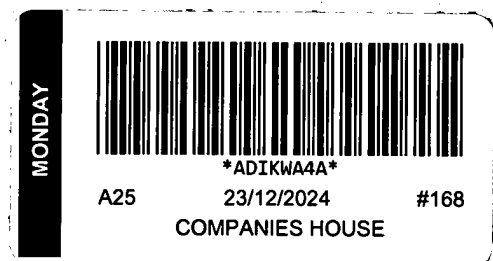
The University had no contingent liabilities as at 30 June 2025.

Accounts

Registered number: 07317195
Charity Number: 1189858

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024



NORTHEASTERN UNIVERSITY – LONDON

Board of Trustees at report date

Dr Gregory Abowd
Alice Chinebuah – non exec (joined 27.5.24)
Robert Farquharson
Diane MacGillivray
Thomas Nedell (Chair)
Julietta Tenant-Dexter – non exec

Darren Campili – non exec (resigned 18.4.24)
Jonathan Goodwin – non exec (resigned 17.01.24)
Patricia Wood (resigned 18.04.24)

Senior Management Group (also considered Key Management Personnel)

Ciara Alfano (Associate Dean of Teaching and Learning, *joined in June 24*)
Diana Bozhilova (Associate Dean of Global Impact and Sustainability, *joined in June 24*)
Vanessa Carreras (Director of Finance)
Dr Naomi Goulder (Dean for Academic Development and Innovation and interim Dean of Faculties)
Robert Farquharson (Chief Executive Officer)
Anthony Grayling (Founder and Principal)
Emma Kelly (Head of EDGE Division London)
Ken Morrison (Associate General Counsel, UK *joined April 2024*)
Rebecca Morrison (Director of Academic Services and Registrar)
Elizabeth O'Connell (Director of Admissions, Recruitment & Marketing)
Dr Kasim Randeree (Associate Dean of Faculty Affairs)
Martin Smith (Assistant Vice President for Recruitment and Marketing for Global Campuses)
Dr Alison Statham (Associate Dean of Teaching and Learning)
Sheena Van Der Merwe (Director of Resources & Operations)
Caroline Ward (Director of HR)
Dr Scott Wildman (Interim Academic Dean)
Syed Zaidi (Director of Visa & Immigration Compliance)

Registered Company number

07317195

Registered Charity Number

1189858

Registered Office Address

Devon House,
58 St Katharine's Way
London
E1W 1LP

Independent Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Bankers

Barclays Bank plc
1 Churchill Place
London, E14 5RB

Solicitors

Eversheds Sutherland (International) LLP
5th Floor, 50/60 Station Road
Cambridge, CB1 2JH

CONTENTS

	PAGE
Annual Report of the Trustees including Strategic Report and Statement of Principal Accounting Policies and Estimation Techniques	4
Independent Auditor's report	20
Statement of Comprehensive income	24
Statement of Financial Position	25
Statement of Cash Flows	26
Notes to the Financial Statements	27

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

The Trustees (who are Trustees of the charitable company) present their Annual Report for the year ended 30 June 2024 in accordance with the HE/FE SORP requirements as well as requirements under the Charities Act 2011, and the Companies Act 2006.

On 9th June 2020 NCH at Northeastern Limited (NCHNL) became a Registered Charity (registered charity number 1189858) and on 13th July 2022 it changed its name to Northeastern University - London (NU London) following approval for the use of university title granted by the Department for Education and the Office for Students.

STATEMENT OF CORPORATE GOVERNANCE

Governing Documents

The University is governed by its Articles of Association, last amended on 21 June 2022.

Governing Body

The NU London Board of Trustees ('The Board') is the statutory governing board of the legal entity. NU London owns the brand 'New College of the Humanities' as well as its dormant subsidiary New College of the Humanities Limited ('NCHL'), including its relationship with regulatory bodies and partner organisations. NU London Board is a limited liability company established under English and Welsh law. For the purposes of these financial statements the Trustees are referred to as Trustees.

The Board is legally responsible for the overall management and control of the University and, as such, has oversight and management of the strategic, financial and operational areas of the University's activities and all other aspects of the University's existence save for responsibilities delegated to the Academic Board in respect of the regulating and directing of the academic work of the University, including teaching (undergraduate and postgraduate degrees as well as degree apprenticeship programmes) and research.

The Board has ownership, oversight and management of the regulatory responsibilities and relationships of the University. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.

The Board meets four times a year.

In accordance with the Articles of Association, the Board has the power to delegate responsibility (but not accountability) to committees, directors, and the management of the University.

NU London Board has established the following committees to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Board. Reports (at least annually) from these committees shall be received and considered by the Board where appropriate. See Organisational Management section below.

Recruitment and Training of Trustees

The Trustees roles are filled differently. There are five Trustees appointed by Northeastern University. The non-executive Trustees are recruited and appointed by the nominations committee of the NU London Board. The University uses a Skills Matrix to identify potential gaps prior to recruiting new Trustees.

The training of the Trustees depends on each individual's area of expertise but common areas of training would include English Higher Education Regulation and English law. This training is done either as part of the Board meetings or as required.

Organisational Management

The Board delegates responsibility for University Management onto the following Committees.

- The Executive Committee (ExCo) is Chaired by the CEO and ensures there is effective leadership and

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

management of all the activities undertaken by the University and provides a link between the Board and the senior management. It ensures that the strategic priorities as outlined in the NU London Strategic Plan are being met through the operational execution of Academic Board and the Senior Management Team. ExCo supplies the Board with reports, draft budgets and accounts, and reports on risk management. ExCo meets on a fortnightly basis.

- The Audit Committee (AC) was established to review audit policy, internal procedures and assurance on the use of public funds on behalf of the Board including the recommendation on auditors presented to the Board. Audit Committee meets at least once a year.
- The Remuneration Committee (RemCo) was established to determine and apply policy on behalf of the Board to remuneration and benefits, to ensure compliance with best practice in the UK and to set the remuneration of the executive members of University as set out in the Articles. In determining senior management remuneration, RemCo consider several factors, including performance and sector averages. In the year a benchmarking exercise was completed by a third party using data from the Universities and Colleges Employers Association (UCEA). This committee meets as needed during the twice a year. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similar institutions to ensure that the University remains informed to broader issues of pay and employment terms and conditions.
- The Nominations Committee (NC) was established to review and approve appointment of members to the Board as well as the removal/appointment of the Master and CEO.
- The Academic Board (AB) is the academic authority of the University and takes such measures as shall best promote the academic and professional work of the University, safeguard standards, academic freedom, and ensure that students receive a high-quality academic experience while studying at the University. This academic authority is exercised within a budgetary and strategic framework set by NU London Board.

ExCo is responsible for proposing and delivering the University's strategy, and for managing the day-to-day activities, operations and resources of the University. The CEO chairs the meetings of the Senior Management Team (SMT), which reports to ExCo.

Ensuring regularity and propriety in the use of public funding

Consideration of the financial position of the University is a standing item for both the Board of Governors and the Executive Committee. Both also have oversight of the use of public funding within their responsibilities for the academic activities of the University. The Internal Auditor function will also look to carry out audits of the University's processes for handling such monies with these reports being considered by the Audit Committee.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

STATEMENT OF INTERNAL CONTROL & RISK MANAGEMENT

The Trustees are responsible for the system of internal control operating within NU London and for reviewing its effectiveness as well as ensuring they are linked to achieving the University's objectives. Such a system can only provide reasonable, and not absolute, assurance against material misstatements or losses, and cannot eliminate business risk. As a reflection of the University's recent growth, this system has been – and will continue to be – under constant review and development.

The Trustees identify areas of improvement in the system of internal control based on reports and reviews from University management, Audit Committee, Academic Board and other committees. Trustees are of a view that there is an ongoing process for identifying, evaluating and managing the University's risks and internal controls and that at the date of approval of the annual report and financial statements, the process has been subject to regular review. The Trustees approach this responsibility from the perspective of discharging their duties, as specified in the "Regulatory framework for higher education in England" published by the OfS in February 2018.

The university falls under the purview of Northeastern University's Audit & Advisory Services. Audit & Advisory Services is an independent and objective assurance function that assesses and evaluates the University's internal control environment.

As part of the process of constant internal review, University management and Trustees have identified the requirement for a number of policies as follows:

- Anti-Bribery and Corruption Policy & reporting form
- Anti-Money Laundering Policy, Guidelines & reporting form
- Data Protection Policy, Privacy notices, Data Breach investigation procedures
- Fraud Prevention and Response Policy & reporting form
- Public Interest Disclosure Policy
- Risk Management Strategy

The Trustees are also responsible for meeting with the External Auditor to consider the nature and scope of the annual audit, and thereafter discuss audit findings and the internal control report arising out of the audit of the annual financial statements. The Audit Committee reviews the annual financial statements, paying particular attention to financial disclosures, accounting adjustments and control issues. Whilst NU London officers attend the meetings of the Audit Committee as necessary, they are not members of the Committee, and the Committee meets from time to time with the Internal and External Auditors on their own for independent discussions.

The Risk Management Strategy is designed to support this mission by assessing and managing the risks to the University achieving its stated mission and to ensure that the University is also protecting its stakeholders to which it has responsibilities, such as students, staff, funding bodies, partners, suppliers and the general public. This strategy forms part of the University's control and governance structure and it is designed to give summary guidance for those different parts of the University who are responsible for managing risk and for ensuring that their decisions are implemented.

The approach to internal control is risk-based, including evaluation of the likelihood and impact of risks becoming a reality. Review procedures include business, operational, compliance, reputational and finance risk. Identification and management of risk is firmly embedded in all the University's systems and procedures. Central to this approach is the maintenance of a Risk Register which ExCo review. Up until recently the University has not had an internal audit function and has relied on External audits / reviews to review the controls in operations.

Following a period of growth and development, the University is now working with the Internal Audit department at Northeastern University (parent entity) to develop their own internal controls function.

Regular reviews of a wide range of activity throughout the organisation will be conducted and a plan for each department of the University will be developed using a risk-based approach, taking account of the key areas of risk identified for the University as a whole and of specific areas of risk highlighted by the department heads. The plan will aim to cover all significant areas of risk at least once during each 3 year cycle. Any major risks are reviewed more frequently.

The risk management objectives of the University are to:

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

- Integrate an awareness of managed risk taking and effective risk management into the culture of the University.
- Manage risk in accordance with good practice.
- Embed risk management within strategic and operational management processes.
- Consider legal compliance as a minimum standard.
- Anticipate and respond to changing economic, social, environmental and legislative requirements.
- Prevent injury and damage and reduce the cost of risk.

These objectives will be achieved by:

- Updating and maintaining a Risk Register which details those risks which, in the view of senior management and the Board, pose the greatest challenge to the achievement of the University's mission and of its continuing function.
- Assessing the likelihood of these risks occurring and the likely impact of an occurrence.
- Putting in place arrangements to manage and monitor risk.
- Maintaining effective communication and the active involvement of staff.
- Preparing contingency plans in areas where there is a potential for an occurrence having a wholly negative effect.
- Monitoring and reviewing arrangements on an ongoing basis.
- Insuring against risk where this is deemed to be cost effective.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, a system of delegation and accountability, and independent scrutiny. In particular the system includes:

- comprehensive budget setting and monitoring systems;
- regular reviews of periodic financial reports which indicate financial performance against budgets and forecasts
- access by all finance staff and appropriate departmental staff to systems providing a suite of enquires and reports to facilitate effective financial management on an ongoing basis
- clearly defined capital expenditure guidelines
- formal project management disciplines
- an in-house internal audit service; and
- scrutiny by Governors, OfS, other inspectorates, external audit and other stakeholders.

The Board has ultimate responsibility for the total risk exposure of the University by:

- Setting the tone and influence of the culture of risk management across the University.
- Determining the extent to which the University is 'risk taking' or 'risk averse' as a whole and sets the University's 'risk appetite'.
- Approving major decisions affecting the University's risk profile or exposure.
- Determining what types of risk are acceptable/not acceptable and monitoring significant risks and control improvements to mitigate risks.
- Annually reviewing the University's approach to risk management and approving changes or improvements to key elements of the process and procedures.
- Establishing, maintaining, and reviewing controls for monitoring risks.
- Having particular focus on the financial risks that could impact the University and its provision of world class higher education.

To support it in exercising these responsibilities, the Board will receive an annual report from ExCo, on the effectiveness of the risk management process in the University, making recommendations where appropriate.

ExCo exercise their responsibility for risks by:

- Identifying and evaluating the significant risks faced by the University.
- Providing adequate information in a timely manner to the Board on the status of risks and controls.
- Annually having a risk review and reporting the outcomes to the Board.
- Implementing policies on risk management and internal control.
- Annually reviewing the effectiveness of the system of internal control and risk management.

The CEO will report, on ExCo's behalf, to the Board on an annual basis as to the approach to risk faced by the University, and the management of it, and in each the Board meeting will report on any incidents and/or changes to the level of risk faced by the University and the approach to managing those changed circumstances. The framework for these discussions at the Board will be the Risk Register.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Principal Risks and Uncertainties Facing the Business

The principal risks that have been identified include:

- Student recruitment – strategy of the University is to grow student numbers. The University supports this through a strong recruitment team and with collaboration with our parent institution. However this growth will include a large number of international students so any changes to UK visa rules and or the country of origin rules of our students could adversely affect this growth.
- Regulatory - loss of any regulatory assets such as UKVI immigration licences and also including adverse decisions by OfS, Ofsted and ESFA amongst others. The University retains highly trained staff in key areas and continues to receive positive outcomes when audited by, or interacting with, our regulating bodies.
- Business disruption - inability to use existing premises; loss of key members of staff, technology failure or student incident. Management of this risk falls to SMG, who meet regularly, in line with the University's Disaster Recovery Plan.
- Resources risk – inability to recruit suitably qualified staff, sustain growth in physical footprint and ability to sign contract for student residential accommodation. This is actively managed by SMG.

The approach to Internal Control, will continue to be developed through 2024-25 to ensure it is fit for purpose as the University continues to expand. During 2023-24 no significant weaknesses or failings were found to report.

The University's ability to deliver its charitable purpose and objectives is primarily dependent on its key management personnel (KMP) and staff.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Below is a table listing all Trustees and key management personnel and their committee membership.

Name	Role*	The Board	ExCo	AC	RemCo	NC	AB	SMG
Chiara Alfano	KMP						X	X
Diana Bozhilova	KMP						X	X
Vanessa Carreras	KMP				X			X
Alice Chinbuah	Trustee	X						
Robert Farquharson	Trustee	X	X	X	X	X		X
Anthony C Grayling	KMP	X						
Naomi Goulder	KMP		X				X	
Ken Morrison	KMP							
Rebecca Morrison	KMP		X	X			X	X
Thomas Nedell	Trustee	X			X	X	X	
Elizabeth O'Connell	KMP							X
Kasim Randeree	KMP						X	
Martin Smith	KMP		X					X
Alison Statham	KMP							X
Julietta Tenant-Dexter	Trustee	X		X	X	X		
Sheena Van Der Merwe	KMP				X			X
Caroline Ward	KMP				X			X
Scott Wildman	KMP		X				X	X
Syed Zaidi	KMP							X

Structure and relationships

The company was incorporated on 16 July 2010 as Grayling Hall Limited. Since incorporation the company has had four name changes;

- 23 February 2011 - New College of the Humanities Limited
- 6 March 2012 - Tertiary Education Services Limited
- 21 February 2019 - NCH at Northeastern Limited
- 13 July 2022 – Northeastern University - London

On 19th February 2019 the issued share capital in the University was purchased by Northeastern University, (an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status under section 501(c)(3) of the United States Internal Revenue Code, of 360 Huntington Avenue, Boston, MA 02115, United States). As a result of this transaction the company is now a wholly owned subsidiary of Northeastern University. Following the change in ownership the company was renamed 'NCH at Northeastern Limited'. Following approval for use of university title from DfE and OfS, it changed its name to Northeastern University – London on 13th July 2022 .

An application for Charity Status was submitted in March 2019 to the Charity Commission. This was granted on 9th June 2020, charity number 1189858. Following the award of charitable status the University is now controlled by the Board.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Subsidiaries & Linked Charities

The University has a wholly owned non-charitable subsidiary, New College of the Humanities Limited (NCHL) (company number 07917776) registered in England and Wales and limited by shares. This company is now dormant.

During 2021-22 the University's subsidiary, New College of the Humanities Trust (charity number 1141608) transferred its assets to Northeastern University - London as a restricted grant for the purposes of providing Hardship grants to students, in line with the original intentions of these funds within the Trust. As at 30th June 2024, £38k of these funds remained within the Restricted reserves for future disbursement (2023: £66k).

Employment policy

The University aims to be an equal opportunity employer and to apply objective criteria to assess merit and make decisions on selection, promotion and other employment-related issues. It aims to ensure that no job applicant, employee or worker receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, perceived sexuality, disability, membership or non-membership of trade unions, 'spent' convictions of ex-offenders, class, age, political views or activity, religion or belief.

STRATEGIC REPORT

OBJECTIVES, AIMS AND ACTIVITIES

Charitable objects

NU London's charitable objects, as set out in the Articles of Association, are the advancement of education for the public benefit. The Board is mindful of the longstanding need to provide public benefit and the requirements of the Charities Act 2011.

Aims

The University's aim is to provide an outstanding education. The desired outcomes are a deep and insightful engagement with the subjects of study, and in the process acquisition of acuity of thought, reasoning power, knowledge of methods and sources, and learning, writing and discursive skills, all exportable into lifelong learning and applicable to the demands of work and life after graduation.

The University's mission is to be 'where the power of learning and discovery through limitless global connections are unleashed. This will be manifested by building on the institution's current foundations to build differentiation in the UK market, to be a laboratory for global innovation and to become the European hub for the Northeastern network.'

Northeastern University

The University became part of Northeastern University's (NU) global network in February 2019. NU is a large not for profit university based in Boston, USA. NU has approximately 39,000 students on its campus in Boston and significant numbers throughout its network across the globe.

Being part of the NU global network provides significant opportunities, expertise and resources to further the University's ambitions.

Objectives for the year

The main objective of the University is to continue to provide education of the highest quality that meets the needs of an ever-changing future and acknowledges changes to the delivery environment and student expectations.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

The primary objectives of the University and progress against them during the year were:

Fulfil the educational mission	As evidenced by the degree results and the NSS results the University fulfilled its educational mission. The increasing level of grant funding obtained by the University demonstrates its research capability
Deliver Northeastern programmes in London	Through the delivery of Northeastern programmes and the increasing number of research collaborations across the network during the academic year 2023/24 the University is delivering on that objective.
Property Strategy	Ensuring the University has the physical and human capital to support the objectives listed above is key. The high quality teaching expansion, the long term agreement with private student housing providers and the growth in employee numbers support the delivery of high quality teaching and research.

Public benefit statement

Founded in 2012, with the aim of providing the highest quality of education in the humanities and social sciences, the University has established itself as a prestigious institution based in the heart of London. Whilst students pay fees, the University is focused on delivering public benefit and offers a number of scholarships for academic excellence and bursaries for those students requiring financial support. The amounts were £131k and £138k. Further information regarding Public Benefit in the wider community can be found in the Access and Participation plan below.

The Trustees have considered the requirements of the Charities Act 2011 and the Charity Commission's guidance on public benefit in setting the objectives and activities of the charity. As part of its commitment to public benefit and in line with requirements set out by the Office for Students (OfS), the University has published its Access and Participation Plans as set out below.

The Trustees are also responsible for the interactions between the University and the OfS and its designated bodies and to ensure compliance with all of its conditions of registration with the OfS's accounts direction. R Farquharson in his capacity as CEO, is the nominated accounting officer with the responsibilities set out by the OfS.

ACCESS AND PARTICIPATION PLANS

The University is an approved (fee cap) provider for the purpose of registration with the Office for Students (OfS) (the regulator for higher education in England). As part of its obligations under its registration, the University is required to produce an Access and Participation Plan (APP). This forms the central element of the University's widening participation (WP) agenda. The APP outlines in detail how the University will assist students from groups that have historically been underrepresented within higher education with a particular focus on increasing the proportion of students from POLAR4 Quintiles 1 & 2, and IMD Quintile 1 backgrounds.

The APP benchmarks the University's performance against the national and regional average regarding these underrepresented groups, and specifically, what steps the University is taking to assist these groups in gaining access to education, success whilst at the University and progression on to graduate employment. The APP contains information about the University's historical performance against these metrics and the targets agreed upon by the Director of Fair Access and Participation at the OfS. The APP is a public document that provides a detailed analysis of the University's approach, information about specific WP activities, targets, and how the University will achieve them.

The Plan has been prepared in accordance with guidance produced by the OfS and has been approved by the Board. The Plan applies to UK (home domiciled) students who enter the University between the academic years 2019/20 to 2024/25 and its terms apply to those students for the duration of their studies at the University. The University has also submitted variation requests to the Plan in response to the updated priorities set out in

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

February 2022. In the 2023/24 academic year, the University has developed the APP which will apply to students from 2025/26 to 2028/29 which will be submitted to the OfS for review and approval in October 2024.

The University has undertaken a significant number of outreach events to increase student attainment, self-confidence and attract applicants. Of relevance to widening access, below are some examples of the works the University has engaged in:

Innerscope KS3&4 aspire programme: The University partnered with the coaching organisation Innerscope to offer 2-to-1 coaching sessions over five weeks to students in KS3&4 (aged 12-15). Students are introduced to several personal development topics to help reframe their mindset through goal setting, building resilience and raising self-belief. Each programme ended with a visit to the University campus, where students took part in academic taster lectures, received a campus tour and worked with student ambassadors and their peers whilst learning about life at university. The Innerscope programme was delivered in 4 schools with up to 16 students taking part in each school:

- Arts and Media School Islington
- Langdon Academy
- Bow School
- Stoke Newington School.

When asked what they found most useful about the programme, one Year 9 student commented: *"It made me want to try harder in school and it made me start realising that the small things matter"*

Campus and school visits: Another aspect of the University's outreach strategy includes welcoming schools and their students into the University to hear talks or participate in subject workshops. Across the 2023/24 academic year a total of 13 schools visited our campus, bringing almost 350 pupils from Year 8-12. In addition, the WP team and student ambassadors completed 26 school visits across Greater London to attend HE and careers fairs and to deliver talks and workshops.

A teacher from one of the school visits said: *"Today's visit gave a refreshing insight into university life for both students and staff. The students are now aware of smaller universities being available for those that may be overwhelmed with large institutions, and they are more aware of the diversity of university life"*

In November 2023, we hosted our first school for the brand new "Mapping Multiracial London" workshop. This is based on the exciting research of the Mapping Black London team and is delivered by their research assistants. Stoke Newington School brought 27 of their Year 12 A Level History and Geography students to campus to take part in a campus tour, personal statement workshop and the mapping workshop.

IntoUniversity: The University works with this charity to reach students from underrepresented groups. Across the year, around 225 learners from across London visited the University, with 5 Year 6 (aged 10-11) and 5 Year 8 (aged 11-12) visits. These were from schools and IntoUniversity centres including East Ham, Haringey, Hackney and Islington. The students receive an introduction to university life, a student ambassador-led campus tour and workshops delivered by IntoUniversity.

The Prince's Trust campus visits: In February 2024 we launched a new partnership with The Prince's Trust, a charity that supports young people who are struggling at school and/or are at risk of exclusion. The charity brought a group of Year 9-11s from two schools to campus for a Discover Day. The students heard an introduction to university, had a campus tour by student ambassadors and participated in an activity where they developed their own society and pitched this to their fellow classmates.

One teacher said *"the students stood up in front of people they didn't know to give their society presentations - this is something they wouldn't have said they could do before"*. Many of the students had social anxiety and the experience *"helped some of the students with their confidence."*

The Brilliant Club Parent Power: The University launched a brand new partnership with The Brilliant Club and their Tower Hamlets Parent Power group. The Parent Power model builds parent/carers communities across the UK, each one supported by a local partnership. Through support to develop community organising skills, as well as advice and guidance on accessing higher education, parents are empowered to ensure their children have a fair chance in education and their future careers.

The group works with parents/carers of Year 7-12 students from schools across Tower Hamlets. Between April

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

and July we hosted 4 group meetings on campus, welcoming parents/carers from across East London. The WP team delivered a range of IAG sessions to upskill the parents including, student finance, post 16 education options, careers after university and an introduction to degree apprenticeships. The group is campaigning for more access to work experience for their young people and will be exploring this further in the 2024/25 academic year.

Year 11 Summer School: In July 2024 the WP team hosted our largest ever on campus summer school. A total of 61 students from across London and the South East attended campus for 4 days. They took part in a range of academic taster sessions (Law, Psychology, Computer Science and an Interdisciplinary session covering History, English and Philosophy) to give them a taste of studying these subjects at university. They also took part in sessions such as study skills, student finance and student life to prepare them for their transition to sixth form/college and later, university.

When asked what difference the summer school made, one student said: *"It helped me clear the misconceptions I had about university and allowed me to learn what I should be doing as next steps to university like doing research on the subject I want to do."*

The University works collaboratively to create and inform the outreach activities and effective evaluation methods of initiatives with relevant institutions. For example, since 2020, the University has been a member of SEER, which supports the outreach initiatives through an independent evaluation of the impact of interventions.

The initiatives outlined above are indicative of the work the University has always undertaken to promote access to higher education and raise awareness among underrepresented groups of the advantages of studying at university. Such programmes will continue and expand as school partnerships develop further.

Financial Support

Financial support to students has been central to the University's offer process over each year of its operation. The elements of financial support have adapted over time as the University fees have been revised and as students have been able to access loans from the Student Loans Company.

Since its inception the University has provided generous financial support in order to assist students to attend.

Means-tested bursaries are made available to students in order to alleviate financial hardship. In regard to the award of any bursary, the University considers the household income of the applicant/applicant's family, and the size of the award is linked to that income. During 22-23, 45 students were in receipt of a bursary, total amount of bursaries paid amounted to £144k, 26 of these students we classified as 'Widening participation' students with 718k of the allocated bursaries.

The University also operates an in-year Hardship Fund. Students finding themselves in particular financial hardship, regardless of prior bursary allocations, can apply for a one-off £500 Hardship bursary to alleviate their situation. There are clear eligibility criteria. The process is managed by the Student Academic Services team and outcomes are ratified by the Director of Finance. During 2023-24, 27 students received a total of £27,680 in Hardship Fund payments (22-23; 10 students, £6,000).

In addition to means tested support, the University automatically considers every applicant for an academic scholarship of up to £3,000 based on predicted grades.

Alumni relations

The University is a reasonably young institution and does not yet boast large numbers of Alumni but has good ties with a number of graduates, organising bi-annual Alumni events and inviting Alumni to University wide events.

Sustainability and Carbon Reporting

The University is committed to promoting and contributing to the Sustainable Development Goals (SDG). In response to climate change emergency, the institution is fully committed to monitoring and reducing carbon

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

emissions from its operations and activities, through supporting and encouraging collaboration, innovation and engagement across The University community, and delivering Net Zero by 2050

During financial year to June 2024, The University has continued work on its sustainability strategy this included improving the accuracy of its information / data collected which was done by the University engaging a firm of experts to review and quantify the progress against this strategy. Max Fordham, in conjunction with key stakeholders at the institution, provided a report on the University's Scope 1 and 2 emissions as well as progress from two prior years. The report was produced in accordance with GHG Reporting protocol – Corporate Standard and used the UK Government's conversion factors for Company reporting.

Total University Scope 1 & 2 Emissions for years ending June 2023 and June 2024

	Scope	July 2021-June 2022		July 2022-June 2023		July 2023-June 2024	
Emissions for combustion of gas for heating	Scope 1	1,200,141 kWh	216.03 tCO ₂ e	1,278,214 kWh	230.08 tCO ₂ e	1,325,883 kWh	238.66 tCO ₂ e
Emissions from purchased electricity	Scope 2	259,091 kWh	53.63 tCO ₂ e	307,238 kWh	63.60 tCO ₂ e	506,241 kWh	106.79 tCO ₂ e
Total Scope 1 & 2 emissions		1,459,232 kWh	269.66 tCO₂e	1,585,452 kWh	296.68 tCO₂e	1,832,125 kWh	343.45 tCO₂e
Building floor area			4,524 m ²		6,254 m ²		6,996 m ²
Carbon Intensity Ratios (Total tCO ₂ e per operational floor area)			0.060 tCO ₂ e/m ²		0.047 tCO ₂ e/m ²		0.049 tCO ₂ e/m ²

As the table above shows the University has made strides to actively manage its carbon emissions over the last two years. Overall increases are mainly due to the significant increase in our campus size, which will continue to grow in the coming years. The overall property strategy includes a commitment to sustainability built into our refurbishment strategy where we use BREEM methodology and working closely with our landlords once we are in occupation.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Review of achievements and performance for the year

During the year, the University continued to provide a first-class educational experience for students taking UK validated degrees and those on study abroad programmes from our parent institution, Northeastern University.

The University hosted 434 students on London Validated courses (2023: 381) and 1361 students visiting from Northeastern University for one of their Study Abroad programmes (2023: 770). The University continues to have a strong growth strategy in the short and medium term supported by the enrolment of students from our parent institution. This growth has informed our property strategy and capital investment plans.

In 2024 30% of graduating students obtained a first class degree, and 55% a 2:1 (2023: 38.5% and 51% respectively).

The National Student Survey (NSS) is a high-profile annual survey of nearly half a million students across the UK. The survey gathers opinions from students about their time in higher education, asking them to provide honest feedback on what it has been like to study on their course at their university/college. In 2024, 75% of eligible NU - London students completed the NSS survey (2023: 80%). The response rate was 3% higher than the national response rate.

The University scored above the national average in three themes (sets of themed questions), and below average in seven themes. The strongest themes were 'The Teaching on my Programme', 'Assessment and Feedback' and 'Academic Support', scoring 2% above the sector average. The lowest themes were 'Student Union' and 'Learning Resources', which scored -20% and -17% below the average.

Based on NSS quantitative data, there appear to be two differing student experiences between apprenticeship students and non-apprenticeship students. Qualitative data shows that themes around teaching and learning remain a strength at the University for non-apprenticeship students, while the Academic Support theme for apprenticeship also performed strongly.

NSS qualitative data supports the strength of teaching and learning at the University, however, it shows that there is a feeling from students that they feel the University's identity and sense of community is changing due to the acquisition by Northeastern University.

FINANCIAL REVIEW

Results for the year

Total income was £62.6m representing an 42% improvement from prior year (£44.2m, 2023). Turnover changed in income streams as follows:

- London Validated UG and PG provision income increased by £1.6m
- Northeastern University Mobility in London provision increased by £17m
- Business Development (inc. apprenticeships) provision increased by £0.9m
- Restricted capital grants from Northeastern University decreased by £6.4m
- Remaining income (including Other income, unrestricted grants and interest) increased by £5.3m

Total expenditure increased by 62% to £57.7m (2023: £35.5m), which reflects both the increase in activity, primarily the mobility programme mentioned above and the increase in property related costs. University staff costs now represent 32% of total expenditure (2023: 34%) and increased by £6.3m since 2023. Property costs increased by £7.3m and Depreciation by £1.1m, due to the continued expansion of our campus to accommodate increase in student numbers. The current strategy is to continue this expansion leading to financial growth and robustness.

Reserves Policy

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN
UNIVERSITY - LONDON
FOR THE YEAR ENDED 30 JUNE 2024**

The University's reserves policy is that it should have access to sufficient financial resources to be able to ensure the sustainability of the University. In determining what level of financial resources are required, the University has considered the following:

- Current and projected levels of general reserves;
- Level of Working Capital required to operate effectively;
- The impact of seasonality;
- The University's risk appetite;
- The University's appetite to borrow funds and Northeastern's wishes in terms of providing grants;
- The likely financial impact of a number of unlikely but plausible scenarios linked to the most significant risks that the University faces, with particular attention to the timing of the risk and its severity.

With this in mind the University is working towards a general reserve ranging between £15m and £25m in order to fund its operations (2023: £6.3m).

The total reserves for the University at the year end were £21.3m (2023: £16.4m), including £4.6m of restricted funds, which mostly relate to unspent capital grants. It should also be noted that this includes a designated fund of £25.5m represented by Fixed Assets which are not available for general use so the general reserve position after these adjustments is £(8.8)m (2023 (£7.9m)), £23.8m short of the lower range in our target. Until the University reaches its target it is reliant on the continued support of Northeastern University as offered via the Deed of Grant signed on 5th September 2019.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 4 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above; this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from its parent, Northeastern University in Boston to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

Fundraising

The University does not carry out any fundraising activities with the general public and no donations are sought from the public. The University has no fundraising activities requiring disclosure under section 13 of the Charities (Protection and Social Investment) Act 2011.

FUTURE PLANS

The future plans include:

- Teaching and Learning
 - Continue growing the numbers of students in the University and expand the offering of courses to both undergraduate and graduate students as well as study abroad (mobility) students. Student numbers have gone from 300 in 2020 to over 1,700 in 2022-23 and the University hopes to grow student numbers steadily year on year both in its face to face and online provision.
 - Increasing the offering of workplace learning opportunities building on the Apprenticeships launched in October 2020.
- Research
 - Develop the research capabilities in London both in terms of people and infrastructure, therefore increasing the revenue derived from research funding and prepare for a Research Degree Awarding Powers application.
- Infrastructure to support Teaching and Learning and Research
 - Following the move to Devon House in St Katherine's Dock, which already offered considerably increased space expansion, the University has opened part of its Portsoken leased space and will continue to develop that space through FY25 and FY26.
- Relationship with Its Parent
 - Establish London as a genuine hub in the Northeastern University's global network whilst continuing to be a self-regulating English HE.

These initiatives are ensuring the University's budgets for the coming 5 years show a considerable growth and increasing surpluses allowing the recovery of past losses incurred during the initial stages of the institution's existence.

Northeastern University, as sole shareholder, is committed to supporting NU London's working cash flow requirements.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

Charity law requires the Trustees to prepare financial statements for each financial year or period. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practices (FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland) and applicable law. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the University including income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgement and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

Additionally, since the change in status to University approved by the Privy Council in 2022, Northeastern University – London is now also required to comply with all requirements in the Statement of recommended practice: accounting for further and higher education (FE/HE SORP) over and above those requirements as refined in the Charity SORP.

The following summarises how the University's Board fulfils its duties under Section 172 Companies Act 2006:

In the performance of its duty to promote the success of the University, the Board considers the various stakeholders when arriving at business decisions. The Board oversees the responsible management of the University's teaching and learning and research activities to ensure it operates to the high standards of business conduct and good governance expected from the University.

The Board fully understands the potential impacts of the decisions it makes for our stakeholders, the environment and the communities in which it operates.

Engagement with the University's main stakeholder groups, including our students, employees and local community is set out below;

Employee Engagement

Our employees both Faculty and Professional Staff are fundamental to the success of our business. Therefore, our success depends on our ability to engage and work together effectively and constructively. The Board aims for the University to be a responsible employer in its approach to the pay and benefits of employees. The health, safety and wellbeing of employees is one of the primary considerations in the way the Board conducts its business.

In 2023/4, the following activities have been performed:

- Regular Faculty meetings with the Executive Principal & Dean including meetings with representatives of the University and Colleges Union (UCU).
- Monthly Professional staff meetings run by the CEO to update staff on key developments.
- Dissemination through the Senior Management Team to their respective teams and these key employers acting as a conduit of information back through the Executive Committee and Academic Board to the Board
- Regular newsletters and communications to all staff as well as various staff events

Student Engagement:

Our students are central to the University fulfilling its Charitable objectives and as such there are many ways that the Board understands the key concerns of the student body.

In 2023/4, the following activities have been performed:

- As an English HEI, the University is part of the National Student Survey that all third year undergraduate students are able to complete. This evaluates the performance of the Institution across a number of

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN
UNIVERSITY - LONDON
FOR THE YEAR ENDED 30 JUNE 2024**

- metrics which inform how the University improves its teaching and learning
- o There are also opportunities for regular feedback as part of the overall 'Student Voice' strategy in terms of our governance structures and feedback exercises
- o Finally there is engagement with the Student's Union on a regular basis to understand their concerns and priorities

Other key stakeholders include our regulators and the community in which we are located.

- o Regulators are a key stakeholder in terms of our licence to operate and we engage with them directly and as part of trade bodies such as Guild HE.
- o Engaging with the local community in which we operate is important and we have held sessions with local tenant associations, offered free events to the local community and have also endeavoured to source locally, where possible.
- o Suppliers – we have payment runs twice monthly and ensure that all suppliers are paid in a timely manner

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the University's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Accounts Direction as issued by the Office for Students (OfS) and the Charities and FE /HE SORPs. They are also responsible for safeguarding the assets of the University and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO AUDITORS

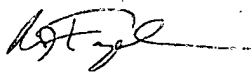
Each of the persons who are Trustees at the time when this Annual Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the University's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the University's auditors in connection with preparing their report and to establish that the University's auditors are aware of that information

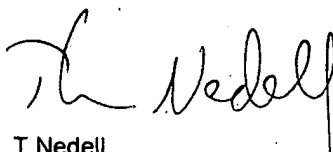
AUDITORS

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006

This annual report was approved by the board on 20th November 2024 and signed on its behalf



R Farquharson
Trustee



T Nedell
Trustee & Chair of Audit Committee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

Opinion

We have audited the financial statements of Northeastern University - London ('the charitable company') for the year ended 30 June 2024 which comprise the Statement of Comprehensive Income and Changes in Reserves, Statement of Financial Position, Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2024 and of its income and expenditure, gain and losses, changes in reserves and of the cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- has been prepared in accordance with the requirements of the *Statement of Recommended Practice – Accounting for Further and Higher Education* and the OfS Accounts Direction (issued October 2019) ('the OfS Accounts Direction').

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

- the information given in the Trustees' report, which includes the Trustees' Report and Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report and strategic report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Opinion on other matters required by the Office for Students ("OfS")

In our opinion, in all material respects:

- funds from whatever source administered by the charitable company for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by the OfS, the Education & Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the OfS's accounts direction (issued October 2019) have been met.

We have nothing to report on the following matters where the OfS Accounts Direction requires us to report to you where:

- the charitable company's grant and fee income, as disclosed in notes 2 and 3 to the accounts, has been materially misstated.
- The charitable company's expenditure on access and participation activities for the financial year has been materially misstated.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY - LONDON FOR THE YEAR ENDED 30 JUNE 2024

expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were Companies Act 2006, Charities Act, taxation legislation, together with the Statement of Recommended Practice – Accounting for Further and Higher Education and the OfS Accounts Direction. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The other laws and regulations we considered in this context for the charitable company were Higher Education and Research Act 2017, Teaching Excellence and Student Outcomes Framework, General Data Protection Regulations and Health and Safety.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

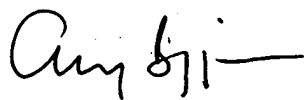
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to the risk these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Office of Students (OfS), Quality Assurance Agency for Higher Education (QAA) and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN
UNIVERSITY - LONDON
FOR THE YEAR ENDED 30 JUNE 2024**



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP, Statutory Auditor
Cheltenham

Date: 27 November 2024

NORTHEASTERN UNIVERSITY – LONDON

STATEMENTS OF COMPREHENSIVE INCOME AND CHANGES IN RESERVES FOR THE YEAR ENDED 30 JUNE 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	2023 £'000
INCOME FROM:					
Tuition Fees and Education contracts	2	49,490	-	49,490	30,427
Governmental grants	3	-	214	214	134
Grants from parent entity					
Teaching & Research	4	4,393	-	4,393	-
Capital Grants	4	-	5,793	5,793	12,186
Research Grants and Contracts	5	-	34	34	82
Investment Income	7	87	-	87	35
Other Income	6	2,612	-	2,612	1,334
		<u>56,582</u>	<u>6,041</u>	<u>62,623</u>	<u>44,199</u>
EXPENDITURE ON:	8				
Staff Costs	9	18,532	-	18,532	12,244
Other operating expenses		23,911	268	24,179	16,665
Building Costs		12,278	-	12,278	4,979
Depreciation		2,738	-	2,738	1,647
Interest and other finance costs		11	-	11	10
		<u>57,470</u>	<u>268</u>	<u>57,738</u>	<u>35,545</u>
(DEFICIT) / SURPLUS BEFORE TAX		(888)	5,773	4,885	8,654
Taxation		-	-	-	-
(DEFICIT) / SURPLUS FOR THE YEAR		(888)	5,773	4,885	8,654
Transfer between funds	16	9,585	(9,585)	-	-
TOTAL COMPREHENSIVE INCOME		8,697	(3,812)	4,885	8,654

STATEMENT OF CHANGES IN RESERVES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
BALANCE AT 1ST JULY 2022		6,090	1,697	7,787
Surplus from the I&E statement		(3,487)	12,141	8,654
Transfer between funds		5,398	(5,398)	-
		<u>1,911</u>	<u>6,743</u>	<u>8,654</u>
BALANCE AT 1ST JULY 2023		8,001	8,440	16,441
Surplus from the I&E statement		(887)	5,772	4,885
Transfer between funds		9,584	(9,584)	-
		<u>8,697</u>	<u>(3,812)</u>	<u>4,885</u>
BALANCE AT 30TH JUNE 2024		16,698	4,628	21,326

All items of income and expenditure are related to continuing activities.
The accompanying notes 1 to 22 form an integral part of these financial statements.

NORTHEASTERN UNIVERSITY – LONDON

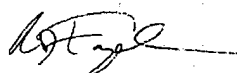
STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2024

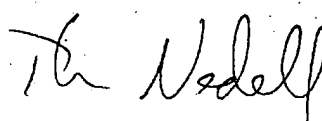
	Note	2024 £'000	2023 £'000
FIXED ASSETS			
Tangible Assets	10	29,628	18,320
Investments	11	<u>1</u>	<u>1</u>
		29,629	18,321
CURRENT ASSETS			
Debtors	12	6,784	3,870
Cash at bank and in hand		<u>4,249</u>	<u>10,557</u>
Total current assets		11,033	14,426
LESS CREDITORS: falling due within one year	13	<u>(10,554)</u>	<u>(13,922)</u>
NET CURRENT ASSETS / (LIABILITIES)		479	504
TOTAL ASSETS LESS CURRENT LIABILITIES		30,108	18,825
Provisions for liabilities & creditors due after one year	14	(8,782)	(2,384)
		<u>21,326</u>	<u>16,441</u>
FUNDS			
Restricted funds	16	4,628	8,440
Unrestricted funds	16	(8,822)	(7,935)
Unrestricted funds	16	25,520	15,936
TOTAL FUNDS		<u>21,326</u>	<u>16,441</u>

The accompanying notes 1 to 22 form part of these financial statements.

The financial statements were approved and authorised for issue by the board on 20th November 2024 and were signed on its behalf by:



R Farquharson, Trustee



T Nedell, Trustee & Chair of Audit Committee

Registered number: 07317195

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 £'000	2023 £'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations (see below)		5,933	14,993
Net cash from operating activities		<u>5,933</u>	<u>14,993</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(12,328)	(7,044)
Investment income		87	35
Net cash used in investing activities		<u>(12,241)</u>	<u>(7,009)</u>
Net increase / (decrease) in cash and cash equivalents		(6,308)	7,984
Cash and cash equivalents at beginning of period		10,557	2,573
Cash and cash equivalents at end of period (see below)		4,249	10,557
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES			
Cash flows from operating activities			
Net income / (expenditure)		4,885	8,654
Adjustments for:			
Depreciation	8	2,738	1,647
Loss on Disposal of Fixed Assets	8	6	-
Investment income	7	(87)	(35)
(Increase) / Decrease in trade and other receivables	12	(2914)	(640)
Increase / (Decrease) in trade payables (inc. short term provision)	13	1,661	5,367
Increase / (Decrease) in provisions	14	(356)	-
Cash generated from operations		<u>5,933</u>	<u>14,993</u>
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank		4,249	10,557

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1.1 Company Information

Northeastern University - London is a registered charity (no. 1189858) and public benefit entity in England and Wales (registration approved 9 June 2020) and a company limited by shares incorporated and registered in England (no.07317195) on 16th July 2010. The address of the registered office is Devon House, 58 St Katherine's Dock, London, E1W 1JP. The University changed its name Northeastern University – London on 13th July 2022.

1.2 Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the OfS Accounts Direction (2019).

1.3 Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 4 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from its parent, Northeastern University in Boston to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

1.4 Preparation of consolidated financial statements

The financial statements contain information about Northeastern University - London as an individual charitable company and do not contain consolidated financial information on the grounds that the subsidiary is immaterial.

1.5 Fees and grant income

Tuition fees - received for students studying accredited degrees and accounted in the year of study with bursaries and scholarships awarded in the year credited against these fees in the accounts.

Teaching Grants received from OfS, accounted for as unrestricted income in the year they are received.

Grants received from parent company are accounted for in the period they are received and split between Teaching & Learning unrestricted grants and Capital restricted grants.

External research grants are accounted for in restricted income and mostly disbursed in the year received.

Additionally, the University is in receipt of ESFA income for the provision of apprenticeship training, this is treated as restricted and recognised based on entitlement.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The University holds no property or freehold land assets. Depreciation is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases and recognised within the statement of financial activities:

Office equipment	25% straight line
Fixtures & fittings	10% straight line
Leasehold improvements	over the lease term

Assets in the course of construction are capitalised at cost but are not depreciated until they become available for use, they are then depreciated over the lease term.

1.7 Intangible fixed assets and amortisation

The University has no intangible fixed assets as at the date of signing these accounts.

1.8 Pension

The University operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

1.9 Operating Leases

Rentals on operating leases are charged to the profit and loss account in the period in which they fall due.

1.10 Funds

The total funds of the University are allocated to unrestricted and restricted based on the terms set by the donors.

Unrestricted funds are funds that are available for use at the discretion of the University in furtherance of its objectives and are divided between Designated and General Funds. Designated Funds are unrestricted funds which have been set aside by the University for specific purposes, which include those funds represented by fixed assets. General Funds are funds available for the provision of working capital and reserves for the general administration of the University.

Restricted funds comprise grants where donors have earmarked funds for specific purposes. The majority of this is related to grants provided by Northeastern University for the sole purpose of supporting the development of the University's new campus. At the year £1.6m remained unspent but designated for the purpose of fixed asset development.

Following the decision to close the related trust, New University of the Humanities Trust (Trust), charity ref number 1141608, the Trust transferred the remaining assets (£78k) to the University, where these assets are held in a separate restricted fund. This fund will be utilised in line with the articles and objectives of Trust and reserved for the financing of bursaries and hardship grants for students who meet means tested eligibility criteria. During 23-24 £28,000 (2023: £6,000) of this fund were released to support students with financial needs leaving a fund of £38k to disburse in future years.

1.11 Financial Instruments

The University has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash in hand and at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, accruals, trade and other creditors.

Trade creditors

Trade creditors are not interest bearing and are stated at their nominal value.

Loans

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

Loans, are measured at fair value, net of transaction costs.

Investment in subsidiary

The investment in subsidiary is measured at cost less impairment.

1.12 Redundancy payments

Termination benefits are payable when employment is terminated by the University or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to.

1.13 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the University's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, whether the revision affects only that period, or whether they also affect future periods.

1.13.1 Provisions

Provisions are recognised when the University has a present legal or constructive obligation because of past events, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole a provision is recognised even if the likelihood of an outflows with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the amount expected to be required to settle the obligations using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

A key provision is the Restitution estimate for lease sites in line with contract agreements. The University capitalises the restitution value over the term of the lease. The calculation is initially based on estimates at the point of completing the works for any given site. Thereafter the University will review the restitution estimates if the use or fabric of the property fundamentally changes or every five years if it does not to ensure the estimates are still appropriate and current market values are applied.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

	2024 £'000	2023 £'000
2 TUITION FEES AND EDUCATION CONTRACTS		
Unrestricted fee Income		
Fee income – Taught Awards		
Tuition Fees - UK Undergraduates	4,424	2,963
Tuition Fees - UK Postgraduates	549	404
Tuition for Part time Undergraduate Apprentices	1,954	1,302
Tuition Fees - Part time Postgraduate Apprentices	997	533
BD* Credit bearing short courses	52	295
Total Taught awards	<u>7,976</u>	<u>5,947</u>
Fee income – non Qualifying courses		
Tuition Fees - Northeastern University Programmes	41,276	24,231
BD* Non-credit bearing short courses	238	699
Total non-Qualifying courses	<u>41,514</u>	<u>24,930</u>
Total Fees	<u>49,490</u>	<u>30,427</u>
The fee income above is net of all student support as follows:		
Bursaries for Non-WP students **	80	75
Scholarships – Undergraduate students	49	86
Scholarships – Postgraduate students	82	14
	211	175

* Business Development division primarily dealing with Apprenticeship programmes

** Bursaries for Widening Participation Students area accounted for as a cost in the relevant department.

	2024 £'000	2023 £'000
3 FUNDING BODY GRANTS		
Restricted		
OfS Teaching Grant	169	109
OfS Capital Grant	45	25
Total Restricted Funding Body Grants	<u>214</u>	<u>134</u>
4 GRANTS FROM NORTHEASTERN UNIVERSITY		
Unrestricted		
Teaching and Learning grant	4,393	-
Restricted		
Capital Development (Devon House)	5,793	12,186
Total Restricted Capital Grants from NU	<u>10,186</u>	<u>12,186</u>

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

		2024	2023
		£'000	£'000
5	RESEARCH GRANTS AND CONTRACTS		
	Restricted		
	External research grants	34	82
	Total Research Grants and Contracts	34	82
	TOTAL INCOME FROM FEES AND GRANTS (NOTES 2-5)	59,924	42,829
6	OTHER INCOME		
	BD Division other income	270	295
	Other academic income	408	946
	Student Accommodation Income	1,412	-
	Miscellaneous income	522	93
	Total Other Income	2,612	1,334
7	INTEREST INCOME		
	Interest (investment) income	87	35
	Total Other Income	87	35
	Total income	62,623	44,198
8	ANALYSIS OF EXPENDITURE		
	Staff costs	18,533	12,244
	Other operating expenses	24,179	16,665
	Building costs	12,276	4,979
	Depreciation costs	2,738	1,646
	Interest and other finance costs	11	10
	Total Expenditure	57,737	35,544
	Analysis of Other operating expenses		
	Teaching and Research non pay expenses	20,207	13,807
	Student Recruitment activities	299	283
	Admissions & Access and Participation	194	209
	Marketing Activities	938	761
	Other Support (inc HR, Finance & IT)	2,473	1,542
	Governance costs (see below)	68	64
	Total Operating Expenses	24,179	16,665

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

8 ANALYSIS OF EXPENDITURE (Continued)

Governance Costs comprise	£'000	£'000
Auditors remuneration – audit services	63	39
Auditors remuneration - tax and other services	5	25
Total Governance Costs	68	64
Access and Participation Costs comprise	£'000	£'000
Access investment	142	147
Financial support provided to students in the financial year*	58	71
Research and evaluation	23	18
Support for disabled students in the financial year	-	-
Total APP Costs	223	236

* Financial support costs in the table above include £62k for wages not included in the Admissions & Widening Participation figure above as they are reported within Direct Staff Costs allocated to T&R (2022: £42k).

9 STAFF COSTS	2024	2023
The aggregate staff costs for the year were as follows	£'000	£'000
Salaries and wages	15,526	10,246
Social Security costs	1,691	1,135
Pension costs (Stakeholder and Occupational schemes)	1,205	790
Other benefits	110	66
Total Staff Costs	18,532	12,237
Aggregate employee benefits of key management personnel (KMP)	2,127	1,616
Key management personnel are listed on page 2.		
Average number of employees on a full time equivalent basis was as follows:		
Trustees	1	1
Tuition and research	137	109
Support	188	128
Total	326	238
Average number of employees on an actual basis was as follows		
Trustees	1	1
Tuition and research	199	154
Support	264	110
Total	464	265

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

9 STAFF COSTS (Continued)

Number of higher paid employees with aggregate employee benefits in excess of £60k:	2024	2023
£60,001-£65,000	9	7
£65,001-£70,000	4	7
£70,001-£75,000	10	2
£75,001-£80,000	4	3
£80,001-£85,000	3	1
£85,001-£90,000	2	3
£90,001-£95,000	4	1
£95,001-£100,000	3	-
£100,001-£105,000	-	2
£105,001-£110,000	1	-
£110,001-£115,000	2	-
£120,001-£125,000	-	1
£150,001-£155,000	1	-
£165,001-£170,000	-	1
£170,001-£175,000	1	-
£195,001-£200,000	-	1
£210,001-£215,000	-	1
£220,001-£225,000	1	-
£225,001-£230,000	1	-
Total	46	30

There were three ex-gratia payments in the year amounting to £60,967.49 (2023 - £nil).

Number of employees with a basic salary (FTE) in excess of £100,000

The number of staff including the CEO whose FTE basic salary (before salary sacrifice and excluding bonuses, employer's pension contribution) in excess of £100,000 in the following ranges was:

	2024	2023
£100,001-£105,000	-	2
£105,001-£110,000	2	-
£110,001-£115,000	1	-
£115,001-£120,000	-	1
£150,001-£155,000	1	-
£160,001-£165,000	-	1
£165,001-£170,000	-	1
£170,001-£175,000	1	-
£185,001-£190,000	1	0
£205,001-£210,000	-	1
£220,001-£225,000	1	-

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

9 STAFF COSTS (Continued)

HEAD PROVIDER (TRUSTEE REMUNERATION) DISCLOSURES

In accordance with the Articles of Association, the CEO (Head of the Provider for the whole year) R Farquharson, received a basic salary of £224,751 during the year (including a bonus of £38,100), of which £15,496 was paid into a pension scheme by way of salary sacrifice. In addition to this the University also paid £17,070 in employer pension contributions. This is included in the above note as R Farquharson is classed as KMP as well as a Trustee, due to his role as CEO. He is a member of the University Salary Sacrifice pension scheme and is not in receipt of any other benefits.

The Head of Provider basic salary ratio is 4.2:1 to the median salary in the University. The ratio of his total remuneration including other benefits is also 4.2:1 compared to the median.

In the prior year, R Farquharson's remuneration was of £198,812 (inclusive of £33,480 bonus payments) and salary sacrifice amounting to £6,770 for pension payments. The University made further pension contributions of £7,465.

The process for reviewing the salary for the Head of Provider is as follows:

- UCEA salary benchmark data is purchased and then used to review the level of remuneration of the relevant members of staff compared to equivalent UK HE providers in terms of the University's size, development and location.
- This external benchmarking data is then analysed by the Board of Governors' remuneration committee in light of the overall performance of the University, which it monitors via Board meetings, and performance of Head of Provider. This performance reviews educational, financial, regulatory and operational performance of the University.
- The Remuneration committee in assessing the performance of the University and the contribution provided by the Head of Provider to this performance felt that this merited the level of remuneration of the Head of provider on a standalone basis and in comparison to other institutions.
- The Remuneration committee of the Board is formed of all governors, excluding the Head of Provider.

There were no expenses relating to travel and accommodation incurred in his capacity as Trustee in the current and prior year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

10 TANGIBLE FIXED ASSETS

	OT	FF	TE	AUC	LI	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 July 2023	3,182	2,217	55	1,806	13,691	20,951
Additions	1,876	1,384	29	10,764	-	14,053
Disposals	(12)	-	-	-	-	(12)
Transfers from AUC to LI	-	-	-	(4,714)	4,714	-
At 30 June 2024	5,046	3,601	84	7,856	18,405	34,992
Depreciation						
At 1 July 2023	1,273	269	9	-	1,079	2,632
Charge in the year	1,102	303	16	-	1,318	2,738
Disposals	(6)	-	-	-	-	(6)
At 30 June 2024	2,369	572	25	-	2,397	5,364
Net book value						
As at 30 June 2024	2,677	3,029	59	7,856	16,008	29,628
At 30 June 2023	1,909	1,945	46	1,806	12,612	18,320

* OE - Office Equipment

****AUC - Assets Under Construction

** FF - Fixtures and Fittings

*****LI - Leasehold Improvements

*** TE - Teaching Equipment

11 FIXED ASSET INVESTMENTS

Investment in Subsidiaries	£'000
Cost	
At 1 July 2023	1
Additions	-
	<u>1</u>
At 30 June 2024	1
Net book value	
As at 30 June 2024	<u>1</u>
At 30 June 2023	<u>1</u>

The University's investment at the balance sheet date is one ordinary share in a 100% owned Subsidiary, New College of the Humanities Ltd, (NCHL) Devon House, 58 St Katherine's Dock, London, E1W 1JP a company incorporated in the United Kingdom with company number 07917776, whose principal activity was the provision of higher education in the humanities. NCHL is now dormant so it had no trading activity, its net reserves remain £75,598, as per June 2020. Reserves include a balance owed to NU London which is now impaired in these accounts as it is deemed unlikely it will be repaid in the medium term. This entity has not been included within the consolidation on the grounds that the entity is immaterial to the group.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

12 DEBTORS

	2024	2023
	£'000	£'000
Trade debtors	20	110
Amounts due from Parent Company	36	336
Prepayments and accrued income	6,600	2,530
Other debtors	128	893
Total	6,784	3,870

13 CREDITORS

	2024	2023
	£'000	£'000
Amounts falling due within one year		
Trade creditors	4,058	2,257
Accruals and deferred income	5,241	10,356
Tax and social security	488	334
Dilapidation provision for previous leasehold**	-	356
Short term provision	67	96
Other creditors	700	523
Total	10,554	13,922

** The movement in creditors from 2023 included in the Statement of Cashflows removes the release of the Dilapidation provision included above as it had already been accounted for as part of provisions.

	2024	2023
	£'000	£'000
Amounts falling due after one year		
Nominal rent accrual falling beyond one year	4,674	-
Restitution provision (see note 14)	4,108	2,384
Total	8,782	2,384

Amounts falling due after one year in 2023 for nominal rent was included within accruals in amounts due within one year. Had this been reported as a long term creditor, long term creditors would have been increased by £2,788k to £5,172k. Accruals would have been reduced to £7,568k with current creditors reduced overall to £11,134k.

14 PROVISIONS

	Dilapidation	Restitution	Other provisions	2024 Total	2023 Total
	£'000	£'000	£'000	£'000	£'000
Balance brought forward	356	2,384	96	2,836	1,635
Released in the period	(356)	-	(29)	(385)	-
Provided for in the period	-	1,724	-	1,724	1,201
	-	4,108	67	4,175	2,836

The dilapidation provision related to the University's former premises. Work was ongoing since 2022 but in 2023/24 the university received the landlord's confirmation of completion and were able to release the funds.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

In 2021 a provision was created against the costs of restitution for the leasehold in Devon House, which spans 15 years. In addition in 2024 a provision was created against two other buildings leased by the university; Portsoken and Vine Street. These costs were estimated by our surveyors Hennessy Godden and are reviewed on an annual basis to include any changes of estimates as well as any additional leasehold properties that require a restitution. This provision is included in creditors due after one year.

The Other provision relates to potential repayments concerning non qualifying fee income.

15 OPERATING LEASE COMMITMENTS

During the year £22,583 was recognised as an expense in the Statement of Financial Activities in respect of operating leases (2023: £3,423k). At 30 June 2024 the University had the following total commitments under non-cancellable operating leases over the remaining life of these leases.

	2024 £'000	2023 £'000
Land and Buildings		
Within one year	3,979	3,381
Between two and five years	38,115	17,160
After more than five years	62,221	31,035
	104,315	51,576

In October 2020 the University signed a 15 year lease for 3 spaces within Devon House, St Katherine's Dock. The leases offered a rent free period of 23 months at the beginning of the contract and a further 6 months on the 10th anniversary.

In December 2021 the University signed a further lease for Second Floor East of Devon House to run concurrently with existing lease, which also includes similar rent free periods.

In December 2022 the University signed a 13 year lease for the first, second and third floor of Marble Quay, St Katherine's Dock. The lease offered a rent free period of 20 months at the beginning of the contract.

At the same time the University also signed a 13 year lease for the ground floor and basement of Marble Quay, St Katherine's Dock. The lease offered a rent free period of 23 months at the beginning of the contract.

In May 2023 the University signed a four year lease for Moretown and in February 2024 an 11 year lease for Portsoken.

The schedule above reflects the timing of actual payments to the landlord and reflects the rent free periods.

In addition to the above, the University enters into contractual agreements with various student accommodation providers in advance of the academic year to ensure provision of accommodation to students both in our mobility programmes and UK undergraduate programmes. Below represents contractual commitments not yet paid for at year end.

	2024 £'000	2023 £'000
Student Accommodation commitments		
Within one year	25,293	17,748
Between two and five years	43,190	-
After more than five years	1,117	-
	69,600	17,748

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

16 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR

2024	Balance at 1 July 2023 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2024 £'000
Unrestricted funds					
General Reserves					
– P&L	(40,539)	56,582	(57,470)	-	(41,427)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	15,936	-	-	9,585	25,520
	8,001	56,582	(57,470)	9,585	16,698
Restricted funds					
NCH Trust	66	-	(28)	-	38
External Grants	25	202	(195)	-	32
Capital Funding	8,349	5,838	(45)	(9,585)	4,558
	8,440	6,041	(268)	(9,585)	4,628
Total funds 2024	16,441	62,623	(57,738)	-	21,326
2023	Balance at 1 July 2022 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2023 £'000
Unrestricted funds					
General Reserves					
– P&L	(37,052)	31,797	(35,284)	-	(40,539)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	10,538	-	-	5,398	15,936
	6,090	31,797	(35,284)	5,398	8,001
Restricted funds					
NCH Trust	72	-	(6)	-	66
External Grants	64	191	(230)	-	25
Capital Funding	1,561	12,211	(25)	(5,398)	8,349
	1,697	12,402	(261)	(5,398)	8,440
Total funds 2023	7,787	44,199	(35,545)	-	16,441

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

Analysis of net assets between funds:

2024	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	29,628	29,628
Net Current Assets	4,628	(8,822)	-	(4,194)
Provisions	-	-	(4,108)	(4,108)
	<u>4,628</u>	<u>(8,822)</u>	<u>25,520</u>	<u>21,326</u>

2023	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	18,320	18,320
Net Current Assets	8,440	(7,935)	-	505
Provisions	-	-	(2,384)	(2,384)
	<u>8,440</u>	<u>(7,935)</u>	<u>15,936</u>	<u>16,441</u>

17 SHARE CAPITAL

	2024 £'000	2023 £'000
Allotted, called up and fully paid		
Ordinary shares of £1 each	13,850	13,850
Capital Contribution	-	-
	<u>13,850</u>	<u>13,850</u>

18 FINANCIAL INSTRUMENTS

	2024 £'000	2023 £'000
Financial assets measured at amortised cost	5,252	13,020
Financial assets measured at fair value	-	-
Financial liabilities measured at amortised cost	(16,645)	(9,833)
	<u>(11,393)</u>	<u>3,186</u>

- a) Financial assets measured at amortised cost includes include cash, trade and fee debtors, staff loans, other debtors & accrued income, but exclude amounts due from HMRC.
- b) Financial assets measured at fair value consists of investments.
- c) Financial liabilities include trade creditors, other creditors, accruals, bank loans & pension liabilities but excluding amounts owed to HMRC and deferred income.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

19 CAPITAL COMMITMENTS

As at 30th June 2024 the University was undergoing a capital project to refurbish the Portsoken Project from office to teaching space. The committed costs of the project at that date were £8,381,183 of which £4,429,020 had been spent already, leaving a further capital commitment beyond year end of £3,952,163.

20 RELATED PARTY TRANSACTIONS

The University's parent is Northeastern University, an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status (EIN: 04-1679980) under section 501(c)(3) of the United States Internal Revenue Code. Main address is 360 Huntington Avenue, Boston, MA 02115, United States. Consolidated accounts are available on Northeastern University's website;
<https://finance.northeastern.edu/financial-statements>.

There were no related transactions in the year with the subsidiary, NCHL, due to the latter being dormant. See note 8 for reference to impairment of debit owed from NCHL to NU London.

20.1 INTERCOMPANY TRANSACTIONS

The University received £52.3m from its parent company during 2023-24. £41.3m for UG mobility provision, £5.8m for Capital Grants, and £0.8m for other services. As at 30th June 2024 £36k of this remained due to the University (see note 12).

21 CONTINGENT LIABILITIES

The University had no contingent liabilities as at 30 June 2024.

22 POST BALANCE SHEET EVENTS

The University had no post balance sheet events.

Accounts

Registered number: 07317195
Charity Number: 1189858

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

NORTHEASTERN UNIVERSITY – LONDON

Board of Trustees at report date	Dr Gregory Abowd Darren Campili – non exec Jonathan Goodwin– non exec Robert Farquharson (Secretary) Diane MacGillivray Thomas Nedell (Chair) Dr Deanna Ranieri (Vice Chair) Julietta Tenant-Dexter– non exec Patricia Wood
Senior Management Team <i>(also considered Key Management Personnel)</i>	Vanessa Carreras (Director of Finance) Dr Naomi Goulder (Dean for Academic Development and Innovation and interim Dean of Faculties) Robert Farquharson (Chief Executive Officer) Anthony Grayling (Founder and Principal) Rebecca Harrison (Assistant Director Academic Services) Emma Kelly (Head of EDGE Division London) Rebecca Morrison (Director of Academic Services and Registrar) Elizabeth O'Connell (Director of Admissions, Recruitment & Marketing) Dr Kasim Randeree (Associate Dean of Faculty Affairs) Martin Smith (Assistant Vice President for Recruitment and Marketing for Global Campuses) Dr Alison Statham (Associate Dean of Teaching and Learning) Sheena Van Der Merwe (Director of Resources & Operations) Caroline Ward (Director of HR, <i>joined KMP June 2023</i>) Dr Scott Wildman (Interim Academic Dean) Syed Zaidi (Director of Visa & Immigration Compliance, <i>joined KMP July 2023</i>)
Registered Company number	07317195
Registered Charity Number	1189858
Registered Office Address	Devon House, 58 St Katharine's Way London E1W 1LP
Independent Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	Barclays Bank plc 1 Churchill Place London, E14 5RB
Solicitors	Eversheds Sutherland (International) LLP 5 th Floor, 50/60 Station Road Cambridge, CB1 2JH

CONTENTS

	PAGE
Annual Report of the Trustees including Strategic Report and Statement of Principal Accounting Policies and Estimation Techniques	4
Independent Auditor's report	18
Statement of Comprehensive income	22
Statement of Financial Position	23
Statement of Cash Flows	24
Notes to the Financial Statements	25

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

The Trustees (who are Trustees of the charitable company) present their Annual Report for the year ended 30 June 2023 in accordance with the HE/FE SORP requirements as well as requirements under the Charities Act 2011, and the Companies Act 2006.

On 9th June 2020 NCH at Northeastern Limited (NCHNL) became a Registered Charity (registered charity number 1189858) and on 13th July 2022 it changed its name to Northeastern University - London (NU London) following approval for the use of university title granted by the Department for Education and the Office for Students.

STATEMENT OF CORPORATE GOVERNANCE

Governing Documents

The University is governed by its Articles of Association, last amended on 21 June 2022.

Governing Body

The NU London Board of Trustees ('The Board') is the statutory governing board of the legal entity. NU London owns the brand 'New College of the Humanities' as well as its dormant subsidiary New College of the Humanities Limited ('NCHL'), including its relationship with regulatory bodies and partner organisations. NU London Board is a limited liability company established under English and Welsh law. For the purposes of these financial statements the Trustees are referred to as Trustees.

The Board is legally responsible for the overall management and control of the University and, as such, has oversight and management of the strategic, financial and operational areas of the University's activities and all other aspects of the University's existence save for responsibilities delegated to the Academic Board in respect of the regulating and directing of the academic work of the University, including teaching (undergraduate and postgraduate degrees as well as degree apprenticeship programmes) and research.

The Board has ownership, oversight and management of the regulatory responsibilities and relationships of the University. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.

The Board meets four times a year.

In accordance with the Articles of Association, the Board has the power to delegate responsibility (but not accountability) to committees, directors, and the management of the University.

NU London Board has established the following committees to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Board. Reports (at least annually) from these committees shall be received and considered by the Board where appropriate. See Organisational Management section below.

Recruitment and Training of Trustees

The Trustees roles are filled differently. There are five Trustees appointed by Northeastern University. The non-executive Trustees are recruited and appointed by the nominations committee of the NU London Board. The University uses a Skills Matrix to identify potential gaps prior to recruiting new Trustees.

The training of the Trustees depends on each individual's area of expertise but common areas of training would include English Higher Education Regulation and English law. This training is done either as part of the Board meetings or as required.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Organisational Management

The Board delegates responsibility for University Management onto the following Committees.

- The Executive Committee (ExCo) is Chaired by the CEO and ensures there is effective leadership and management of all the activities undertaken by the University and provides a link between the Board and the senior management. It ensures that the strategic priorities as outlined in the NU London Strategic Plan are being met through the operational execution of Academic Board and the Senior Management Team. ExCo supplies the Board with reports, draft budgets and accounts, and reports on risk management. ExCo meets on a fortnightly basis.
- The Audit Committee (AC) was established to review audit policy, internal procedures and assurance on the use of public funds on behalf of the Board including the recommendation on auditors presented to the Board. Audit Committee meets at least once a year.
- The Remuneration Committee (RemCo) was established to determine and apply policy on behalf of the Board to remuneration and benefits, to ensure compliance with best practice in the UK and to set the remuneration of the executive members of University as set out in the Articles. In determining senior management remuneration, RemCo consider several factors, including performance and sector averages. In the year a benchmarking exercise was completed by a third party using data from the Universities and Colleges Employers Association (UCEA). This committee meets as needed during the twice a year. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similar institutions to ensure that the University remains informed to broader issues of pay and employment terms and conditions.
- The Nominations Committee (NC) was established to review and approve appointment of members to the Board as well as the removal/appointment of the Master and CEO.
- The Academic Board (AB) is the academic authority of the University and takes such measures as shall best promote the academic and professional work of the University, safeguard standards, academic freedom, and ensure that students receive a high-quality academic experience while studying at the University. This academic authority is exercised within a budgetary and strategic framework set by NU London Board.

ExCo is responsible for proposing and delivering the University's strategy, and for managing the day-to-day activities, operations and resources of the University. The CEO chairs the meetings of the Senior Management Team (SMT), which reports to ExCo.

Ensuring regularity and propriety in the use of public funding

Consideration of the financial position of the University is a standing item for both the Board of Governors and the Executive Committee. Both also have oversight of the use of public funding within their responsibilities for the academic activities of the University. The Internal Auditor function will also look to carry out audits of the University's processes for handling such monies with these reports being considered by the Audit Committee.

Currently the university is using the internal audit function of its parent institution but it the plan is to have IA in place internally by 2025-26.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

STATEMENT OF INTERNAL CONTROL & RISK MANAGEMENT

The Trustees are responsible for the system of internal control operating within NU London and for reviewing its effectiveness as well as ensuring they are linked to achieving the University's objectives. Such a system can only provide reasonable, and not absolute, assurance against material misstatements or losses, and cannot eliminate business risk. As a reflection of the University's recent growth, this system has been – and will continue to be – under constant review and development.

The Trustees identify areas of improvement in the system of internal control based on reports and reviews from University management, Audit Committee, Academic Board and other committees. Trustees are of a view that there is an ongoing process for identifying, evaluating and managing the University's risks and internal controls and that at the date of approval of the annual report and financial statements, the process has been subject to regular review. The Trustees approach this responsibility from the perspective of discharging their duties, as specified in the "Regulatory framework for higher education in England" published by the OfS in February 2018.

The university falls under the purview of Northeastern University's Audit & Advisory Services. Audit & Advisory Services is an independent and objective assurance function that assesses and evaluates the University's internal control environment.

As part of the process of constant internal review, University management and Trustees have identified the requirement for a number of policies as follows:

- Anti-Bribery and Corruption Policy & reporting form
- Anti-Money Laundering Policy, Guidelines & reporting form
- Data Protection Policy, Privacy notices, Data Breach investigation procedures
- Fraud Prevention and Response Policy & reporting form
- Public Interest Disclosure Policy
- Resource Allocation Policy
- Risk Management Strategy

The Trustees are also responsible for meeting with the External Auditor to consider the nature and scope of the annual audit, and thereafter discuss audit findings and the internal control report arising out of the audit of the annual financial statements. The Audit Committee reviews the annual financial statements, paying particular attention to financial disclosures, accounting adjustments and control issues. Whilst NU London officers attend the meetings of the Audit Committee as necessary, they are not members of the Committee, and the Committee meets from time to time with the Internal and External Auditors on their own for independent discussions.

The Risk Management Strategy is designed to support this mission by assessing and managing the risks to the University achieving its stated mission and to ensure that the University is also protecting its stakeholders to which it has responsibilities, such as students, staff, funding bodies, partners, suppliers and the general public. This strategy forms part of the University's control and governance structure and it is designed to give summary guidance for those different parts of the University who are responsible for managing risk and for ensuring that their decisions are implemented.

The approach to internal control is risk-based, including evaluation of the likelihood and impact of risks becoming a reality. Review procedures include business, operational, compliance, reputational and finance risk. Identification and management of risk is firmly embedded in all the University's systems and procedures. Central to this approach is the maintenance of a Risk Register which ExCo review. Up until recently the University has not had an internal audit function and has relied on External audits / reviews to review the controls in operations.

Following a period of growth and development, the University is now working with the Internal Audit department at Northeastern University (parent entity) to develop their own Internal Control function.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

As part of the new Internal Audit Function, regular reviews of a wide range of activity throughout the organisation will be conducted and an audit plan for each department of the University will be developed using a risk-based approach, taking account of the key areas of risk identified for the University as a whole and of specific areas of risk highlighted by the department heads. The internal audit plan will aim to cover all significant areas of risk at least once during each 3 year cycle. Any major risks are reviewed more frequently.

The risk management objectives of the University are to:

- Integrate an awareness of managed risk taking and effective risk management into the culture of the University.
- Manage risk in accordance with good practice.
- Embed risk management within strategic and operational management processes.
- Consider legal compliance as a minimum standard.
- Anticipate and respond to changing economic, social, environmental and legislative requirements.
- Prevent injury and damage and reduce the cost of risk.

These objectives will be achieved by:

- Updating and maintaining a Risk Register which details those risks which, in the view of senior management and the Board, pose the greatest challenge to the achievement of the University's mission and of its continuing function.
- Assessing the likelihood of these risks occurring and the likely impact of an occurrence.
- Putting in place arrangements to manage and monitor risk.
- Maintaining effective communication and the active involvement of staff.
- Preparing contingency plans in areas where there is a potential for an occurrence having a wholly negative effect.
- Monitoring and reviewing arrangements on an ongoing basis.
- Insuring against risk where this is deemed to be cost effective.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, a system of delegation and accountability, and independent scrutiny. In particular the system includes:

- comprehensive budget setting and monitoring systems;
- regular reviews of periodic financial reports which indicate financial performance against budgets and forecasts
- access by all finance staff and appropriate departmental staff to systems providing a suite of enquires and reports to facilitate effective financial management on an ongoing basis
- clearly defined capital expenditure guidelines
- formal project management disciplines
- an in-house internal audit service; and
- scrutiny by Governors, OfS, other inspectorates, external audit and other stakeholders.

The Board has ultimate responsibility for the total risk exposure of the University by:

- Setting the tone and influence of the culture of risk management across the University.
- Determining the extent to which the University is 'risk taking' or 'risk averse' as a whole and sets the University's 'risk appetite'.
- Approving major decisions affecting the University's risk profile or exposure.
- Determining what types of risk are acceptable/not acceptable and monitoring significant risks and control improvements to mitigate risks.
- Annually reviewing the University's approach to risk management and approving changes or improvements to key elements of the process and procedures.
- Establishing, maintaining, and reviewing controls for monitoring risks.
- Having particular focus on the financial risks that could impact the University and its provision of world class higher education.

To support it in exercising these responsibilities, the Board will receive an annual report from ExCo, on the

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

effectiveness of the risk management process in the University, making recommendations where appropriate.

ExCo exercise their responsibility for risks by:

- Identifying and evaluating the significant risks faced by the University.
- Providing adequate information in a timely manner to the Board on the status of risks and controls.
- Annually having a risk review and reporting the outcomes to the Board.
- Implementing policies on risk management and internal control.
- Annually reviewing the effectiveness of the system of internal control and risk management.

The CEO will report, on ExCo's behalf, to the Board on an annual basis as to the approach to risk faced by the University, and the management of it, and in each the Board meeting will report on any incidents and/or changes to the level of risk faced by the University and the approach to managing those changed circumstances. The framework for these discussions at the Board will be the Risk Register.

Principal Risks and Uncertainties Facing the Business

The principal risks that have been identified include:

- Student recruitment – strategy of the University is to grow student numbers. We continue to support this through a strong recruitment team and with collaboration agreements with our parent institution (see Access and Participation Plans for further details how the University is doing this). However this growth will include a large number of international students so any changes to UK visa rules and or the country of origin rules of our students could adversely affect this growth.
- Regulatory - loss of any regulatory assets such as UKVI immigration licences and also including adverse decisions by OfS, Ofsted and ESFA amongst others. The University retains highly trained staff in Quality Assurance, VISA team and Admissions and continues to receive positive outcomes when audited by our regulating bodies.
- Business disruption - inability to use existing premises, loss of key members of staff, technology failure or student incident. Management of this risk falls to SMT, who meet regularly, in line with the University's Disaster Recovery Plan.
- Resources risk – inability to recruit suitably qualified staff, sustain growth in physical footprint and ability to sign contract for student residential accommodation.

The approach to Internal Control, in particular the formation of an Internal Audit Function will continue to be developed through 2022-23 to ensure it is fit for purpose as the University continues to expand. During 2022-23 no significant weaknesses or failings were found to report.

The University's ability to deliver its charitable purpose and objectives is primarily dependent on its key management personnel (KMP) and staff.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Below is a table listing all Trustees and key management personnel and their committee membership.

Name	Role*	The Board	ExCo	AC	RemCo	NC	AB	SMT
Darren Campili	Trustee	X		X	X	X		
Vanessa Carreras	KMP							X
Robert Farquharson	Trustee	X	X	X	X	X		X
Anthony C Grayling	KMP	X						
Jonathan Goodwin	Trustee	X		X	X	X		
Naomi Goulder	KMP		X				X	
Rebecca Harrison	KMP						X	X
Rebecca Morrison	KMP		X	X			X	X
Thomas Nedell	Trustee	X			X	X	X	
Elizabeth O'Connell	KMP							X
Kasim Randeree	KMP						X	
Dr Deanna Ranieri	Trustee	X	X	X	X	X		
Martin Smith	KMP		X					X
Alison Statham	KMP							X
Julietta Tenant-Dexter	Trustee	X		X	X	X		
Sheena Van Der Merwe	KMP				X			X
Caroline Ward	KMP				X			X
Scott Wildman	KMP		X				X	X
Patricia Wood	Trustee	X		X	X	X		
Syed Zaidi	KMP							X

Structure and relationships

The company was incorporated on 16 July 2010 as Grayling Hall Limited. Since incorporation the company has had four name changes;

- 23 February 2011 - New College of the Humanities Limited
- 6 March 2012 - Tertiary Education Services Limited
- 21 February 2019 - NCH at Northeastern Limited
- 13 July 2022 – Northeastern University - London

On 19th February 2019 the issued share capital in the University was purchased by Northeastern University, (an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status under section 501(c)(3) of the United States Internal Revenue Code, of 360 Huntington Avenue, Boston, MA 02115, United States). As a result of this transaction the company is now a wholly owned subsidiary of Northeastern University. Following the change in ownership the company was renamed 'NCH at Northeastern Limited'. Following approval for use of university title from DfE and OfS, it changed its name to Northeastern University – London on 13th July 2022 .

An application for Charity Status was submitted in March 2019 to the Charity Commission. This was granted on 9th June 2020, charity number 1189858. Following the award of charitable status the University is now controlled by the Board.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Subsidiaries & Linked Charities

The University has a wholly owned non-charitable subsidiary, New College of the Humanities Limited (NCHL) (company number 07917776) registered in England and Wales and limited by shares. This company is now dormant.

During 2021-22 the University's subsidiary, New College of the Humanities Trust (charity number 1141608) transferred its assets to Northeastern University - London as a restricted grant for the purposes of providing Hardship grants to students, in line with the original intentions of these funds within the Trust. As at 30th June 2023, £66k of these funds remained within the Restricted reserves for future disbursement (2022: £72k).

Employment policy

The University aims to be an equal opportunity employer and to apply objective criteria to assess merit and make decisions on selection, promotion and other employment-related issues. It aims to ensure that no job applicant, employee or worker receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, perceived sexuality, disability, membership or non-membership of trade unions, 'spent' convictions of ex-offenders, class, age, political views or activity, religion or belief.

STRATEGIC REPORT

OBJECTIVES, AIMS AND ACTIVITIES

Charitable objects

NU London's charitable objects, as set out in the Articles of Association, are the advancement of education for the public benefit. The Board is mindful of the longstanding need to provide public benefit and the requirements of the Charities Act 2011.

Aims

The University's aim is to provide an outstanding education. The desired outcomes are a deep and insightful engagement with the subjects of study, and in the process acquisition of acuity of thought, reasoning power, knowledge of methods and sources, and learning, writing and discursive skills, all exportable into lifelong learning and applicable to the demands of work and life after graduation.

The University's mission is to be 'where the power of learning and discovery through limitless global connections are unleashed. This will be manifested by building on the institution's current foundations to build differentiation in the UK market, to be a laboratory for global innovation and to become the European hub for the Northeastern network.'

Northeastern University

The University became part of Northeastern University's (NU) global network in February 2019. NU is a large not for profit university based in Boston, USA. NU has approximately 39,000 students on its campus in Boston and significant numbers throughout its network across the globe.

Being part of the NU global network provides significant opportunities, expertise and resources to further the University's ambitions.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Objectives for the year

The main objective of the University is to continue to provide education of the highest quality that meets the needs of an ever-changing future and acknowledges changes to the delivery environment and student expectations.

The primary objectives of the University and progress against them during the year were:

Fulfil the educational mission	As evidenced by the degree results and the NSS results the University fulfilled its educational mission. Additionally the awarding of University title in June 2022 also demonstrates the external validation of the University's educational mission.
Deliver Northeastern programmes in London	The 'mobility' programmes were successfully run during the academic year 2022/23 with over 650 students based in London.
Property Strategy	Ensure the University has high quality teaching and study space close to existing sites and sign long term agreement with private student housing providers to support student growth numbers.

Public benefit statement

Founded in 2012, with the aim of providing the highest quality of education in the humanities and social sciences, the University has established itself as a prestigious institution based in the heart of London. Whilst students pay fees, the University is focused on delivering public benefit and offers a number of scholarships for academic excellence and bursaries for those students requiring financial support. The amounts were £129k and £125k. Further information regarding Public Benefit in the wider community can be found in the Access and Participation plan below.

The Trustees have considered the requirements of the Charities Act 2011 and the Charity Commission's guidance on public benefit in setting the objectives and activities of the charity. As part of its commitment to public benefit and in line with requirements set out by the Office for Students (OfS), the University has published its Access and Participation Plans as set out below.

The Trustees are also responsible for the interactions between the University and the OfS and its designated bodies and to ensure compliance with all of its conditions of registration with the OfS's accounts direction. R Farquharson in his capacity as CEO, is the nominated accounting officer with the responsibilities set out by the OfS.

ACCESS AND PARTICIPATION PLANS

The University is an approved (fee cap) provider for the purpose of registration with the Office for Students (OfS) (the regulator for higher education in England). As part of its obligations under its registration, the University is required to produce an Access and Participation Plan (APP), and this forms the central element of the University's widening participation agenda. The APP outlines in detail how the University will assist students from groups that have historically been underrepresented within higher education: students from lower socioeconomic backgrounds, BAME students, disabled students, mature students, and care leavers, with a particular focus on students from POLAR4 Quintiles 1 & 2, and IMD Quintile 1 backgrounds.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

The APP benchmarks the University's performance against the national and regional average regarding these underrepresented groups, and specifically, what steps the University is taking to assist these groups in gaining access to education, success whilst at the University and progression on to graduate employment. The APP contains information about the University's historical performance against these metrics and the targets agreed upon by the Director of Fair Access and Participation at the OfS. The APP is a public document that provides a detailed analysis of the University's approach, information about specific widening participation activities, targets, and how the University will achieve them. The current APP has been approved for five years running from the academic year 2019-2020. The University has also submitted variation requests to the Plan in response to the updated priorities set out in February 2022.

The Access and Participation plans for NU London set out how the University maintains fair access to its programmes and how it will sustain and improve access, student success, and progression among people from underrepresented student groups. The Plan has been prepared in accordance with guidance produced by the Office for Students (OfS) and has been approved by the Board. The Plan applies to UK students who enter the University between the academic years 2019/20 to 2024/25 and its terms apply to those students for the duration of their studies at the University.

The University has undertaken a significant number of outreach events to increase student attainment and self-confidence and attract applicants. These activities have encompassed a wide variety of school talks, attendance at fairs and events held at the University, in-school 2-to-1 coaching, and sustained mentoring programmes. Due to the success and high levels of engagement with online activities experienced throughout the pandemic, the University has and will continue to offer online activities in combination with in-person interventions.

Of relevance to widening access, below are some brief representative examples of the works the University has engaged in:

Innerscope KS3&4 aspire programme: NU London partnered with the coaching organisation Innerscope to offer 2-to-1 coaching sessions over five weeks to students in KS3&4. Students are introduced to several personal development topics to help reframe their mindset through goal setting, building resilience and raising self-belief. This was delivered in 3 schools - St Aloysius College, Haberdasher's Borough Academy and Ealing Fields High School, with up to 16 students taking part in each programme.

Innerscope KS5 The Leadership Discovery Series: 18 students took part in an online 5-week coaching programme for students in sixth form. Similar to the aspire programme, students are introduced to several personal development topics to help reframe their mindset through goal setting, building resilience and raising self-belief.

Innerscope online resilience programme: an online coaching programme which aims to improve participant confidence and motivation levels, with reference to specific skills helpful to learning. The coaching programme involves ten modules with digital and in-person materials to be delivered by a facilitator in school/college. Schools and colleges can select the modules most relevant to their learners to be delivered over several weeks. Each module has different learning outcomes, which are reviewed in lesson evaluations.

Campus and school visits: another aspect of the University's outreach strategy includes welcoming schools, students, and staff into the University to hear talks or participate in subject workshops. We had a total of 4 school visits across the year from Bow School and St Thomas the Apostle School. For example in March 2023, Bow School visited the University and received an interactive taster lecture from a Law academic, the students were encouraged to explore whether graffiti and Banksy's work is criminal damage or art. They also took part in

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

sessions about applying to university, a student ambassador Q&A and received a campus tour. Bow School has a high level of students from underrepresented backgrounds - 33.6% are eligible for Free School Meals and over 90% are from minority ethnic groups. In addition, the Widening Participation team visited 18 schools across Greater London to attend their HE and careers fairs and to deliver talks and workshops.

IntoUniversity: the University works with this charity to reach out to students from underrepresented groups. In the academic year of 2022-23, 323 learners from across London visited the University. The University hosted 3 Key Stage 2 and 12 Key Stage 3 visits from schools including Avondale Primary School, Langdon Academy, St Paul's Way Trust School and St Mary Magdalene Academy. The students receive an introduction to university life, a student ambassador Q&A, a campus tour and workshops delivered by IntoUniversity.

Year 11 Summer School: in July 2023 the university held our first in person summer school. A total of 21 students from across London and the South East attended campus for 3 days. They took part in a range of academic taster sessions (Law, Economics and History) to give them a taster of studying these subjects at university. They also took part in sessions such as study skills, student finance and student life to prepare them for their transition to sixth form/college and later, university.

The University works collaboratively to create and inform the outreach activities and effective evaluation methods of initiatives with relevant institutions. For example, since 2020, the University has been a member of SEER, which supports the outreach initiatives through an independent evaluation of the impact of interventions.

The initiatives outlined above are indicative of the work the University has always undertaken to promote access to higher education and raise awareness among underrepresented groups of the advantages of studying at university. Such programmes will continue and expand as school partnerships develop further. In terms of impacting attainment, the University will seek opportunities to work with key secondary schools to develop strategies to support students.

Financial Support

Financial support to students has been central to the University's offer process over each year of its operation. The elements of financial support have adapted over time as the University fees have been revised and as students have been able to access loans from the Student Loans Company.

Since its inception the University has provided generous financial support in order to assist students to attend.

Means-tested bursaries are made available to students in order to alleviate financial hardship. In regard to the award of any bursary, the University considers the household income of the applicant/applicant's family, and the size of the award is linked to that income. During 22-23 45 students were in receipt of a bursary, total amount of bursaries paid amounted to £144k, 26 of these students we classified as 'Widening participation' students with 718k of the allocated bursaries.

The University also operates an in-year Hardship Fund. Students finding themselves in particular financial hardship, regardless of prior bursary allocations, can apply for a one-off £500 Hardship bursary to alleviate their situation. There are clear eligibility criteria. The process is managed by the Student Academic Services team and outcomes are ratified by the Director of Finance. During 2022-23 10 students received a total of £5,000 in Hardship Fund payments.

In addition to means tested support, the University automatically considers every applicant for an academic scholarship of up to £2,000 based on predicted grades and performance at interview.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Alumni relations

The University is a reasonably young institution and does not yet boast large numbers of Alumni but has good ties with a number of graduates, organising bi-annual Alumni events and inviting Alumni to University wide events.

Review of achievements and performance for the year

During the year, the University continued to provide a first-class educational experience for students taking UK validated degrees and those on study abroad programmes from our parent institution, Northeastern University.

The University hosted 381 students on London Validated courses (2022: 329) and 770 students visiting from Northeastern University for one of their Study Abroad programmes (2022: 519). The University continues to have a strong growth strategy in the short and medium term supported by the enrolment of students from our parent institution. This growth has informed our property strategy and capital investment plans.

In 2023 38.5% of graduating students obtained a first class degree, and 51% a 2:1 (2022: 49% and 42% respectively).

The National Student Survey (NSS) is a high-profile annual survey of nearly half a million students across the UK. The survey gathers opinions from students about their time in higher education, asking them to provide honest feedback on what it has been like to study on their course at their university/college. In 2023, 80% of eligible NU - London students completed the NSS survey (2022: 73%). For 2022-23, the NSS survey was changed. The scoring system was altered so year on year comparison is not possible. The overall satisfaction question was removed and new questions were added. The University did score above the sector average on a number of sections, most noticeably the teaching on the programme. This scored 6 percentage points above the sector average.

Following rapid growth over the past few years and with an expectation of continuous growth for the medium term, the University is embarking on a project to expand its KPIs for inclusion on future financial statements.

FINANCIAL REVIEW

Results for the year

Total income was £44.1m representing an 87% improvement from prior year (£23.6m, 2022). Turnover increased in all income streams as follows:

- London Validated UG and PG provision income increased by £0.4m
- Northeastern University Mobility in London provision increased by £10.8m
- Business Development (inc. apprenticeships) provision increased by £2m
- Other income increased by £0.3m
- Restricted capital grants from Northeastern University increased by £6.7m

Total expenditure increased by 65% to £35.5m (2022: £21.5m), which reflects both the increase in activity, primarily the mobility programme mentioned above and the increase in property related costs. University staff costs now represent 34% of total expenditure (2022: 36%) and increased by £4.4m since 2022. Property costs increased by £0.8m and Depreciation by £0.6m, due to the continued expansion of our campus to accommodate increase in student numbers. The current strategy is to continue this expansion leading to financial growth and robustness.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

Reserves Policy

The University's reserves policy is that it should have access to sufficient financial resources to be able to ensure the sustainability of the University. In determining what level of financial resources are required, the University has considered the following:

- Current and projected levels of general reserves;
- Level of Working Capital required to operate effectively;
- The impact of seasonality;
- The University's risk appetite;
- The University's appetite to borrow funds and Northeastern's wishes in terms of providing grants;
- The likely financial impact of a number of unlikely but plausible scenarios linked to the most significant risks that the University faces, with particular attention to the timing of the risk and its severity.

With this in mind the University is working towards a general reserve (unrestricted funds excluding designated funds) position which would fund operations for one term (excluding the costs associated with NU Programme), this is currently around £6.3m (2022: £4.1m).

The total reserves for the University at the year end were £16.4m (2022: £7.8m), including £6m of restricted funds, which mostly relate to unspent capital grants. It should also be noted that this includes a designated fund of £18m represented by Fixed Assets which are not available for general use so the general reserve position after these adjustments is £(7.9)m (2022 (£4.4m)), £14.2m short of our target. Until the University reaches its target it is reliant on the continued support of Northeastern University as offered via the Deed of Grant signed on 5th September 2019.

Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 5 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

Fundraising

The University does not carry out any fundraising activities with the general public and no donations are sought from the public. The University has no fundraising activities requiring disclosure under section 13 of the Charities (Protection and Social Investment) Act 2011.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

FUTURE PLANS

The future plans include:

- Continue growing the numbers of students in the University and expand the offering of courses to both undergraduate and graduate students as well as study abroad (mobility) students. Student numbers have gone from 300 in 2020 to over 1,700 in 2022-23 and the University hopes to grow student numbers steadily year on year both in its face to face and online provision. This expansion will be driven by double validated degrees that build the chance of mobility into the programmes. These were launched in September 2023 for undergraduate degrees on very limited time in the market. It is believed that these degrees will prove popular.
- Following the move to Devon House in St Katherine's Dock, which already offered considerably increased space expansion, the University is looking to further increase its estate to support plans to grow student numbers, particularly within its Mobility provision for Northeastern University.
- Increasing the offering of workplace learning opportunities building on the Apprenticeships launched in October 2020.
- Develop the research capabilities in London both in terms of people and infrastructure, therefore increasing the revenue derived from research funding.
- Establish London as a genuine hub in the Northeastern University's global network whilst continuing to be a self-regulating English HE.

These initiatives are ensuring the University's budgets for the coming 5 years show a considerable growth and increasing surpluses allowing the recovery of past losses incurred during the initial stages of the institution's existence.

Northeastern University, as sole shareholder, is committed to supporting NU London's working cash flow requirements.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

Charity law requires the Trustees to prepare financial statements for each financial year or period. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practices (FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland) and applicable law. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the University including income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgement and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

Additionally, since the change in status to University approved by the Privy Council in 2022, Northeastern University – London is now also required to comply with all requirements in the Statement of recommended practice: accounting for further and higher education (FE/HE SORP) over and above those requirements as refined in the Charity SORP.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2023

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the University's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Accounts Direction as issued by the Office for Students (OfS) and the Charities and FE /HE SORPs. They are also responsible for safeguarding the assets of the University and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Annual Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the University's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the University's auditors in connection with preparing their report and to establish that the University's auditors are aware of that information

AUDITORS

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006

This annual report was approved by the board on 18th October 2023 and signed on its behalf

The image shows two handwritten signatures in black ink. The signature on the left is 'R Farquharson' and the signature on the right is 'Tricia Wood'.

R Farquharson
Trustee

Tricia Wood
Trustee & Chair of Audit Committee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2023

Opinion

We have audited the financial statements of Northeastern University - London ('the charitable company') for the year ended 30 June 2023 which comprise the Statement of Comprehensive Income and Changes in Reserves, Statement of Financial Position, Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2023 and of its income and expenditure, gain and losses, changes in reserves and of the cash flows 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 requirements of the Companies Act 2006; and
- has been prepared in accordance with the requirements of the *Statement of Recommended Practice – Accounting for Further and Higher Education* and the OfS Accounts Direction (issued October 2019) ("the OfS Accounts Direction")

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2023

materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Trustees' Report and Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report and strategic report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Opinion on other matters required by the Office for Students ("OfS")

In our opinion, in all material respects:

- funds from whatever source administered by the charitable company for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by the OfS, the Education & Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the OfS's accounts direction (issued October 2019) have been met.

We have nothing to report on the following matters where the OfS Accounts Direction requires us to report to you where:

- the charitable company's grant and fee income, as disclosed in notes 2 and 3 to the accounts, has been materially misstated.
- The charitable company's expenditure on access and participation activities for the financial year has been materially misstated.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2023

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were Companies Act 2006, Charities Act, taxation legislation, together with the Statement of Recommended Practice – Accounting for Further and Higher Education and the OfS Accounts Direction. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The other laws and regulations we considered in this context for the charitable company were Higher Education and Research Act 2017, Teaching Excellence and Student Outcomes Framework, General Data Protection Regulations and Health and Safety.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to the risk these risks

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2023

included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Office of Students (OfS), Quality Assurance Agency for Higher Education (QAA) and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP, Statutory Auditor
Cheltenham

Date: 29 November 2023

NORTHEASTERN UNIVERSITY – LONDON

STATEMENTS OF COMPREHENSIVE INCOME AND CHANGES IN RESERVES FOR THE YEAR ENDED 30 JUNE 2023

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	2022 £'000
INCOME FROM:					
Tuition Fees and Education contracts	2	30,427	-	30,427	17,050
Governmental grants	3	-	134	134	83
Grants from parent entity					
Teaching & Learning	4	-	-	-	-
Capital Grants	4	-	12,186	12,186	5,442
Research Grants and Contracts	5	-	82	82	40
Investment Income	7	35	-	35	-
Other Income	6	1,334	-	1,334	1,024
		<u>31,797</u>	<u>12,402</u>	<u>44,199</u>	<u>23,638</u>
EXPENDITURE ON:					
Staff Costs	8	12,244	-	12,244	7,813
Other operating expenses		16,405	261	16,665	8,505
Building Costs		4,979	-	4,979	4,170
Depreciation		1,646	-	1,647	1,033
Interest and other finance costs		10	-	10	6
		<u>35,284</u>	<u>261</u>	<u>35,545</u>	<u>21,528</u>
(DEFICIT) / SURPLUS BEFORE TAX		(3,487)	12,141	8,654	2,110
Taxation		-	-	-	-
(DEFICIT) / SURPLUS FOR THE YEAR		(3,487)	12,141	8,654	2,110
Transfer between funds	16a	5,398	(5,398)	-	-
TOTAL COMPREHENSIVE INCOME		1,911	6,743	8,654	2,110

STATEMENT OF CHANGES IN RESERVES

	Notes	Income & Expenditure Reserve		2023 £'000
		Unrestricted Funds £'000	Restricted Funds £'000	
BALANCE AT 1ST JULY 2021		4,147	1,530	5,677
Surplus from the I&E statement		(3,390)	5,500	2,110
Transfer between funds		<u>5,333</u>	<u>(5,333)</u>	<u>-</u>
		1,943	167	2,110
BALANCE AT 1ST JULY 2022		6,090	1,697	7,787
Surplus from the I&E statement		(3,487)	12,141	8,654
Transfer between funds		<u>5,398</u>	<u>(5,398)</u>	<u>-</u>
		1,911	6,743	8,654
BALANCE AT 1ST JULY 2023		8,001	8,440	16,441

All items of income and expenditure related to continuing activities.
The accompanying notes 1 to 22 form an integral part of these financial statements.

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2023

		2023 £'000	2022 £'000
	Note		
FIXED ASSETS			
Tangible Assets	10	18,320	11,817
Investments	11	<u>1</u>	<u>1</u>
		18,321	11,818
CURRENT ASSETS			
Debtors	12	3,870	3,230
Cash at bank and in hand		<u>10,557</u>	<u>2,573</u>
Total current assets		<u>14,426</u>	<u>5,803</u>
LESS CREDITORS: falling due within one year	13	<u>(13,922)</u>	<u>(8,555)</u>
NET CURRENT ASSETS / (LIABILITIES)		<u>504</u>	<u>(2,752)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		18,825	9,066
Provisions for liabilities	14	(2,384)	(1,279)
TOTAL NET ASSETS		<u>16,441</u>	<u>7,787</u>
RESTRICTED RESERVES – NAMING CONVENTION TO BE REVIEWED			
Restricted funds	13	8,440	1,697
Unrestricted funds	13	(7,935)	(4,448)
Designated funds	13	<u>15,936</u>	<u>10,538</u>
TOTAL RESERVES		16,441	7,787

The accompanying notes 1 to 22 form part of these financial statements.

The financial statements were approved and authorised for issue by the board on 18th October 2023 and were signed on its behalf by:



R Farquharson, Trustee



T Wood, Trustee & Chair of Audit Committee

Registered number: 07317195

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 30 JUNE 2023

		2023	2022
		£'000	£'000
	Note		
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations (see below)		14,993	4,244
Net cash from operating activities		14,993	4,244
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(7,044)	(6,270)
Investment income		35	-
Net cash used in investing activities		(7,009)	(6,270)
Net increase / (decrease) in cash and cash equivalents		7,984	(2,026)
Cash and cash equivalents at beginning of period		2,573	4,599
Cash and cash equivalents at end of period (see below)		10,557	2,573
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES			
Cash flows from operating activities			
Net income / (expenditure)		8,654	2,110
Adjustments for:			
Depreciation	8	1,647	938
Investment income	7	(35)	-
(Increase) / Decrease in trade and other receivables	12	(640)	(1,429)
Increase / (Decrease) in trade payables (inc. short term provision)	13	5,367	2,530
Increase / (Decrease) in provisions	14	-	95
Cash generated from operations		14,993	4,244
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank		10,557	2,573

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

1.1 Company Information

Northeastern University - London is a registered charity (no. 1189858) and public benefit entity in England and Wales (registration approved 9 June 2020) and a company limited by shares incorporated and registered in England (no.07317195) on 16th July 2010. The address of the registered office is Devon House, 58 St Katherine's Dock, London, E1W 1JP. The University changed its name Northeastern University – London on 13th July 2022.

1.2 Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the OfS Accounts Direction (2019).

1.3 Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative general reserves position is a result of historical losses incurred in the infancy and growth phases of the University. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 5 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

1.4 Preparation of consolidated financial statements

The financial statements contain information about Northeastern University - London as an individual charitable company and do not contain consolidated financial information on the grounds that the subsidiary is immaterial.

1.5 Fees and grant income

Tuition fees - received for students studying accredited degrees and accounted in the year of study with bursaries and scholarships awarded in the year credited against these fees in the accounts.

Teaching Grants received from OfS, accounted for as unrestricted income in the year they are received.

Grants received from parent company are accounted for in the period they are received and split between Teaching & Learning unrestricted grants and Capital restricted grants.

External research grants are accounted for in restricted income and mostly disbursed in the year received.

Additionally, the University is in receipt of ESFA income for the provision of apprenticeship training, this is treated as restricted and recognised based on entitlement.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The University holds no property or freehold land assets. Depreciation is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases and recognised within the statement of financial activities:

Office equipment	25% straight line
Fixtures & fittings	10% straight line
Leasehold improvements	over the lease term

Assets in the course of construction are capitalised at cost but are not depreciated until they become available for use, they are then depreciated over the lease term.

1.7 Intangible fixed assets and amortisation

The University has no intangible fixed assets as at the date of signing these accounts.

1.8 Pension

The University operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

1.9 Operating Leases

Rentals on operating leases are charged to the profit and loss account in the period in which they fall due.

1.10 Funds

The total funds of the University are allocated to unrestricted and restricted based on the terms set by the donors.

Unrestricted funds are funds that are available for use at the discretion of the University in furtherance of its objectives and are divided between Designated and General Funds. Designated Funds are unrestricted funds which have been set aside by the University for specific purposes, which include those funds represented by fixed assets. General Funds are funds available for the provision of working capital and reserves for the general administration of the University.

Restricted funds comprise grants where donors have earmarked funds for specific purposes. The majority of this is related to grants provided by Northeastern University for the sole purpose of supporting the development of the University's new campus. At the year £1.6m remained unspent but designated for the purpose of fixed asset development.

Following the decision to close the related trust, New University of the Humanities Trust (Trust), charity ref number 1141608), the Trust transferred the remaining assets (£78k) to the University, where these assets are held in a separate restricted fund. This fund will be utilised in line with the articles and objectives of Trust and reserved for the financing of bursaries and hardship grants for students who meet means tested eligibility criteria. During 22-23 £6,000 of this fund were released to support students with financial needs leaving a fund of £66k to disburse in future years.

1.11 Financial Instruments

The University has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash in hand and at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, accruals, trade and other creditors.

Trade creditors

Trade creditors are not interest bearing and are stated at their nominal value.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

Loans

Loans, are measured at fair value, net of transaction costs.

Investment in subsidiary

The investment in subsidiary is measured at cost less impairment.

1.12 Redundancy payments

Termination benefits are payable when employment is terminated by the University or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to.

1.13 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the University's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, whether the revision affects only that period, or whether they also affect future periods.

1.13.1 Provisions

Provisions are recognised when the University has a present legal or constructive obligation because of past events, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole a provision is recognised even if the likelihood of an outflows with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the amount expected to be required to settle the obligations using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	£'000	£'000
2 TUITION FEES AND EDUCATION CONTRACTS		
Unrestricted fee Income		
Fee income – Taught Awards		
Tuition Fees - UK Undergraduates	2,963	2,468
Tuition Fees - UK Postgraduates	404	455
Tuition for Part time Undergraduate Apprentices	1,302	730
Tuition Fees - Part time Postgraduate Apprentices	533	-
BD* Credit bearing short courses	295	-
Total Taught awards	<u>5,497</u>	<u>3,653</u>
Fee income – non Qualifying courses		
Tuition Fees - Northeastern University Programmes	24,231	13,397
BD* Non-credit bearing short courses	699	-
Total non-Qualifying courses	<u>24,930</u>	<u>13,397</u>
Total Fees	<u>30,427</u>	<u>17,050</u>
The fee income above is net of all student support as follows:		
Bursaries for Non-WP students **	75	65
Scholarships – Undergraduate students	86	121
Scholarships – Postgraduate students	14	10
	<u>175</u>	<u>196</u>
 * Business Development division primarily dealing with Apprenticeship programmes		
** Bursaries for Widening Participation Students area accounted for as a cost in the relevant department.		
3 FUNDING BODY GRANTS	2023	2022
	£'000	£'000
Restricted		
OfS Capital Grant	25	23
OfS Teaching Grant	109	60
Total Restricted Funding Body Grants	<u>134</u>	<u>83</u>
 4 GRANTS FROM NORTHEASTERN UNIVERSITY	2023	2022
	£'000	£'000
Restricted		
Teaching & Learning Grant	-	-
Capital Development (Devon House)	12,186	5,442
Total Restricted Capital Grants from NU	<u>12,186</u>	<u>5,442</u>

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

		2023	2022
		£'000	£'000
5	RESEARCH GRANTS AND CONTRACTS		
	Restricted		
	External research grants	82	40
	Total Research Grants and Contracts	82	40
	TOTAL INCOME FROM FEES AND GRANTS (NOTES 2-5)	42,829	22,811
6	OTHER INCOME	2023	2022
		£'000	£'000
	BD Division other income	295	875
	Other academic income	946	134
	Miscellaneous income	93	15
	Total Other Income	1,334	1,024
7	INTEREST INCOME	2023	2023
		£'000	£'000
	Interest (investment) income	35	-
	Total Other Income	35	-
	Total income	44,198	23,639
8	ANALYSIS OF EXPENDITURE	2023	2022
		£'000	£'000
	Staff costs	12,244	7,813
	Other operating expenses	16,665	8,505
	Building costs	4,979	4,170
	Depreciation costs	1,646	1,033
	Interest and other finance costs	10	6
	Total Expenditure	35,544	21,528
	Analysis of Other operating expenses	£'000	£'000
	Teaching and Research non pay expenses	13,807	4,608
	Student Recruitment activities	283	977
	Admissions & Access and Participation	209	179
	Marketing Activities	761	672
	Other Support (inc HR, Finance & IT)	1,542	2,031
	Governance costs (see below)	64	38
	Total Support & Governance Costs	16,665	8,505

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

8 ANALYSIS OF EXPENDITURE (Continued)

Governance Costs comprise	£'000	£'000
Auditors remuneration – audit services	39	38
Auditors remuneration - tax and other services	25	-
Total Governance Costs	64	38
Access and Participation Costs comprise	£'000	£'000
Access investment	147	72
Financial support provided to students in the financial year*	71	100
Research and evaluation	18	8
Support for disabled students in the financial year	-	15
Total APP Costs	236	195

* Financial support costs in the table above include £62k for wages not included in the Admissions & Widening Participation figure above as they are reported within Direct Staff Costs allocated to T&R (2022: £42k).

9 STAFF COSTS	2023 £'000	2022 £'000
The aggregate staff costs for the year were as follows		
Salaries and wages	10,246	6,498
Social Security costs	1,135	729
Pension costs (Stakeholder and Occupational schemes)	790	543
Other benefits	66	43
Total Staff Costs	12,237	7,813
Aggregate employee benefits of key management personnel (KMP)	1,616	1,408

Key management personnel are listed on page 2.

Average number of employees on a full time equivalent basis was as follows:

Trustees	1	1
Tuition and research	109	63
Support	128	76
Total	238	140

Average number of employees on an actual basis was as follows

Trustees	1	1
Tuition and research	154	109
Support	110	98
Total	265	208

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

9 STAFF COSTS (Continued)

Number of higher paid employees with aggregate employee benefits in excess of £60k:	2023	2022
£60,001-£65,000	7	7
£65,001-£70,000	7	4
£70,001-£75,000	2	1
£75,001-£80,000	3	2
£80,001-£85,000	1	2
£85,001-£90,000	3	1
£90,001-£95,000	1	1
£95,001-£100,000	0	1
£100,001-£105,000	2	0
£120,001-£125,000	1	0
£150,001-£160,000	0	1
£165,001-£170,000	1	0
£185,001-£190,000	0	1
£195,001-£200,000	1	0
£200,001-£210,000	0	1
£210,001-£215,000	1	0
Total	30	22

There were no severance or loss of office compensation payments in the year (2022 £1,834).

Number of employees with a basic salary (FTE) in excess of £100,000

The number of staff including the CEO whose FTE basic salary (before salary sacrifice and excluding bonuses, employer's pension contribution) in excess of £100,000 in the following ranges was:

	2023	2022
£100,001-£105,000	2	-
£115,001-£120,000	1	-
£145,001-£150,000	-	1
£155,001-£160,000	-	1
£160,001-£165,000	1	-
£165,001-£170,000	1	-
£195,001-£200,000	-	1
£205,001-£210,000	1	-

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

9 STAFF COSTS (Continued)

HEAD PROVIDER (TRUSTEE REMUNERATION) DISCLOSURES

In accordance with the Articles of Association, the CEO (Head of the Provider for the whole year) R Farquharson, received a basic salary of £198,812 during the year (including a bonus of £33,480), of which £6,770 was paid into a pension scheme by way of salary sacrifice. In addition to this the University also paid £7,465 in employer pension contributions. This is included in the above note as R Farquharson is classed as KMP as well as a Trustee, due to his role as CEO. He is a member of the University Salary Sacrifice pension scheme and is not in receipt of any other benefits.

The Head of Provider basic salary ratio is 4.7:1 to the median salary in the University. The ratio of his total remuneration including other benefits is also 4.7:1 compared to the median.

In the prior year, R Farquharson's remuneration was of £172,179 (inclusive of £31,000 bonus payments) and salary sacrifice amounting to £12,738 for pension payments. The University made further pension contributions of £14,071.

The process for reviewing the salary for the Head of Provider is as follows:

- UCEA salary benchmark data is purchased and then used to review the level of remuneration of the relevant members of staff compared to equivalent UK HE providers in terms of the University's size, development and location.
- This external benchmarking data is then analysed by the Board of Governors' remuneration committee in light of the overall performance of the University, which it monitors via Board meetings, and performance of Head of Provider. This performance reviews educational, financial, regulatory and operational performance of the University.
- The Remuneration committee in assessing the performance of the University and the contribution provided by the Head of Provider to this performance felt that this merited the level of remuneration of the Head of provider on a standalone basis and in comparison to other institutions.
- The Remuneration committee of the Board is formed of all governors, excluding the Head of Provider.

There were no expenses relating to travel and accommodation incurred in his capacity as Trustee in the current and prior year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

10 TANGIBLE FIXED ASSETS

	OT	FF	TE	AUC	LI	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 July 2022	2,630	1,246	-	2,241	6,685	12,802
Additions	552	971	55	6,571	-	8,150
Transfers from AUC to LI	-	-	-	(7,006)	7,006	-
At 30 June 2023	3,182	2,217	55	1,806	13,691	20,952
Depreciation						
At 1 July 2022	533	94	-	-	358	985
Charge in the year	740	175	9	-	721	1,647
At 30 June 2023	1,273	269	9	-	1,079	2,632
Net book value						
As at 30 June 2023	1,909	1,945	46	1,806	12,612	18,320
At 30 June 2022	2,097	1,152	-	2,241	6,327	11,817

* OE - Office Equipment

****AUC - Assets Under Construction

** FF - Fixtures and Fittings

*****LI - Leasehold Improvements

*** TE - Teaching Equipment

11 FIXED ASSET INVESTMENTS

Investment in Subsidiaries	£'000
Cost	
At 1 July 2022	1
Additions	-
At 30 June 2023	1
Net book value	
As at 30 June 2023	1
At 30 June 2022	1

The University's investment at the balance sheet date is one ordinary share in a 100% owned Subsidiary, New College of the Humanities Ltd, (NCHL) Devon House, 58 St Katherine's Dock, London, E1W 1JP a company incorporated in the United Kingdom with company number 07917776, whose principal activity was the provision of higher education in the humanities. NCHL is now dormant so it had no trading activity, its net reserves remain £75,598, as per June 2020. Reserves include a balance owed to NU London which is now impaired in these accounts as it is deemed unlikely it will be repaid in the medium term. This entity has not been included within the consolidation on the grounds that the entity is immaterial to the group.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

12 DEBTORS

	2023	2022
	£'000	£'000
Trade debtors	110	313
Amounts due from Parent Company	336	292
Prepayments and accrued income	2,530	2,456
Other debtors	893	169
Total	3,870	3,230

13 CREDITORS

	2023	2022
	£'000	£'000
Amounts falling due within one year		
Trade creditors	2,257	2,453
Accruals and deferred income	10,356	5,120
Tax and social security	334	241
Dilapidation provision for previous leasehold**	356	356
Short term provision	96	-
Other creditors	523	385
Total	13,922	8,555

** The increase in creditors from 2022 included in the Statement of Cashflows removes the Dilapidation provision included above as it had already been accounted for as part of provisions.

Amounts falling due after one year

Restitution provision for Devon House	2,384	1,279
Total	2,384	1,279

14 PROVISIONS

	Dilapidation	Restitution	Other	2023	2022
	£'000	£'000	provisions	Total	Total
	£'000	£'000	£'000	£'000	£'000
Balance brought forward	356	1,279	-	1,635	1,097
Released in the period	-	-	-	-	-
Provided for in the period	-	1,105	96	1,201	538
	356	2,384	96	2,836	1,635

Dilapidation provision relates to the former premises. Work has been ongoing since 2022 and we are awaiting landlord's confirmation of completion to release the funds.

In 2021 a provision was created against the costs of restitution for the leasehold in Devon House, which spans 15 years. This cost was estimated by our surveyors Hennessy Godden and is reviewed on an annual basis to include any changes of estimates as well as any additional leasehold properties that require a restitution. This provision is included in creditors due after one year.

The Other provision relates to potential repayments concerning non qualifying fee income.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

15 OPERATING LEASE COMMITMENTS

During the year £3,423k was recognised as an expense in the Statement of Financial Activities in respect of operating leases (2022: £2,992k). At 30 June 2023 the University had total commitments under non-cancellable operating leases over the remaining life of these leases.

	2023 £'000	2022 £'000
Land and Buildings		
Within one year	3,381	2,072
Between two and five years	17,160	13,494
After more than five years	31,035	29,196
	51,576	44,762

In October 2020 the University signed a 15 year lease for 3 spaces within Devon House, St Katherine's Dock. The leases offered a rent free period of 23 months at the beginning of the contract and a further 6 months on the 10th anniversary.

In December 2021 the University signed a further lease for Second Floor East of Devon House to run concurrently with existing lease, which also includes similar rent free periods.

In December 2022 the University signed a 13 year lease for the first, second and third floor of Marble Quay, St Katherine's Dock. The lease offered a rent free period of 20 months at the beginning of the contract.

At the same time the University also signed a 13 year lease for the ground floor and basement of Marble Quay, St Katherine's Dock. The lease offered a rent free period of 23 months at the beginning of the contract.

The schedule above reflects the timing of actual payments to the landlord and reflects the rent free periods.

In addition to the above, the University enters into contractual agreements with various student accommodation providers in advance of the academic year to ensure provision of accommodation to students both in our mobility programmes and UK undergraduate programmes. Below represents contractual commitments not yet paid for at year end.

	2023 £'000	2022 £'000
Student Accommodation commitments		
Within one year	17,748	-
Between two and five years	-	-
After more than five years	-	-
	17,748	-

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

16 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR

2023	Balance at 1 July 2022 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2023 £'000
Unrestricted funds					
General Reserves					
– P&L	(37,052)	31,797	(35,284)	-	(40,539)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	10,538	-	-	5,398	15,936
	6,090	31,797	(35,284)	5,398	8,001
Restricted funds					
NCH Trust	72	-	(6)	-	66
External Grants	64	191	(230)	-	25
Capital Funding	1,561	12,211	(25)	(5,398)	8,349
	1,697	12,402	(261)	(5,398)	8,440
Total funds 2023	7,787	44,199	(35,545)	-	16,441
2022	Balance at 1 July 2021 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2022 £'000
Unrestricted funds					
General Reserves					
– P&L	(33,662)	18,074	(21,463)	(1)	(37,052)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	5,205	-	-	5,333	10,538
	4,147	18,074	(21,463)	5,332	6,090
Restricted funds					
NCH Trust	78	-	(6)	-	72
Capital Funding	-	100	(36)	-	64
	1,452	5,464	(23)	(5,332)	1,561
	1,530	5,564	(65)	(5,332)	1,697
Total funds	5,677	23,638	(21,528)	-	7,787

Analysis of net assets between funds:

2023	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	18,320	18,320
Net Current Assets	8,440	(7,935)	-	505
Provisions	-	-	(2,384)	(2,384)
	8,440	(7,935)	15,936	16,441

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

2022	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	11,817	11,817
Net Current Assets	1,697	(4,092)	-	(2,395)
Provisions	-	(356)	(1,279)	(1,635)
	<u>1,697</u>	<u>(4,448)</u>	<u>10,538</u>	<u>7,787</u>

17 SHARE CAPITAL

	2023 £'000	2022 £'000
Allotted, called up and fully paid		
Ordinary shares of £1 each	13,850	13,850
Capital Contribution	-	-
	<u>13,850</u>	<u>13,850</u>

18 FINANCIAL INSTRUMENTS

	2023 £'000	2022 £'000
Financial assets measured at amortised cost	13,020	3,527
Financial assets measured at fair value	-	-
Financial liabilities measured at amortised cost	(9,833)	(8,226)
	<u>3,186</u>	<u>(4,699)</u>

- a) Financial assets measured at amortised cost includes include cash, trade and fee debtors, staff loans, other debtors & accrued income, but exclude amounts due from HMRC.
- b) Financial assets measured at fair value consists of investments.
- c) Financial liabilities include trade creditors, other creditors, accruals, bank loans & pension liabilities but excluding amounts owed to HMRC and deferred income.

19 CAPITAL COMMITMENTS

As at 30th June 2023 the University was undergoing a capital project to refurbish the Ground Floor East of Devon House from office to teaching space. The committed costs of the project at that date were £2,007,408 of which £1,158,574 had been spent already, leaving a further capital commitment beyond year end of £848,834.

Further, there was a capital project for an Incubator Space with a committed value of £1,499,771 with no invoices to date so the full balance remained a capital commitment at year end.

So the total capital commitments at year end amounted to £2,348,605.

NORTHEASTERN UNIVERSITY – LONDON
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

20 RELATED PARTY TRANSACTIONS

The University's parent is Northeastern University, an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status (EIN: 04-1679980) under section 501(c)(3) of the United States Internal Revenue Code. Main address is 360 Huntington Avenue, Boston, MA 02115, United States. Consolidated accounts are available on Northeastern University's website;
<https://finance.northeastern.edu/financial-statements>.

There were no related transactions in the year with the subsidiary, NCHL, due to the latter being dormant. See note 8 for reference to impairment of debit owed from NCHL to NU London.

20.1 INTERCOMPANY TRANSACTIONS

The University received £37.3m from its parent company during 2022-23. £24.2m for UG mobility provision, £12.2m for Capital Grants, and £0.9m for other services. As at 30th June 2023 £336k of this remained due to the University (see note 12)

21 CONTINGENT LIABILITIES

The University had no contingent liabilities as at 30 June 2023 (2022: none)

22 POST BALANCE SHEET EVENTS

In September 2023 the University signed an agreement which commits them to a rental lease for new premises at Portsoken, located near the Tower Gateway DLR station, once planning permission is granted by the local authority, which is hoped will be obtained in November 2023. The rental lease is to run concurrently with the pre-existing lease and benefits from the same rent free period arrangement.

Accounts

Registered number: 07317195
Charity Number: 1189858

**NORTHEASTERN UNIVERSITY – LONDON
(FORMERLY NCH AT NORTHEASTERN LIMITED)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

NORTHEASTERN UNIVERSITY – LONDON

Board of Trustees at report date	Dr Gregory Abowd Darren Campili – non exec Jonathan Goodwin– non exec Robert Farquharson (Secretary) Diane MacGillivray Thomas Nedell (Chair from 25 th January 2022) Dr Deanna Ranieri (Vice Chair) Julietta Tenant-Dexter– non exec Patricia Wood
Senior Management Team <i>(also considered Key Management Personnel)</i>	Rosalind Barrs (Registrar until 30 th April 2022) Vanessa Carreras (Director of Finance) Dr Naomi Goulder (Dean for Academic Development and Innovation and interim Dean of Faculties) Robert Farquharson (Chief Executive Officer) Anthony Grayling (Founder and Principal) Rebecca Harrison (Assistant Director Academic Services) Emma Kelly (Head of EDGE Division London) Rebecca Morrison (Director of Academic Services and Registrar from 1 st May 2022) Elizabeth O'Connell (Director of Admissions, Recruitment & Marketing) Dr Kasim Randeree (Associate Dean of Faculty Affairs) Martin Smith (Assistant Vice President for Recruitment and Marketing for Global Campuses) Dr Alison Statham (Associate Dean of Teaching and Learning) Sheena Van Der Merwe (Director of Resources & Operations) Dr Scott Wildman (Interim Academic Dean)
Registered Company number	07317195
Registered Charity Number	1189858
Registered Office Address	Devon House, 58 St Katharine's Way London E1W 1LP
Independent Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	Barclays Bank plc 1 Churchill Place London, E14 5RB
Solicitors	Eversheds Sutherland (International) LLP 5 th Floor, 50/60 Station Road Cambridge, CB1 2JH

CONTENTS

	PAGE
Annual Report of the Trustees including Strategic Report	4
Independent Auditor's report	17
Statement of Financial Activities (incorporating Income and Expenditure)	21
Balance Sheet	22
Statement of Cash Flows	23
Notes to the Financial Statements	24

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

The Trustees (who are Trustees of the charitable company) present their Annual Report for the year ended 30 June 2022 under the Charities Act 2011, including the Trustee's and Strategic Reports under the Companies Act 2006, together with the audited financial statements for the year and confirm that the latter comply with the requirements of the Charities Act 2011 and the Charities SORP 2015.

On 9th June 2020 NCH at Northeastern Limited (NCHNL) became a Registered Charity (registered charity number 1189858) and on 13th July 2022 it changed its name to Northeastern University - London (NU London) following approval for the use of university title granted by the Department for Education and the Office for Students.

STATEMENT OF CORPORATE GOVERNANCE

Governing Documents

The University is governed by its Memorandum and Articles of Association, last amended on 21 June 2022.

Governing Body

The NU London Board of Trustees ('The Board') is the statutory governing board of the legal entity. NU London owns the brand 'New College of the Humanities' as well as its dormant subsidiary New College of the Humanities Limited ('NCHL'), including its relationship with regulatory bodies and partner organisations. NU London Board is a limited liability company established under English and Welsh law. For the purposes of these financial statements the Trustees are referred to as Trustees.

The Board is legally responsible for the overall management and control of the University and, as such, has oversight and management of the strategic, financial and operational areas of the University's activities and all other aspects of the University's existence save for responsibilities delegated to the Academic Board in respect of the regulating and directing of the academic work of the University, including teaching (undergraduate and postgraduate degrees as well as degree apprenticeship programmes) and research.

The Board has ownership, oversight and management of the regulatory responsibilities and relationships of the University. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.

The Board meets four times a year.

In accordance with the Articles of Association, the Board has the power to delegate responsibility (but not accountability) to committees, directors, and the management of the University.

NU London Board has established the following committees to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Board. Reports (at least annually) from these committees shall be received and considered by the Board where appropriate. See Organisational Management section below.

Recruitment and Training of Trustees

The Trustees roles are filled differently. There are five Trustees appointed by Northeastern University. The non-executive Trustees are recruited and appointed by the nominations committee of the NU London Board. The University uses a Skills Matrix to identify potential gaps prior to recruiting new Trustees.

The training of the Trustees depends on each individual's area of expertise but common areas of training would include English Higher Education Regulation and English law. This training is done either as part of the Board meetings or as required.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Organisational Management

The Board delegates responsibility for University Management onto the following Committees.

- The Executive Committee (ExCo) is Chaired by the CEO and ensures there is effective leadership and management of all the activities undertaken by the University and provides a link between the Board and the senior management. It ensures that the strategic priorities as outlined in the NU London Strategic Plan are being met through the operational execution of Academic Board and the Senior Management Team. ExCo supplies the Board with reports, draft budgets and accounts, and reports on risk management. ExCo meets on a fortnightly basis.
- The Audit Committee (AC) was established to review audit policy, internal procedures and assurance on the use of public funds on behalf of the Board including the recommendation on auditors presented to the Board. Audit Committee meets at least once a year.
- The Remuneration Committee (RemCo) was established to determine and apply policy on behalf of the Board to remuneration and benefits, to ensure compliance with best practice in the UK and to set the remuneration of the executive members of University as set out in the Articles. In determining senior management remuneration, RemCo consider several factors, including performance and sector averages. In the year a benchmarking exercise was completed by a third party using data from the Universities and Colleges Employers Association (UCEA). This committee meets as needed during the twice a year. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similar institutions to ensure that the University remains informed to broader issues of pay and employment terms and conditions.
- The Nominations Committee (NC) was established to review and approve appointment of members to the Board as well as the removal/appointment of the Master and CEO.
- The Academic Board (AB) is the academic authority of the University and takes such measures as shall best promote the academic and professional work of the University, safeguard standards, academic freedom, and ensure that students receive a high-quality academic experience while studying at the University. This academic authority is exercised within a budgetary and strategic framework set by NU London Board.

ExCo is responsible for proposing and delivering the University's strategy, and for managing the day-to-day activities, operations and resources of the University. The CEO chairs the meetings of the Senior Management Team (SMT), which reports to ExCo.

Ensuring regularity and propriety in the use of public funding

Consideration of the financial position of the University is a standing item for both the Board of Governors and the Executive Committee. Both also have oversight of the use of public funding within their responsibilities for the academic activities of the University. The Internal Auditor function will also look to carry out audits of the University's processes for handling such monies with these reports being considered by the Audit Committee.

STATEMENT OF INTERNAL CONTROL & RISK MANAGEMENT

The Trustees are responsible for the system of internal control operating within NU London and for reviewing its effectiveness as well as ensuring they are linked to achieving the University's objectives. Such a system can only provide reasonable, and not absolute, assurance against material misstatements or losses, and cannot eliminate business risk. As a reflection of the University's recent growth, this system has been – and will continue to be – under constant review and development.

The Trustees identify areas of improvement in the system of internal control based on reports and reviews from University management, Audit Committee, Academic Board and other committees. Trustees are of a view that there is an ongoing process for identifying, evaluating and managing the University's risks and internal controls and that at the date of approval of the annual report and financial statements, the process has been subject to

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

regular review. The Trustees approach this responsibility from the perspective of discharging their duties, as specified in the “Regulatory framework for higher education in England” published by the OfS in February 2018.

The university falls under the purview of Northeastern University’s Audit & Advisory Services. Audit & Advisory Services is an independent and objective assurance function that assesses and evaluates the University’s internal control environment.

As part of the process of constant internal review, University management and Trustees have identified the requirement for a number of policies as follows:

- Anti-Bribery and Corruption Policy & reporting form
- Anti-Money Laundering Policy, Guidelines & reporting form
- Data Protection Policy, Privacy notices, Data Breach investigation procedures
- Fraud Prevention and Response Policy & reporting form
- Public Interest Disclosure Policy
- Resource Allocation Policy
- Risk Management Strategy

The Trustees are also responsible for meeting with the External Auditor to consider the nature and scope of the annual audit, and thereafter discuss audit findings and the internal control report arising out of the audit of the annual financial statements. The Audit Committee reviews the annual financial statements, paying particular attention to financial disclosures, accounting adjustments and control issues. Whilst NU London officers attend the meetings of the Audit Committee as necessary, they are not members of the Committee, and the Committee meets from time to time with the Internal and External Auditors on their own for independent discussions.

The Risk Management Strategy is designed to support this mission by assessing and managing the risks to the University achieving its stated mission and to ensure that the University is also protecting its stakeholders to which it has responsibilities, such as students, staff, funding bodies, partners, suppliers and the general public. This strategy forms part of the University’s control and governance structure and it is designed to give summary guidance for those different parts of the University who are responsible for managing risk and for ensuring that their decisions are implemented.

The approach to internal control is risk-based, including evaluation of the likelihood and impact of risks becoming a reality. Review procedures include business, operational, compliance, reputational and finance risk. Identification and management of risk is firmly embedded in all the University’s systems and procedures. Central to this approach is the maintenance of a Risk Register which ExCo review. Up until recently the University has not had an internal audit function and has relied on External audits / reviews to review the controls in operations.

Following a period of growth and development, the University is now working with the Internal Audit department at Northeastern University (parent entity) to develop their own Internal Control function.

As part of the new Internal Audit Function, regular reviews of a wide range of activity throughout the organisation will be conducted and an audit plan for each department of the University will be developed using a risk-based approach, taking account of the key areas of risk identified for the University as a whole and of specific areas of risk highlighted by the department heads. The internal audit plan will aim to cover all significant areas of risk at least once during each 3 year cycle. Any major risks are reviewed more frequently.

The risk management objectives of the University are to:

- Integrate an awareness of managed risk taking and effective risk management into the culture of the University.
- Manage risk in accordance with good practice.
- Embed risk management within strategic and operational management processes.
- Consider legal compliance as a minimum standard.
- Anticipate and respond to changing economic, social, environmental and legislative requirements.
- Prevent injury and damage and reduce the cost of risk.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

These objectives will be achieved by:

- Updating and maintaining a Risk Register which details those risks which, in the view of senior management and the Board, pose the greatest challenge to the achievement of the University's mission and of its continuing function.
- Assessing the likelihood of these risks occurring and the likely impact of an occurrence.
- Putting in place arrangements to manage and monitor risk.
- Maintaining effective communication and the active involvement of staff.
- Preparing contingency plans in areas where there is a potential for an occurrence having a wholly negative effect.
- Monitoring and reviewing arrangements on an ongoing basis.
- Insuring against risk where this is deemed to be cost effective.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, a system of delegation and accountability, and independent scrutiny. In particular the system includes:

- comprehensive budget setting and monitoring systems;
- regular reviews of periodic financial reports which indicate financial performance against budgets and forecasts
- access by all finance staff and appropriate departmental staff to systems providing a suite of enquires and reports to facilitate effective financial management on an ongoing basis
- clearly defined capital expenditure guidelines
- formal project management disciplines
- an in-house internal audit service; and
- scrutiny by Governors, OfS, other inspectorates, external audit and other stakeholders.

The Board has ultimate responsibility for the total risk exposure of the University by:

- Setting the tone and influence of the culture of risk management across the University.
- Determining the extent to which the University is 'risk taking' or 'risk averse' as a whole and sets the University's 'risk appetite'.
- Approving major decisions affecting the University's risk profile or exposure.
- Determining what types of risk are acceptable/not acceptable and monitoring significant risks and control improvements to mitigate risks.
- Annually reviewing the University's approach to risk management and approving changes or improvements to key elements of the process and procedures.
- Establishing, maintaining, and reviewing controls for monitoring risks.
- Having particular focus on the financial risks that could impact the University and its provision of world class higher education.

To support it in exercising these responsibilities, the Board will receive an annual report from ExCo, on the effectiveness of the risk management process in the University, making recommendations where appropriate.

ExCo exercise their responsibility for risks by:

- Identifying and evaluating the significant risks faced by the University.
- Providing adequate information in a timely manner to the Board on the status of risks and controls.
- Annually having a risk review and reporting the outcomes to the Board.
- Implementing policies on risk management and internal control.
- Annually reviewing the effectiveness of the system of internal control and risk management.

The CEO will report, on ExCo's behalf, to the Board on an annual basis as to the approach to risk faced by the University, and the management of it, and in each the Board meeting will report on any incidents and/or changes to the level of risk faced by the University and the approach to managing those changed circumstances. The framework for these discussions at the Board will be the Risk Register.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Principal Risks and Uncertainties Facing the Business

The principal risks that have been identified include:

- Student recruitment – strategy of the University is to grow student numbers. We continue to support this through a strong recruitment team and with collaboration agreements with our parent institution (see Access and Participation Plans for further details how the University is doing this).
- Regulatory - loss of any regulatory assets such as UKVI immigration licences. The University retains highly trained staff in Quality Assurance, VISA team and Admissions and continues to receive positive outcomes when audited by our regulating bodies.
- Business disruption - inability to use existing premises, loss of key members of staff, technology failure or student incident. Management of this risk falls to SMT, who meet regularly, in line with the University's Disaster Recovery Plan.
- Resources risk – inability to recruit suitably qualified staff, sustain growth in physical footprint and ability to sign contract for student residential accommodation.

The approach to Internal Control, in particular the formation of an Internal Audit Function will continue to be developed through 2022-23 to ensure it is fit for purpose as the University continues to expand. During 2021-22 no significant weaknesses or failings were found to report.

The University's ability to deliver its charitable purpose and objectives is primarily dependent on its key management personnel (KMP) and staff.

Below is a table listing all Trustees and key management personnel and their committee membership.

Name	Role*	The Board	ExCo	AC	RemCo	NC	AB	SMT
Dr Gregor Abowd (<i>app 24 Jan 22</i>)	Trustee	X		X	X	X		
Rosalind Barrs (<i>until April 2022</i>)	KMP						X	X
Darren Campili	Trustee	X		X	X	X		
Vanessa Carreras	KMP							X
Robert Farquharson	Trustee	X	X	X	X	X		X
Anthony C Grayling	KMP	X						
Jonathan Goodwin	Trustee	X		X	X	X		
Naomi Goulder	KMP		X				X	
Rebecca Harrison	KMP						X	X
Kenneth Henderson (<i>res 24 Jan 22</i>)	Trustee							
Diane MacGillivray (<i>app 24 Jan 22</i>)	Trustee	X		X	X	X		
Rebecca Morrison	KMP		X	X			X	X
Thomas Nedell	Trustee	X			X	X	X	
Elizabeth O'Connell	KMP							X
Martin Ralph (<i>res 24 Jan 22</i>)	Trustee							
Kasim Randeree	KMP						X	
Dr Deanna Ranieri	Trustee	X	X	X	X	X		
Martin Smith	KMP		X					X
Alison Statham	KMP							X
Julietta Tenant-Dexter	Trustee	X		X	X	X		
Sheena Van Der Merwe	KMP				X			X
Scott Wildman	KMP		X				X	X
Patricia Wood	Trustee	X		X	X	X		

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Structure and relationships

The company was incorporated on 16 July 2010 as Grayling Hall Limited. Since incorporation the company has had four name changes;

- 23 February 2011 - New College of the Humanities Limited
- 6 March 2012 - Tertiary Education Services Limited
- 21 February 2019 - NCH at Northeastern Limited
- 13 July 2022 – Northeastern University - London

On 19th February 2019 the issued share capital in the University was purchased by Northeastern University, (an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status under section 501(c)(3) of the United States Internal Revenue Code, of 360 Huntington Avenue, Boston, MA 02115, United States). As a result of this transaction the company is now a wholly owned subsidiary of Northeastern University. Following the change in ownership the company was renamed 'NCH at Northeastern Limited'. Following approval for use of university title from DfE and OfS, it changed its name to Northeastern University – London on 13th July 2022 .

An application for Charity Status was submitted in March 2019 to the Charity Commission. This was granted on 9th June 2020, charity number 1189858. Following the award of charitable status the University is now controlled by the Board.

Subsidiaries & Linked Charities

The University has a wholly owned non-charitable subsidiary, New College of the Humanities Limited (NCHL) (company number 07917776) registered in England and Wales and limited by shares. This company was responsible for the provision of the Masters degree awarded by Swansea University, under a validation agreement, which came to an end in 2020 when the University obtained its own Taught Degree Awarding Powers. This entity is now dormant and it is expected that it will continue in a dormant state for the foreseeable future. This company is not consolidated on the grounds of immateriality.

The University also has an associated charity, New College of Humanities Trust (Trust) (charity number 1141608), which is a separate educational charity whose objectives are to award financial support or rewards to students at the University. It has three Trustees two of which are Trustees of the University and one who is an employee of Northeastern University. During the year to June 2021 the Trustees decided that the activities of the Trust could be continued within the University and the Trust can be closed. Accordingly, the remaining assets of the Trust were transferred to the University where they have been recognised as a separate restricted fund which will be disbursed in line with Trust objectives. NU London are in the process of closing down this Trust in collaboration with the Charity Commission.

Employment policy

The University aims to be an equal opportunity employer and to apply objective criteria to assess merit and make decisions on selection, promotion and other employment-related issues. It aims to ensure that no job applicant, employee or worker receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, perceived sexuality, disability, membership or non-membership of trade unions, 'spent' convictions of ex-offenders, class, age, political views or activity, religion or belief.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

STRATEGIC REPORT

OBJECTIVES, AIMS AND ACTIVITIES

Charitable objects

NU London's charitable objects, as set out in the Articles of Association, are the advancement of education for the public benefit. The Board is mindful of the longstanding need to provide public benefit and the requirements of the Charities Act 2011.

Aims

The University's aim is to provide an outstanding education. The desired outcomes are a deep and insightful engagement with the subjects of study, and in the process acquisition of acuity of thought, reasoning power, knowledge of methods and sources, and learning, writing and discursive skills, all exportable into lifelong learning and applicable to the demands of work and life after graduation.

The University's mission is to be 'where the power of learning and discovery through limitless global connections are unleashed. This will be manifested by building on the institution's current foundations to build differentiation in the UK market, to be a laboratory for global innovation and to become the European hub for the Northeastern network.'

Northeastern University

The University became part of Northeastern University's (NU) global network in February 2019. NU is a large not for profit university based in Boston, USA. NU has approximately 39,000 students on its campus in Boston and significant numbers throughout its network across the globe.

Being part of the NU global network provides significant opportunities, expertise and resources to further the University's ambitions.

Objectives for the year

The main objective of the University is to continue to provide education of the highest quality that meets the needs of an ever-changing future and acknowledges changes to the delivery environment and student expectations.

The primary objectives of the University and progress against them during the year were:

Protect the wellbeing of students and staff during the COVID 19 pandemic	As we saw the tail end of the pandemic the University moved from an online delivery of teaching to a face to face one whilst increasing the level of welfare support available. There were no major outbreaks of infection necessitating the shutting of the campus and teaching was delivered successfully.
Fulfil the educational mission	As evidenced by the degree results and the NSS results the University fulfilled its educational mission. Additionally the awarding of University title in June also demonstrates the external validation of the educational mission. The University was also able to ensure the continuity of education and ability for progression and completion of studies by students during the COVID- 19 pandemic.
Deliver Northeastern programmes in London	The 'mobility' programmes were successfully run during the academic year 2021/22 with over 400 students based in London.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Public benefit statement

Founded in 2012, with the aim of providing the highest quality of education in the humanities and social sciences, the University has established itself as a prestigious institution based in the heart of London. Whilst students pay fees, the University is focused on delivering public benefit and offers a number of scholarships for academic excellence and bursaries for those students requiring financial support. The amounts were £129k and £125k. Further information regarding Public Benefit in the wider community can be found in the Access and Participation plan below.

The Trustees have considered the requirements of the Charities Act 2011 and the Charity Commission's guidance on public benefit in setting the objectives and activities of the charity. As part of its commitment to public benefit and in line with requirements set out by the Office for Students (OfS), the University has published its Access and Participation Plans as set out below.

The Trustees are also responsible for the interactions between the University and the OfS and its designated bodies and to ensure compliance with all of its conditions of registration with the OfS's accounts direction. R Farquharson in his capacity as CEO, is the nominated accounting officer with the responsibilities set out by the OfS.

ACCESS AND PARTICIPATION PLANS

The University is an approved (fee cap) provider for the purpose of registration with the Office for Students (OfS) (the regulator for higher education in England). As part of its obligations under its registration, the University is required to produce an Access and Participation Plan (APP), and this forms the central element of the University's widening participation agenda. The APP outlines in detail how the University will assist students from groups that have historically been underrepresented within higher education: students from lower socioeconomic backgrounds, BAME students, disabled students, mature students, and care leavers, with a particular focus on students from POLAR4 Quintiles 1 & 2, and IMD Quintile 1 backgrounds.

The APP benchmarks the University's performance against the national and regional average regarding these underrepresented groups, and specifically, what steps the University is taking to assist these groups in gaining access to education, success whilst at the University and progression on to graduate employment. The APP contains information about the University's historical performance against these metrics and the targets agreed upon by the Director of Fair Access and Participation at the OfS. The APP is a public document that provides a detailed analysis of the University's approach, information about specific widening participation activities, targets, and how the University will achieve them. The current APP has been approved for five years running from the academic year 2019-2020. The University has also submitted variation requests to the Plan in response to the updated priorities set out in February 2022.

The Access and Participation plans for NU - London set out how the University maintains fair access to its programmes and how it will sustain and improve access, student success, and progression among people from underrepresented student groups. The Plan has been prepared in accordance with guidance produced by the Office for Students (OfS) and has been approved by the Board. The Plan applies to UK students who enter the University between the academic years 2019/20 to 24/25 and its terms apply to those students for the duration of their studies at the University.

The University has undertaken a significant number of outreach events to increase student attainment and self-confidence and attract applicants. These activities have encompassed a wide variety of school talks, attendance at fairs and events held at the University, in-school 2-2-1 coaching, and sustained mentoring programmes. Due to the success and high levels of engagement with online activities experienced throughout the pandemic, the University has and will continue to offer online activities in combination with in-person interventions.

Of relevance to widening access, below are some brief representative examples of the works the University has engaged in:

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

KS5 Resilience programme: a resilience coaching programme developed and delivered by NU - London to support the development of resilience, motivation, and confidence amongst targeted learners. The programme has been developed following feedback from HE counsellors that, following disruption to their studies because of Covid-19, learners have struggled with motivation and persistence. This was identified as a risk factor for learner attainment and progression.

The coaching programme involves 10 modules with digital and in-person materials to be delivered by a facilitator in school/college. Schools and colleges can select those modules most relevant to their learners to be delivered over a series of weeks. Each module has different learning outcomes, which are reviewed in lesson evaluations, and the overall aim of the programme is to improve participant levels of confidence and motivation with reference to specific skills helpful to learning.

Visits to the University – another aspect of the University's outreach strategy includes welcoming schools, students, and staff into the University to hear talks or participate in workshops on a subject. For example, in July 2022, St Thomas the Apostle School visited the NU - London and explored the 4 P's (Protestor, Passenger, Participant and Pioneer) - a self-leadership tool for students to reflect and identify areas they are choosing to present as one of the 4P's. This insightful workshop allowed students to share examples of areas they could work on and how they could achieve this. Students also received workshops on how to apply to university. 43% of the pupils at St Thomas the Apostle College of students on free school meals and a high percentage of students from minority ethnic backgrounds.

Collaborative events – the University also works with other organisations to reach out to students from underrepresented groups. For example, in the academic year of 2021-22, the University hosted 187 Key Stage 2 and Key Stage 3 learners, from Ark All Saints Academy, Malmesbury Primary School Langdon Academy, Evelyn Grace Academy, Central Foundation Girls' School, for workshops in collaboration with 'IntoUniversity'. Workshops included sessions in law, Philosophy, and student life.

Linking London – the University has become part of the Linking London network working collaboratively to deliver outreach events to FE and Sixth form colleges. During 2021-22, the University ran several online mentoring programmes through the Linking London partnership with FE colleges. The University seeks to continue running these programmes to support students with their university/further education pursuits. Aimhigher- the University have worked collaboratively to run several online parent sessions, Student Finance sessions and university life workshops for a range of audience.

The University works collaboratively to create and inform the outreach activities and effective evaluation methods of initiatives with relevant institutions. For example, for 2020-22, the University subscribed to SEER, which supported the outreach initiatives through an independent evaluation of the impact of interventions.

The initiatives outlined above are indicative of the work the University has always undertaken to promote access to higher education and raise awareness among underrepresented groups of the advantages of studying at university. Such programmes will continue and expand as school partnerships develop further. In terms of impacting attainment, the University will seek opportunities to work with key secondary schools to develop strategies to support students.

Financial Support

Financial support to students has been central to the University's offer process over each year of its operation. The elements of financial support have adapted over time as the University fees have been revised and as students have been able to access loans from the Student Loans Company.

Since its inception the University has provided generous financial support in order to assist students to attend.

Means-tested bursaries are made available to students in order to alleviate financial hardship. In regard to the award of any bursary, the University considers the household income of the applicant/applicant's family, and the

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

size of the award is linked to that income. During 21-22 45 students were in receipt of a bursary, total amount of bursaries paid amounted to £125k, 21 of these students we classified as 'Widening participation' students with £58k of the allocated bursaries.

The University also operates an in-year Hardship Fund. Students finding themselves in particular financial hardship, regardless of prior bursary allocations, can apply for a one-off £500 Hardship bursary to alleviate their situation. There are clear eligibility criteria. The process is managed by the Student Academic Services team and outcomes are ratified by the Director of Finance.

In addition to means tested support, the University automatically considers every applicant for an academic scholarship of up to £2,000 based on predicted grades and performance at interview.

Alumni relations

The University is a reasonably young institution and does not yet boast large numbers of Alumni but has good ties with a number of graduates, organising bi-annual Alumni events and inviting Alumni to University wide events.

Review of achievements and performance for the year

During the year, the University continued to provide a first-class educational experience for students taking UK validated degrees and those on study abroad programmes from our parent institution, Northeastern University.

The University hosted 329 students on London Validated courses (2021: 287) and 519 students visiting from Northeastern University for one of their Study Abroad programmes (2021: 0). This increase in the latter cohort was due to travel restrictions in the summer of 2020 resulting in cancellation of this programme in 2020-21.

In 2022 49% of graduating students obtained a first class degree, and 42% a 2:1 (2021: 48% and 44% respectively).

The National Student Survey (NSS) is a high-profile annual survey of nearly half a million students across the UK. The survey gathers opinions from students about their time in higher education, asking them to provide honest feedback on what it has been like to study on their course at their university/college. In 2022, 73% of eligible NU - London students completed the NSS survey (2021: 81%). Overall satisfaction at NU - London was 83% (2021: 84%), which was better than the national average of 76% (2021: 76%).

FINANCIAL REVIEW

Results for the year

Total income was £23.6m representing an 23% improvement from prior year (£19.2m, 2021). The increase of income is due primarily to the reinstatement of the mobility programme delivered in London for Northeastern University which resulted on income of £13.3m. The University has reduced its reliance on support from the parent institution, in 20-21 NU London received £16.4m in grants from Northeastern University, whereas during 21-22 the University only received £5.5m in grants, all restricted for Capital development purposes.

Total expenditure increased by 56% from £13.9m to £21.7m, which reflects both the increase in activity, primarily the mobility programme mentioned above and the increase in property related costs. University staff costs now represent 36% of total expenditure (2021: 40%) and increased by £2.2m since 2021. Property costs increased by £1.7m (primarily rent, £0.8m and depreciation, £0.9m), due to the continued expansion of our campus to accommodate increase in student numbers. The current strategy is to continue this expansion leading to financial growth and robustness.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Reserves Policy

The University's reserves policy is that it should have access to sufficient financial resources to be able to ensure the sustainability of the University. In determining what level of financial resources are required, the University has considered the following:

- Current and projected levels of general reserves;
- Level of Working Capital required to operate effectively;
- The impact of seasonality;
- The University's risk appetite;
- The University's appetite to borrow funds and Northeastern's wishes in terms of providing grants;
- The likely financial impact of a number of unlikely but plausible scenarios linked to the most significant risks that the University faces, with particular attention to the timing of the risk and its severity.

With this in mind the University is working towards a general reserve (unrestricted funds excluding designated funds) position which would fund operations for one term (excluding the costs associated with NU Programme), this is currently around £4.1m.

The total reserves for the University at the year end were £7.6m (2021: £5.7m), including £1.7m of restricted funds, which mostly relate to unspent capital grants. It should also be noted that this includes a designated fund of £10m represented by Fixed Assets which are not available for general use so the general reserve position after these adjustments is £(4.5)m, £8.6m short of our target. Until the University reaches its target it is reliant on the continued support of Northeastern University as offered via the Deed of Grant signed on 5th September 2019.

Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

During the previous year the University was able to shift to online delivery of its teaching provision the week before Lockdown was imposed for the UK, and then adapt to a return to Hybrid learning and working at the same time as growing our student, staff and faculty numbers.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative unrestricted reserves position reflects the University's ongoing investment in the new premises, Devon House, which significantly expands the resources and facilities available to meet the expected growth in student numbers. The University has only recently started to move from an operational deficit to operational breakeven position, with a view to producing surpluses within the next 5 years and will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

Fundraising

The University does not carry out any fundraising activities with the general public and no donations are sought from the public. The University has no fundraising activities requiring disclosure under section 13 of the Charities (Protection and Social Investment) Act 2011.

FUTURE PLANS

The future plans include:

- Building on the acquisition by Northeastern and the ending of the restrictions from the pandemic to further grow the numbers of students in the University and to expand the offering of courses to both undergraduate and graduate students. Student numbers have gone from 300 in 2020 to over 1,700 in 2022-23 and the University hopes to grow student numbers by ca. 300-400 during 2023-24 and 2024-25 in its UG and PG provision as well as a further 500 a year in its Apprenticeship provision.
- This expansion will be driven by double validated degrees that build the chance of mobility into the programmes. These will be launched in September 2023 for undergraduate degrees in a wider range of subjects than currently offered and will then be done for postgraduate degrees.
- Following the move to Devon House in St Katherine's Dock, which already offered considerably increased space expansion, the University is looking to further increase its estate to support plans to grow student numbers, particularly within its Mobility provision for Northeastern University.
- Increasing the offering of workplace learning opportunities building on the Apprenticeships launched in October 2020.
- Develop the research capabilities in London both in terms of people and infrastructure, therefore increasing the revenue derived from research funding.
- Establish London as a genuine hub in the Northeastern University's global network whilst continuing to be a self-regulating English HE.

These initiatives are ensuring the University's budgets for the coming 5 years show a considerable growth and increasing surpluses allowing the recovery of past losses incurred during the initial stages of the institution's existence.

Northeastern University, as sole shareholder, is committed to supporting NU London's working cash flow requirements.

NORTHEASTERN UNIVERSITY – LONDON

ANNUAL REPORT OF THE TRUSTEES (including Strategic Report) FOR THE YEAR ENDED 30 JUNE 2022

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

Charity law requires the Trustees to prepare financial statements for each financial year or period. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practices (FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland) and applicable law. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the University including income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgement and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the University's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Accounts Direction as issued by the Office for Students (OfS) and the Charities SORP. They are also responsible for safeguarding the assets of the University and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Annual Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the University's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the University's auditors in connection with preparing their report and to establish that the University's auditors are aware of that information

AUDITORS

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006

This annual report was approved by the board on 19th October 2022 and signed on its behalf



R Farquharson
Trustee

Tricia Wood
Trustee & Chair of Audit Committee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2022

Opinion

We have audited the financial statements of Northeastern University - London ('the charitable company') for the year ended 30 June 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2022 and of income and 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 requirements of the Companies Act 2006.
- has been prepared in accordance with the requirements as agreed with the Office for Students (OfS) of the *Statement of Recommended Practice – Accounting for Further and Higher Education* and the OfS Accounts Direction (issued October 2019) ("the OfS Accounts Direction")

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2022

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Trustees' Report and Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report and strategic report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Opinion on other matters required by the Office for Students ("OfS")

In our opinion:

- in all material respects, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the charitable company have been properly applied for the purposes for which they were received.

We have nothing to report on the following matters where the OfS Accounts Direction requires us to report to you where:

- Charitable company's grant and fee income, as disclosed in notes 2 and 3 to the accounts, has been materially misstated.
- Charitable company's expenditure on access and participation activities for the financial year has been materially misstated.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit, conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NORTHEASTERN UNIVERSITY – LONDON

FOR THE YEAR ENDED 30 JUNE 2022

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the parent charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the parent charity and the group for fraud. The other laws and regulations we considered in this context for the group were Higher education and Research Act 2017, Teaching Excellence and Student Outcomes Framework, General Data Protection Regulations and Health and Safety.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to the risk these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Office of Students (OfS), Quality Assurance Agency for Higher Education (QAA) and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
NORTHEASTERN UNIVERSITY – LONDON**

FOR THE YEAR ENDED 30 JUNE 2022

Use of our report

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



Guy Biggin
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP, Statutory Auditor
Cheltenham

Date: 21 November 2022

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an income and expenditure account)
FOR THE YEAR ENDED 30 JUNE 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	2021 £'000
INCOME FROM:					
Charitable activities	2	18,058	-	18,058	2,661
Teaching & Learning					
Grants from parent entity					
Teaching & Learning	3	-	60	60	9,800
Capital Grants	3	-	5,465	5,465	6,615
Other Income	4	15	-	15	2
Grants	3	-	40	40	78
		<u>18,073</u>	<u>5,565</u>	<u>23,638</u>	<u>19,156</u>
EXPENDITURE ON:					
Charitable activities	5	<u>21,463</u>	<u>65</u>	<u>21,528</u>	<u>13,900</u>
NET INCOME / (EXPENDITURE)		<u>(3,390)</u>	<u>5,500</u>	<u>2,110</u>	<u>5,256</u>
Transfers between funds	13	5,332	(5,332)	-	-
Other recognised gains /(losses)		-	-	-	-
NET MOVEMENT IN FUNDS		1,942	168	2,110	5,256
RECONCILIATION OF FUNDS					
Total funds brought forward		4,147	1,530	5,677	421
Total funds carried forward		<u>6,089</u>	<u>1,698</u>	<u>7,787</u>	<u>5,677</u>

The accompanying notes 1 to 19 form an integral part of these financial statements.

NORTHEASTERN UNIVERSITY – LONDON

BALANCE SHEET

AS AT 30 JUNE 2022

		2022 £'000	2021 £'000
	Note		
FIXED ASSETS			
Tangible Assets	7	11,817	6,041
Investments	1	<u>1</u>	<u>1</u>
		11,818	6,042
CURRENT ASSETS			
Debtors	9	3,230	1,801
Cash at bank and in hand		<u>2,573</u>	<u>4,599</u>
Total current assets		<u>5,803</u>	<u>6,400</u>
CREDITORS: amounts falling due within one year	10	<u>(8,555)</u>	<u>(5,669)</u>
Net current assets / (liabilities)		(2,752)	731
TOTAL ASSETS LESS CURRENT LIABILITIES		9,066	6,773
Provisions for liabilities	11	(1,279)	(1,096)
TOTAL NET ASSETS / (LIABILITIES)		<u><u>7,787</u></u>	<u><u>5,677</u></u>
FUNDS			
Restricted funds	13	1,697	1,530
Unrestricted funds	13	(4,448)	(1,058)
Designated funds	13	<u>10,538</u>	<u>5,205</u>
TOTAL FUNDS		7,787	5,677

The accompanying notes 1 to 19 form part of these financial statements.

The financial statements were approved and authorised for issue by the board on 19th October 2022 and were signed on its behalf by:



R Farquharson, Trustee



T Wood, Trustee & Chair of Audit Committee

Registered number: 07317195

NORTHEASTERN UNIVERSITY – LONDON

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2022

		2022	2021
		£'000	£'000
	Note		
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations (see below)		4,244	8,763
Net cash from operating activities		<u>4,244</u>	<u>8,763</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(6,270)	(5,172)
Investment income		-	-
Net cash used in investing activities		<u>(6,270)</u>	<u>(5,172)</u>
Net increase / (decrease) in cash and cash equivalents		(2,026)	3,591
Cash and cash equivalents at beginning of period		4,599	1,008
Cash and cash equivalents at end of period (see below)		2,573	4,599
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES			
Cash flows from operating activities			
Net income / (expenditure)		2,110	5,256
Adjustments for:			
Depreciation	7	938	23
Investment income	4	-	-
(Increase) / Decrease in trade and other receivables	9	(1,429)	(1,258)
Increase / (Decrease) in trade payables	10	2,530	4,742
Increase / (Decrease) in provisions (exc restitution)	11	95	0
Cash generated from operations		<u>4,244</u>	<u>8,763</u>
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank		2,573	4,599

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

1.1 Company Information

Northeastern University - London is a registered charity (no. 1189858) and public benefit entity in England and Wales (registration approved 9 June 2020) and a company limited by shares incorporated and registered in England (no.07317195) on 16th July 2010. The address of the registered office is Devon House, 58 St Katherine's Dock, London, E1W 1JP. The University changed its name Northeastern University – London on 13th July 2022.

1.2 Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the OfS Accounts Direction (2019).

1.3 Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the University together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

During the previous year the University was able to shift to online delivery of its teaching provision the week before Lockdown was imposed for the UK, and then adapt to a return to Hybrid learning and working at the same time as growing our student, staff and faculty numbers.

The initiatives mentioned in the 'future plans' section below, including the growth in student numbers, the launching of double validated degrees and the development of research capabilities will result in steady growth of revenues over the next few years and management have carefully considered the resources required to meet this growth when budgeting to ensure it is sustainable and viable.

The negative unrestricted reserves position reflects a number of factors. Firstly the University has been committed to investment on the new premises, Devon House, which significantly expands the resources and facilities available to meet the expected growth in student numbers. The growth this allows for together with our partnership with our parent institution will contribute to a more robust financial position in the medium term and support the University's reserve policy. The University will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the University has reached a point of overall financial self-sufficiency.

The Trustees have a reasonable expectation that the University has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

1.4 Preparation of consolidated financial statements

The financial statements contain information about Northeastern University - London as an individual charitable company and do not contain consolidated financial information on the grounds that the subsidiary is immaterial.

1.5 Fees and grant income

Tuition fees - received for students studying accredited degrees and accounted in the year of study with bursaries and scholarships awarded in the year credited against these fees in the accounts.

Teaching Grants received from OfS, accounted for as unrestricted income in the year they are received.

Grants received from parent company are accounted for in the period they are received and split between Teaching & Learning unrestricted grants and Capital restricted grants.

External research grants are accounted for in restricted income and mostly disbursed in the year received

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The University holds no property or freehold land assets. Depreciation is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases and recognised within the statement of financial activities:

Office equipment	25% straight line
Fixtures & fittings	10% straight line
Leasehold improvements	over the lease term

Assets in the course of construction are capitalised at cost but are not depreciated until they become available for use, they are then depreciated over the lease term.

1.7 Intangible fixed assets and amortisation

The University has no intangible fixed assets as at the date of signing these accounts.

1.8 Pension

The University operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

1.9 Operating Leases

Rentals on operating leases are charged to the profit and loss account in the period in which they fall due.

1.10 Funds

The total funds of the University are allocated to unrestricted and restricted based on the terms set by the donors.

Unrestricted funds are funds that are available for use at the discretion of the University in furtherance of its objectives and are divided between Designated and General Funds. Designated Funds are unrestricted funds which have been set aside by the University for specific purposes, which include those funds represented by fixed assets. General Funds are funds available for the provision of working capital and reserves for the general administration of the University.

Restricted funds comprise grants where donors have earmarked funds for specific purposes. The majority of this is related to grants provided by Northeastern University for the sole purpose of supporting the development of the University's new campus. At the year £1.6m remained unspent but designated for the purpose of fixed asset development.

Following the decision to close the related trust, New University of the Humanities Trust (Trust), charity ref number 1141608). The Trust transferred the remaining assets (£78k) to the University, where these assets are held in a separate restricted fund. This fund will be utilised in line with the articles and objectives of Trust and reserved for the financing of bursaries and hardship grants for students who meet means tested eligibility criteria. During 21-22 £6,000 of this fund were released to support students with financial needs leaving a fund of £72k to disburse in future years.

1.11 Provisions

Provisions are recognised when the University has a present legal or constructive obligation because of past events, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole a provision is recognised even if the likelihood of an outflows with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the amount expected to be required to settle the obligations

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

1.12 Financial Instruments

The University has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash in hand and at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, accruals, trade and other creditors.

Trade creditors

Trade creditors are not interest bearing and are stated at their nominal value.

Loans

Loans, are measured at fair value, net of transaction costs.

Investment in subsidiary

The investment in subsidiary is measured at cost less impairment.

1.13 Redundancy payments

Termination benefits are payable when employment is terminated by the University or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to.

1.14 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the University's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, whether the revision affects only that period, or whether they also affect future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

	2022 £'000	2021 £'000
2 INCOME FROM CHARITABLE ACTIVITIES		
Unrestricted funds		
Tuition Fees – UK Undergraduates taught awards	2,468	2,293
Tuition Fees – UK Postgraduates taught awards	455	205
Programme Fees from Northeastern University	13,397	-
Tuition EDGE - Part time undergraduates	729	83
EDGE Division – Other Income	875	21
Other academic income	134	10
	18,058	2,612
The fee income above is net of all student support as follows:		
Bursaries for Non-WP students *	65	49
Scholarships – Undergraduate students	121	110
Scholarships – Postgraduate students	10	8
	196	167
* Bursaries for Widening Participation Students area accounted for as a cost in the relevant department.		
3 GRANTS	2022 £'000	2021 £'000
Unrestricted		
Teaching & Learning	-	9,800
Restricted		
Capital Development (Devon House)	5,442	6,600
OfS Hardship Grant – student support disbursed in the year	23	15
OfS Teaching Grant	60	34
Grant from NCH Trust – for student support	-	78
External research grants	40	-
Total Restricted Grants	5,565	6,727
4 OTHER INCOME	2022 £'000	2021 £'000
Miscellaneous income	15	2
Interest (investment) income	-	-
Total Other Income	15	2

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

5 ANALYSIS OF EXPENDITURE	2022 £'000	2021 £'000
Charitable Expenditure		
Direct staff costs allocated to:		
Teaching & Research	6,404	4,357
Other direct costs allocated to:		
Teaching & Research	6,024	3,446
Support and Governance costs allocated to: (see below)		
Teaching & learning	9,100	6,097
Total Expenditure	21,528	13,900
 Analysis of Support and Governance Costs	 £'000	 £'000
Student Recruitment activities	977	635
Admissions & Access and Participation	179	102
Marketing Activities	672	909
Other Support (inc HR, Finance & IT)	2,031	897
Premises Costs	5,203	3,527
Governance costs (see below)	38	27
Total Support & Governance Costs	9,100	6,097
 Governance Costs comprise	 £'000	 £'000
Auditors remuneration – audit services	38	23
Auditors remuneration – other services	-	4
Total Governance Costs	38	27
 Access and Participation Costs comprise	 £'000	 £'000
Access investment	72	30
Financial support provided to students in the financial year	100*	124
Research and evaluation	8	40
Support for disabled students in the financial year	15	12
Total APP Costs	195	206

* Financial support costs in the table above include £42k for wages not included in the Admissions & Widening Participation figure above as they are reported within Direct Staff Costs allocated to T&R.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

6	STAFF COSTS	2022 £'000	2021 £'000
	The aggregate staff costs for the year were as follows		
	Salaries and wages	6,498	4,491
	Social Security costs	729	523
	Pension costs (Stakeholder and Occupational schemes)	543	534
	Other benefits	43	35
	Total Other Income	7,813	5,583
	Aggregate employee benefits of key management personnel (KMP)	1,408	1,205
	Key management personnel are listed on page 2.		
	Average number of employees on a full time equivalent basis was as follows:		
	Trustees	1	1
	Tuition and research	63	51
	Support	76	49
	Total	140	101
	Average number of employees on an actual basis was as follows		
	Trustees	1	1
	Tuition and research	109	69
	Support	98	59
	Total	208	129
	Number of higher paid employees with aggregate employee benefits in excess of £60k:	2022	2021 check
	£60,001-£70,000	11	10
	£70,001-£80,000	3	1
	£80,001-£90,000	3	1
	£90,001-£100,000	2	-
	£140,001-£150,000	-	1
	£150,001-£160,000	1	-
	£160,001-£170,000	-	-
	£180,001-£190,000	1	2
	£200,001-£210,000	1	-
	Total	22	15

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

6 STAFF COSTS (Continued)

There was only one severance payment in the year, made in July 2021 for £1,834 (2021 £nil). This was for loss of office following a redundancy situation where no suitable alternative employment could be found.

Number of employees with a basic salary (FTE) in excess of £100,000

The number of staff including the CEO whose FTE basic salary (before salary sacrifice and excluding bonuses, employer's pension contribution) in excess of £100,000 in the following ranges was:

	2022	2021 check
£145,001-£150,000	1	1
£150,001-£155,000	1	1
£190,001-£195,000	0	1
£195,001-£200,000	1	-

HEAD PROVIDER (TRUSTEE REMUNERATION) DISCLOSURES

In accordance with the Articles of Association, the CEO (Head of the Provider for the whole year) R Farquharson, received a basic salary of £155,000 during the year, of which £12,738 was paid into a pension scheme by way of salary sacrifice. In addition to this the University also paid £14,071 in employer pension contributions. This is included in the above note as R Farquharson is classed as KMP as well as a Trustee, due to his role as CEO.

The Head of Provider basic salary ratio is 5:1 to the median salary in the University. The ratio of his total remuneration including other benefits is also 4:1 compared to the median.

In the prior year, (from July 2020 to March 2021) the Head of the Provider was A C Grayling with remuneration of £135,188 plus £9,718.77 salary sacrificed for pension contributions, with employer costs of £13,203.75 for pension and £4,251.84 for Healthcare. For the last three months of the financial year the Head of Provider was R Farquharson with remuneration of £82,902.58 (inclusive of £48,850 bonus payments) and salary sacrifice amounting to £6,466.41 for pension payments. The University made further pension contributions of £6,443.10.

A C Grayling remains employed by NU London as Principal and Founder. As such he received basic salary of £197,313 of which £16,314.12 was paid into a pension scheme by way of salary sacrifice. The University contributed a further £17,972.24 in employer pension contributions and £6,786.99 in healthcare benefit payments during the year.

There were no expenses relating to travel and accommodation incurred in their capacity as Trustee in the current and prior year,

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

7 TANGIBLE FIXED ASSETS

	Office Equipment	Fixtures & Fittings	Assets Under Construction	Leasehold Improvements	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 July 2021	459	5	5,623	-	6,087
Additions	2,171	1,241	3,303	-	6,715*
Transfers from AUC to LI		-	(6,685)	6,685	-
At 30 June 2022	2,630	1,246	2,241	6,685	12,802
Depreciation					
At 1 July 2021	(44)	(3)	-	-	(47)
Charge in the year	(489)	(91)	-	(358)	(938)
At 30 June 2022	(533)	(94)	-	(358)	(985)
Net book value					
As at 30 June 2022	2,097	1,152	2,241	6,327	11,817
At 30 June 2021	415	2	5,623	-	6,040

* For the purposes of the Cash Flow statement we will remove the element that relates to the accrued restitution provision where no expenditure has taken place leaving a balance for Cashflow of £6,270k

8 FIXED ASSET INVESTMENTS

Investment in Subsidiaries	£'000
Cost	
At 1 July 2021	1
Additions	-
At 30 June 2022	1
Net book value	
As at 30 June 2022	1
At 30 June 2021	1

The University's investment at the balance sheet date is one ordinary share in a 100% owned Subsidiary, New College of the Humanities Ltd, (NCHL) Devon House, 58 St Katherine's Dock, London, E1W 1JP a company incorporated in the United Kingdom with company number 07917776, whose principal activity was the provision of higher education in the humanities. NCHL is now dormant so it had no trading activity, its net reserves remain £75,598, as per June 2020. Reserves include a balance owed to NUK which is now impaired in these accounts as it is deemed unlikely it will be repaid in the medium term. This entity has not been included within the consolidation on the grounds that the entity is immaterial to the group.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

9 DEBTORS

	2022	2021
	£'000	£'000
Trade debtors	605	6
Prepayments and accrued income	2,456	1,554
Other debtors	169	241
Total	3,230	1,801

10 CREDITORS

	2022	2021
	£'000	£'000
Amounts falling due within one year		
Trade creditors	2,453	2,308
Accruals and deferred income	5,120	2,887
Tax and social security	241	208
Dilapidation provision for previous leasehold	356	-
Other creditors	385	266
Total	8,555	5,669

The increase in creditors from 2021 included in the Statement of Cashflows removes the Dilapidation provision included above as it had already been accounted for as part of provisions.

Amounts falling due after one year

Dilapidation provision for previous leasehold	-	261
Restitution provision for Devon House	1,279	836
Total	1,279	1,097

11 PROVISIONS

	Dilapidation	Restitution	2022	2021
	£'000	£'000	Total	Total
			£'000	£'000
Balance brought forward	261	836	1,097	261
Released in the period				-
Provided for in the period	95	443	538	836
	356	1279	1,635	1,097

Dilapidation provision relates to leasehold properties where NU - London has a contractual obligation to bear such costs. The provision for these costs is based on management's best estimates. The landlord's work has been ongoing since February 2022 and will be completed in the Autumn of 2022 when the provision will be released against the cost. This provision is included in creditors due within one year.

During the prior year a provision was created against the costs of restitution for the leasehold in Devon House, which spans 15 years. This cost was estimated by our surveyors Hennessy Godden and is reviewed on an annual basis to include any changes of estimates as well as any additional leasehold properties that require a restitution. This provision is included in creditors due after one year.

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

12 OPERATING LEASE COMMITMENTS

During the year £2,992k was recognised as an expense in the Statement of Financial Activities in respect of operating leases (2020: £2,196k). At 30 June 2022 the University had total commitments under non-cancellable operating leases over the remaining life of these leases.

	2022 £'000	2021 £'000
Land and Buildings		
Within one year	2,072	217
Between two and five years	13,494	9,720
After more than five years	29,196	25,211
	44,762	35,148

In October 2020 the University signed a 15 year lease for 3 spaces within Devon House, St Katherine's Dock. The leases offered a rent free period of 23 months at the beginning of the contract and a further 6 months on the 10th anniversary.

In December 2021 the University signed a further lease for Second Floor East of Devon House to run concurrently with existing lease, which also includes similar rent free periods.

The schedule above reflects the timing of actual payments to the landlord and reflects the rent free periods.

13 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR

2022	Balance at 1 July 2021 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2022 £'000
Unrestricted funds					
General Reserves					
– P&L	(33,662)	18,074	(21,463)	(1)	(37,052)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	5,205	-	-	5,333	10,538
	4,147	18,074	(21,463)	5,332	6,090
Restricted funds					
NCH Trust	78	-	(6)	-	72
External Grants	-	100	(36)	-	64
Capital Funding	1,452	5,464	(23)	(5,332)	1,561
	1,530	5,564	(65)	(5,332)	1,697
Total funds 2022	5,677	23,638	(21,528)	-	7,787

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

2021	Balance at 1 July 2020 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 30 June 2021 £'000
Unrestricted funds					
General Reserves					
– P&L	(32,240)	12,463	(13,885)	-	(33,662)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	57	-	-	5,148	5,205
	421	12,463	(13,885)	5,148	4,147
Restricted funds					
NCH Trust	-	78	-	-	78
Capital Funding	-	6,615	(15)	(5,148)	1,452
	-	6,693	(15)	(5,148)	1,530
Total funds 2021	421	19,156	(13,900)	-	5,677

Analysis of net assets between funds:

2022	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	11,817	11,817
Net Current Assets	1,697	(4,092)	-	(2,395)
Provisions	-	(356)	(1,279)	(1,635)
	1,697	(4,448)	10,538	7,787

2021	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	6,041	6,041
Net Current Assets	1,530	(797)	-	733
Provisions	-	(261)	(836)	(1,097)
	1,530	(1,058)	5,205	5,677

14 SHARE CAPITAL

	2022 £'000	2021 £'000
Allotted, called up and fully paid		
Ordinary shares of £1 each	13,850	13,850
Capital Contribution	-	-
	13,850	13,850

NORTHEASTERN UNIVERSITY – LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

15 FINANCIAL INSTRUMENTS

	2022 £'000	2021 £'000
Financial assets measured at amortised cost	3,527	4,854
Financial assets measured at fair value		-
Financial liabilities measured at amortised cost	(8,226)	(5,370)
	(4,699)	(516)

- a) Financial assets measured at amortised cost includes include cash, trade and fee debtors, staff loans, other debtors & accrued income, but exclude amounts due from HMRC.
- b) Financial assets measured at fair value consists of investments.
- c) Financial liabilities include trade creditors, other creditors, accruals, bank loans & pension liabilities but excluding amounts owed to HMRC and deferred income.

16 CAPITAL COMMITMENTS

As at 30th June 2022 the University was undergoing a capital project to habilitate the Second floor west of Devon House for teaching space. The committed costs of the project at that date were £4,521,000 of which £2,514,369 had been spent already, leaving a further capital commitment beyond year end of £2,006,631.

17 RELATED PARTY TRANSACTIONS

The University's parent is Northeastern University, an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status (EIN: 04-1679980) under section 501(c)(3) of the United States Internal Revenue Code. Main address is 360 Huntington Avenue, Boston, MA 02115, United States. Consolidated accounts are available on Northeastern University's website;
<https://finance.northeastern.edu/financial-statements>.

There were no related transactions in the year with the subsidiary, NCHL, due to the latter being dormant. See note 8 for reference to impairment of debit owed from NCHL to NU London.

18 CONTINGENT LIABILITIES

The University had no contingent liabilities as at 30 June 2022 (2021: none)

19 POST BALANCE SHEET EVENTS

On 15th August 2022 the University signed an agreement which commits them to a rental lease for new premises at Marble Quay in St Katharine's Dock, once planning permission is granted by the local authority. The rental lease will run concurrently with the pre-existing lease and benefits from the same rent free period arrangement.

Accounts

Registered number: 07317195
Charity Number: 1189858

NCH AT NORTHEASTERN LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

NCH AT NORTHEASTERN LIMITED

Board of Trustees at report date	Dr Deanna Ranieri Dr Kenneth Henderson – resigned 25 th January 2022 Ralph Martin II (former Chairman) – resigned 25 th January 2022 Patricia Wood Thomas Nedell (Chairman from 25 th January 2022) Darren Campili Robert Farquharson (appointed 9 April 2021) Trustee & CEO Julietta Tenant-Dexter (appointed 29 October 2021) – non exec Jonathan Goodwin (appointed 29 October 2021) – non exec Anthony Grayling (resigned 9 April 2021) Dr Gregory Abowd (appointed 25 th January 2022) Diane MacGillivray (appointed 25 th January 2022)
Key Management Personnel	Robert Farquharson (Chief Executive Officer) Martin Smith (Assistant Vice President for Recruitment and Marketing for Global Campuses) Rosalind Barrs (Registrar) Vanessa Carreras (Director of Finance, promoted Feb 2021) Naomi Goulder (Dean for Academic Development and Innovation and interim Dean of Faculties) Rebecca Morrison (Director of Student Services) Elizabeth O'Connell (Director of Admissions, Recruitment & Marketing) Sheena Van Der Merwe (Director of Resources & Operations) Scott Wildman (Assistant Vice President for Digital Innovation & Enterprise Learning) Andrew Ginger (Dean of Faculties) – resigned 24 th September 2021
Registered Company number	07317195
Registered Charity Number	1189858
Registered Office Address	Devon House, 58 St Katharine's Way, London E1W 1LP
Independent Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	Barclays Bank plc 1 Churchill Place London, E14 5RB
Solicitors	Eversheds Sutherland (International) LLP 5 th Floor, 50/60 Station Road Cambridge, CB1 2JH

CONTENTS

	PAGE
Annual Report of the Trustees including Strategic Report	4
Independent Auditor's report	16
Statement of Financial Activities (incorporating Income and Expenditure)	19
Balance Sheet	20
Statement of Cash Flows	21
Notes to the Financial Statements	22

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

The Trustees (who are Trustees of the charitable company) present their Annual Report for the year ended 30 June 2021 under the Charities Act 2011, including the Trustee's and Strategic Reports under the Companies Act 2006, together with the audited financial statements for the year and confirm that the latter comply with the requirements of the Charities Act 2011 and the Charities SORP 2015.

On 9th June 2020 NCH at Northeastern Limited (NCHNL) became a Registered Charity (registered charity number 1189858).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

The College is governed by its Memorandum and Articles of Association, last amended on 6 April 2021.

Governing Body

The NCHNL Board of Trustees ('The Board') is the statutory board of the legal entity, NCH at Northeastern Limited ('NCHNL') owns the brand 'New College of the Humanities' as well as its subsidiary New College of the Humanities Limited ('NCHL') and through which the College operates, including its relationship with regulatory bodies and partner organisations. NCHNL Board is a limited liability company established under English and Welsh law. For the purposes of these financial statements the Trustees are referred to as Trustees.

Recruitment and Training of Trustees

The Trustees roles are filled differently. There are five Trustees appointed by Northeastern University. The Master was an appointed ex officio Trustee, and resigned from the role in April 2021. The non-executive Trustees are recruited and appointed by the nominations committee of the NCHNL Board. The College uses a Skills Matrix to identify potential gaps prior to recruiting new Trustees.

The training of the Trustees depends on each individual's area of expertise but common areas of training would include English Higher Education Regulation and English law. This training is done either as part of the Board meetings or as required.

Organisational Management

The Board is legally responsible for the overall management and control of the College and, as such, has oversight and management of the strategic, financial and operational areas of the College's activities and all other aspects of the College's existence save for responsibilities delegated to the Academic Board in respect of the regulating and directing of the academic work of the College, including teaching (undergraduate and postgraduate degrees as well as degree apprenticeship programmes) and research.

The Board has ownership, oversight and management of the regulatory responsibilities and relationships of the College. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.

NCHNL Board may establish such committees as it considers necessary to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Board. Reports (at least annually) from these committees shall be received and considered by the Board where appropriate.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

The Board meets four times a year, and is supported by the following committees:

- The Executive Committee (ExCo) is Chaired by the CEO and ensures there is effective leadership and management of all the activities undertaken by the College and provides a link between the Board and the senior management. It ensures that the strategic priorities as outlined in the NCH Strategic Plan are being met through the operational execution of Academic Board and the Senior Management Team. ExCo supplies the Board with reports, draft budgets and accounts, and reports on risk management. ExCo meets on a fortnightly basis.
- The Audit Committee (AC) was established to review audit policy, internal procedures and assurance on the use of public funds on behalf of the Board including the recommendation on auditors presented to the Board. Audit Committee meets at least once a year.
- The Remuneration Committee (RemCo) was established to determine and apply policy on behalf of the Board to remuneration and benefits, to ensure compliance with best practice in the UK and to set the remuneration of the executive members of College as set out in the Articles. In determining senior management remuneration, RemCo consider several factors, including performance and sector averages. In the year a benchmarking exercise was completed by a third party using data from the Universities and Colleges Employers Association (UCEA). This committee meets twice a year. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similar institutions to ensure that the College remains informed to broader issues of pay and employment terms and conditions.
- The Nominations Committee (NC) was established to review and approve appointment of members to the Board as well as the removal/appointment of the Master and CEO.
- The Academic Board (AB) is the academic authority of the College and takes such measures as shall best promote the academic and professional work of the College, safeguard standards, academic freedom, and ensure that students receive a high-quality academic experience while studying at the College. This academic authority is exercised within a budgetary and strategic framework set by NCHNL Board.

In accordance with the Articles of Association, the Board has the power to delegate responsibility (but not accountability) to committees, directors, and the management of the College.

ExCo is responsible for proposing and delivering the College's strategy, and for managing the day-to-day activities, operations and resources of the College. The CEO chairs the meetings of the Senior Management Team (SMT), which reports to ExCo.

NCH AT NORTHEASTERN LIMITED

ANNUAL REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 30 JUNE 2021

The College's ability to deliver its charitable purpose and objectives is primarily dependent on its key management personnel (KMP) and staff. Below is a table listing all Trustees and key management personnel and their committee membership.

Name	Role*	The Board	ExCo	AC	RemCo	NC	AB	SMT
Dr Gregor Abowd	Trustee	X		X	X	X		
Rosalind Barrs	KMP						X	X
Darren Campili	Trustee	X		X	X	X		
Vanessa Carreras	KMP							X
Robert Farquharson	Trustee	X	X	X	X	X		X
Andrew Ginger (resigned)	KMP		X	X	X			
Jonathan Goodwin	Trustee	X		X	X	X		
Naomi Goulder	KMP		X				X	
Dr Kenneth Henderson (resigned)	Trustee	X		X	X	X		
Ralph Martin II (resigned)	Trustee	X		X	X	X		
Diane MacGillivray	Trustee	X		X	X	X		
Rebecca Morrison	KMP						X	X
Thomas Nedell	Trustee	X		X	X	X		
Elizabeth O'Connell	KMP							X
Dr Deanna Ranieri	Trustee	X	X	X	X	X		
Martin Smith	KMP		X					X
Julietta Tenant-Dexter	Trustee	X		X	X	X		
Sheena Van Der Merwe	KMP				X			X
Scott Wildman	KMP		X				X	X
Patricia Wood	Trustee	X		X	X	X		

Structure and relationships

The company was incorporated on 16 July 2010 as Grayling Hall Limited. Since incorporation the company has had three name changes;

- 23 February 2011 - New College of the Humanities Limited
- 6 March 2012 - Tertiary Education Services Limited
- 21 February 2019 - NCH at Northeastern Limited

On 19th February 2019 the issued share capital in the College was purchased by Northeastern University, (an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status under section 501(c)(3) of the United States Internal Revenue Code, of 360 Huntington Avenue, Boston, MA 02115, United States). As a result of this transaction the company is now a wholly owned subsidiary of Northeastern University. Following the change in ownership the company was renamed 'NCH at Northeastern Limited'.

An application for Charity Status was submitted in March 2019 to the Charity Commission. This was granted on 9th June 2020, charity number 1189858. Following the award of charitable status the College is now controlled by the Board.

Subsidiaries & Linked Charities

The College has a wholly owned non-charitable subsidiary, New College of the Humanities Limited (NCHL) (company number 07917776) registered in England and Wales and limited by shares. This company was responsible for the provision of the Masters degree awarded by Swansea University, under a validation agreement, which came to an end last year when the College obtained its own Taught Degree Awarding Powers. There were minor accounting transactions in the year but for all intents and purposes this entity was dormant and it is expected that it will continue in a dormant state for the foreseeable future. This company is not consolidated on the grounds of immateriality.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

The College also has an associated charity, New College of Humanities Trust (Trust)(charity number 1141608), which was a separate educational charity whose objectives are to award financial support or rewards to students at the College. It had three Trustees two of which are Trustees of the College and one who is an employee of Northeastern University. During the year the Trustees decided that the activities of the Trust could be continued within the College and the Trust can be closed. Accordingly, the remaining assets of the Trust were transferred to the College where they have been recognised as a separate restricted fund which will be disbursed in line with Trust objectives.

Risk Management

The Risk Management Strategy is designed to support this mission by assessing and managing the risks to the College achieving its stated mission and to ensure that the College is also protecting its stakeholders to which it has responsibilities, such as students, staff, funding bodies, partners, suppliers and the general public. This strategy forms part of the College's control and governance structure and it is designed to give summary guidance for those different parts of the College who are responsible for managing risk and for ensuring that their decisions are implemented.

The risk management objectives of the College are to:

- Integrate an awareness of managed risk taking and effective risk management into the culture of the College.
- Manage risk in accordance with good practice.
- Embed risk management within strategic and operational management processes.
- Consider legal compliance as a minimum standard.
- Anticipate and respond to changing economic, social, environmental and legislative requirements.
- Prevent injury and damage and reduce the cost of risk.

These objectives will be achieved by:

- Updating and maintaining a Risk Register which details those risks which, in the view of senior management and the Board, pose the greatest challenge to the achievement of the College's mission and of its continuing function.
- Assessing the likelihood of these risks occurring and the likely impact of an occurrence.
- Putting in place arrangements to manage and monitor risk.
- Maintaining effective communication and the active involvement of staff.
- Preparing contingency plans in areas where there is a potential for an occurrence having a wholly negative effect.
- Monitoring and reviewing arrangements on an ongoing basis.
- Insuring against risk where this is deemed to be cost effective.

The Board has ultimate responsibility for the total risk exposure of the College by:

- Setting the tone and influence of the culture of risk management across the College.
- Determining the extent to which the College is 'risk taking' or 'risk averse' as a whole and sets the College's 'risk appetite'.
- Approving major decisions affecting the College's risk profile or exposure.
- Determining what types of risk are acceptable/not acceptable and monitoring significant risks and control improvements to mitigate risks.
- Annually reviewing the College's approach to risk management and approving changes or improvements to key elements of the process and procedures.
- Establishing, maintaining, and reviewing controls for monitoring risks.
- Having particular focus on the financial risks that could impact the College and its provision of world class higher education.

To support it in exercising these responsibilities, the Board will receive an annual report from ExCo, on the effectiveness of the risk management process in the College, making recommendations where appropriate.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

ExCo exercise their responsibility for risks by:

- Identifying and evaluating the significant risks faced by the College.
- Providing adequate information in a timely manner to the Board on the status of risks and controls.
- Annually having a risk review and reporting the outcomes to the Board.
- Implementing policies on risk management and internal control.
- Annually reviewing the effectiveness of the system of internal control and risk management.

The CEO will report, on ExCo's behalf, to the Board on an annual basis as to the approach to risk faced by the College, and the management of it, and in each the Board meeting will report on any incidents and/or changes to the level of risk faced by the College and the approach to managing those changed circumstances. The framework for these discussions at the Board will be the Risk Register. The Trustees are cognisant of the Charity Commission's Governance Code and intend to carry out an assessment of compliance against the Code's seven principles in the coming year.

Principal Risks and Uncertainties Facing the Business

The principal risks that have been identified include:

- COVID-19 - impact on student numbers, mental wellbeing and possibility of request for break in studies, fee reduction/refund requests, staff wellbeing and ability to deliver education and support remotely in the longer term. Since September 2021 the College has been back delivering face to face teaching and providing support to students and staff where it can, but the risk of further disruption remains. We continuously review governmental advice and sector practices to ensure our community of staff and students are offered a safe environment and, where relevant, we have moved to temporary online delivery.
- Student recruitment – strategy of the College is to grow student numbers. We continue to support this through a strong recruitment team and with collaboration agreements with our parent institution (see Access and Participation Plans for further details how the College is doing this).
- Regulatory - loss of any regulatory assets such as UKVI Tier 4 licence. The College retains highly trained staff in Quality Assurance, VISA team and Admissions and continues to receive positive outcomes when audited by our regulating bodies.
- Business disruption from non-COVID incident - inability to use existing premises, loss of key members of staff, technology failure or student incident. Management of this risk falls to SMT, who meet regularly, in line with the College's Disaster Recovery Plan.

Employment policy

The College aims to be an equal opportunity employer and to apply objective criteria to assess merit and make decisions on selection, promotion and other employment-related issues. It aims to ensure that no job applicant, employee or worker receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, perceived sexuality, disability, membership or non-membership of trade unions, 'spent' convictions of ex-offenders, class, age, political views or activity, religion or belief.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

STRATEGIC REPORT

OBJECTIVES, AIMS AND ACTIVITIES

Charitable objects

NCHNL's charitable objects, as set out in the Articles of Association, are the advancement of education for the public benefit. The Board is mindful of the longstanding need to provide public benefit and the requirements of the Charities Act 2011.

Aims

The College's aim is to provide an outstanding university-level education. The desired outcomes are a deep and insightful engagement with the subjects of study, and in the process acquisition of acuity of thought, reasoning power, knowledge of methods and sources, and learning, writing and discursive skills, all exportable into lifelong learning and applicable to the demands of work and life after graduation.

The College's mission is to be 'where the power of learning and discovery through limitless global connections are unleashed. This will be manifested by building on the institution's current foundations to build differentiation in the UK market, to be a laboratory for global innovation and to become the European hub for the Northeastern network.'

Northeastern University

The College became part of Northeastern University's (NU) global network in February 2019. NU is a large not for profit university based in Boston, USA. NU has approximately 39,000 students on its campus in Boston and significant numbers throughout its network across the globe.

Being part of the NU global network provides significant opportunities, expertise and resources to further the College's ambitions.

Objectives for the year

The main objective of the College is to continue to provide education of the highest quality that meets the needs of an ever-changing future and acknowledges changes to the delivery environment and student expectations.

The primary objectives of the College and progress against them during the year were:

Fulfil the educational mission	As evidenced by the degree results and the NSS results the College certainly fulfilled its educational mission. The College was able to ensure the continuity of education and ability for progression and completion of studies by students during the COVID- 19 pandemic.
Protect the wellbeing of students and staff during the COVID- 19 pandemic	This remained a top priority for the whole year. The College was in regular contact with both staff and students to offer support on an ongoing basis, disbursed OfS Hardship funds and topped up the grant .
Run Northeastern programmes in London	In April 2020 the Northeastern students were repatriated as the COVID-19 related restrictions were introduced, with the result that no such programmes ran for 20-21. The programme was re-initiated in August 2021 for the 21-22 Academic year with over 400 students based in London.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

Public benefit statement

Founded in 2012, with the aim of providing the highest quality of education in the humanities and social sciences, the College has established itself as a prestigious, university-level college based in the heart of London. Whilst students pay fees, the College is focused on delivering public benefit and offers a number of scholarships for academic excellence and bursaries for those students requiring financial support. The amounts were £118k and £110k. Further information regarding Public Benefit can be found in the Access and Participation plan below.

The Trustees have considered the requirements of the Charities Act 2011 and the Charity Commission's guidance on public benefit in setting the objectives and activities of the charity. As part of its commitment to public benefit and in line with requirements set out by the Office for Students (OfS), the college has published its Access and Participation Plans as set out below.

ACCESS AND PARTICIPATION PLANS

The College is an approved (fee cap) provider for the purpose of registration with the Office for Students (OfS) (the regulator for higher education in England). As part of its obligations under its registration, the College is required to produce an Access and Participation Plan (APP) and this forms the central element of the College's widening participation agenda. The APP outlines in detail how the College will assist students from groups that have historically been underrepresented within higher education: students from lower social economic backgrounds, BAME students, disabled students, mature students, and care leavers.

The APP benchmarks the College's performance against the national and regional average in regards to these underrepresented groups, and specifically, what steps the College is taking to assist these groups in gaining access to education, success whilst at the College and progression on to graduate employment. The APP contains information about the College's historical performance against these metrics and also the targets agreed by the Director of Fair Access and Participation at the OfS. The APP is a public document and provides detailed analysis of the College's approach, information about specific widening participation activity, its targets and how they will be achieved. The current APP has been approved for a period of 5 years running from academic year 2019-2020.

The Access and Participation plans for NCH set out how the College maintains fair access to its programmes and how it will sustain and improve access, student success, and progression among people from underrepresented student groups. The Plan has been prepared in accordance with guidance produced by the Office for Students (OfS) and has been approved by the Board. The Plan applies to UK and European students entering the college in the 2019-20 academic year and its terms apply to those students for the duration of their studies at the College.

A significant number of outreach events have been undertaken by the College aimed at increasing awareness of the institution and to attract applicants. These activities have encompassed a wide variety of schools talks, attendance at fairs, and events held at the College. In order to comply with the College's commitments, and as required by the College's regulator (the Office of Students), widening participation activity continued throughout the pandemic, albeit via online channels. This activity - all aimed at increasing awareness of the institution and attracting widening participation applicants - encompassed various online events, including school talks, extended mentorship programmes, collaborative third-party events and events hosted by the College. Due to the success and high levels of engagement with online activities, the College has and will continue to offer online activities in combination with in-person interventions.

Of particular relevance to widening access, below are some brief representative examples of the works the College has engaged in:

- External visits and talks – the College visits a wide range and number of schools including schools from areas of lower student participation in higher education. One example of this work is a visit to Thomas Tallis School (a comprehensive co-educational school with over 1600 students, with a higher

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

than average cohort of minority ethnic backgrounds and POLAR 3 quintile 1-2 students, and located in quintile 2 area for adult HE qualifications and a quintile 1 area for participation), where members of the recruitment team, accompanied by student representatives, gave a talk to years 9, 10 and 11 on studying at university and how to make applications.

- Visits to the College – another aspect of the College’s outreach strategy includes welcoming schools, students, and school staff into the College to hear talks or participate in workshops on a given subject. For example, the London School of Excellence (a school with a higher than average cohort of minority ethnic backgrounds and POLAR 3 quintile 1-2 students) and other school students, via IntoUniversity, have attended talks by the College’s visiting professors and faculty on a wide range of topics, from competition law to philosophy. In addition, students have had talks on more general topics such as ‘what it is like to study at university’ and ‘how to apply’.
- Collaborative events – the College also works with other organisations in order to reach out to students from underrepresented groups.
- Linking London – the College has become part of the Linking London network working collaboratively to deliver outreach events to FE and Sixth form colleges. During 2020-21, the College is creating an outreach video to send to schools as a way of engaging with students whilst visits to schools are not possible. The College works in collaboration with the outreach hub officers to run this work.
- Talent Foundry – the College organised a week long workshop on Law and technology to be delivered to 250 students from years 7-9, this took place on 4-8 November 2019. The College did not run the workshop during 20-21 due to COVID-19 but is currently looking at ways this programme can be offered online during the summer of 2022.
- The College works collaboratively to create and inform the outreach activities, along with effective evaluation methods of initiatives, with relevant institutions. For 2020-21 the College subscribed to SEER who supported the College with building institutional consideration such as strategic alignment and the whole institution approach focusing on data, evaluation, monitoring and research.
- Staff regularly attend training by TASO and HEIDI Plus to remain up to date in this arena. HEIDI Plus provides the institution with a data landscape that informs the College’s recruitment and widening participation strategies. In addition, the College benefits from this membership to ensure that current data sets well inform planning.

The initiatives outlined above are indicative of the work the College has always undertaken to promote access to higher education and raise awareness within underrepresented groups of the advantages of studying at university. Such programmes will continue and expand as school partnerships develop further. In terms of impacting attainment, the College will seek opportunities to work with key secondary schools to develop strategies to support students.

Financial Support

Financial support to students has been central to the College’s offer process over each year of its operation. The elements of financial support have adapted over time as the College fees have been revised and as students have been able to access loans from the Student Loans Company.

Since its inception the College has provided generous financial support in order to assist students to attend.

Means-tested bursaries are made available to students in order to alleviate financial hardship. In regard to the award of any bursary, the College considers the household income of the applicant/applicant’s family, and the size of the award is linked to that income. During 20-21 49 students were in receipt of a bursary, total amount of bursaries paid amounted to £110k, 19 of these students we classified as Widening participation students with £52k of the allocated bursaries.

The College also operates an in-year Hardship Fund. Students finding themselves in particular financial hardship, regardless of prior bursary allocations, can apply for a one-off £500 Hardship bursary to alleviate their situation. There are clear eligibility criteria. The process is managed by the Student Academic Services team and outcomes are ratified by the Director of Finance.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

In addition to means tested support, the College automatically considers every applicant for an academic scholarship of up to £2,000 based on predicted grades and performance at interview.

Alumni relations

The College is a reasonably young institution and does not yet boast large numbers of Alumni but has good ties with a number of graduates, organising bi-annual Alumni events and inviting Alumni to College wide events.

Review of achievements and performance for the year

During the year, the College continued to provide a first-class educational experience for students taking UK validated degrees and those on study abroad programmes from our parent institution, Northeastern University.

The College hosted 287 students on London Validated courses (2020: 212) and no students visiting from Northeastern University for one of their Study Abroad programmes (2020: 283). This reduction in the latter cohort was due to travel restrictions in the summer of 2020.

In 2021 48% of graduating students obtained a first class degree, and 44% a 2:i (2020: 50% and 40% respectively).

The National Student Survey (NSS) is a high-profile annual survey of nearly half a million students across the UK. The survey gathers opinions from students about their time in higher education, asking them to provide honest feedback on what it has been like to study on their course at their university/college. In 2021, 81% of eligible NCH students completed the NSS survey (2020: 85%). Overall satisfaction at NCH was 84% (2020: 96%), which was better than the national average of 76% (2020: 83%).

FINANCIAL REVIEW

NCH results for the year

The College's financial statements reflect its relatively short history and need to make upfront investment in such an institution to ensure longevity and growth. As such, the institution had declared losses since its inception with 2019-20 as the first year to see a surplus.

Total income was £19.2m representing an 88% improvement from prior year (£10.2m, 2020). But it must be noted that this is largely due to the new relationship with Northeastern University who have provided grants of £16.4m in the year, £6.6m of which were capital grants restricted to be deployed in the development of the college's new campus. If grants are removed from the income this reduced from £6m in 2020 to £2.7m mainly due to the cancellation of the Study Abroad programme for the year due to Covid-19 related travel restrictions. The reduction was offset with additional non capital grants from Northeastern University, from £4.3m in 2020 to £9.8m in 2021.

Total expenditure increased by 46% from £9.5m to £13.9m, though the Study Abroad programme was cancelled many of the staffing costs and the student accommodation cost had already been committed to legally, these costs amounted to £3.1m. The College was able to agree a significantly reduced accommodation cost for rooms not being used and many of the staff employed for the programme were subsequently seconded to Northeastern University to deliver programmes remotely which offset their costs. The lease for the new site in Devon House commenced in October 2020, this brought associated lease costs of ca. £800k and a nominal rent for the year of ca. £2.2m as new costs to the Charity. Staff costs now represent 40% of total charitable expenditure (2020: 44%).

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

Reserves Policy

The College's reserves policy is that it should have access to sufficient financial resources to be able to ensure the sustainability of the College. In determining what level of financial resources are required, the College has considered the following:

- Current and projected levels of general reserves;
- Level of Working Capital required to operate effectively;
- The impact of seasonality;
- The College's risk appetite;
- The College's appetite to borrow funds and Northeastern's wishes in terms of providing grants;
- The likely financial impact of a number of unlikely but plausible scenarios linked to the most significant risks that the College faces, with particular attention to the timing of the risk and its severity.

With this in mind the College is working towards a general reserves position which would fund operations for one term (excluding the costs associated with NU Programme), this is currently around £3.9m. The total reserves for the College at the year end were £5.7m (2020: £0.4m), including £709k of restricted funds. It should also be noted that this includes a designated fund of £6m represented by Fixed Assets which are not available for general use so the general reserve position after these adjustments is £(1.1)m, £5m short of our target. Until the College reaches its target it is reliant on the continued support of Northeastern University as offered via the Deed of Grant signed on 5th September 2019.

Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the College together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

During the previous year the College reacted swiftly to the worldwide pandemic and was able to shift to online delivery of its teaching provision the week before Lockdown was imposed for the UK, with a view to protect the H&S of our community. As we continued into 20-21, the Board and key management personnel acknowledged that they would need to continue to closely monitor the situation as it pertained to the Higher Education sector in particular. Strategies were and continue to be reformulated and adapted in line with emerging trends, legislation and information, requiring continuous review of the College's risk tolerance.

The initiatives mentioned in the 'future plans' section, including the resumption of NU programme and development of apprenticeships will result in steady growth in student numbers over the next few years. Management have carefully considered the resources required to meet this growth when budgeting. Forecasts for the coming 5 years show sustainable growth resulting in financial surpluses and self-sufficiency in 2023.

The negative unrestricted reserves position reflects the College's ongoing investment in the new premises, Devon House which significantly expands the resources and facilities available to meet the expected growth in student numbers. The College will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the College has reached a point of self-sufficiency.

The Trustees have a reasonable expectation that the College has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

Fundraising

The College does not carry out any fundraising activities with the general public and no donations are sought from the public. The College has no fundraising activities requiring disclosure under section 13 of the Charities (Protection and Social Investment) Act 2011.

FUTURE PLANS

The future plans include:

- Building on the acquisition by Northeastern to further grow the numbers of students in the College and to expand the offering of courses to both undergraduate and graduate students. Student numbers have gone from 300 in 2020 to over 1,000 in 2021 and the college hopes to grow student numbers by ca. 300-350 during 2022-23 and 2023-24 in its UG and PG provision as well as a further 500 a year in its Apprenticeship provision.
- Following the move to Devon House in St Katherine's Dock, which already offered considerably increased space expansion, the college is looking to further increase its estate to support plans to grow student numbers, particularly within its Mobility provision for Northeastern University.
- Increasing the offering of workplace learning opportunities building on the Apprenticeships launched in October 2020.
- Establish London as a genuine hub in the Northeastern University's global network whilst continuing to be a self-regulating English HE.

These initiatives are ensuring the College's budgets for the coming 5 years show a considerable growth and increasing surpluses allowing the recovery of past losses incurred during the initial stages of the institution's existence.

Northeastern University, as sole shareholder, is committed to supporting NCHNL's working cash flow requirements through the effects of the worldwide pandemic.

NCH AT NORTHEASTERN LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

Charity law requires the Trustees to prepare financial statements for each financial year or period. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practices (FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland) and applicable law. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the College including income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgement and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

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

PROVISION OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Annual Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the College's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the College's auditors in connection with preparing their report and to establish that the College's auditors are aware of that information

AUDITORS

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006

This annual report was approved by the board on 25th January 2022 and signed on its behalf



R Farquharson
Trustee

NCH AT NORTHEASTERN LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NCH AT NORTHEASTERN LTD FOR THE YEAR ENDED 30 JUNE 2021

Opinion

We have audited the financial statements of NCH at Northeastern Limited ('the charitable company') for the year ended 30 June 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2021 and of income and 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 requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Trustees' Report and Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report and strategic report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

NCH AT NORTHEASTERN LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NCH AT NORTHEASTERN LTD FOR THE YEAR ENDED 30 JUNE 2021

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

NCH AT NORTHEASTERN LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NCH AT NORTHEASTERN LTD FOR THE YEAR ENDED 30 JUNE 2021

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the parent charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the parent charity and the group for fraud. The other laws and regulations we considered in this context for the group were Higher education and Research Act 2017, Teaching Excellence and Student Outcomes Framework, General Data Protection Regulations and Health and Safety.

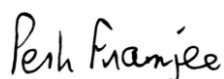
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income, and the override of controls by management. Our audit procedures to respond to risk of income recognition included selecting a sample of income during the year, agreeing back to the relevant documentation and ensuring it has been recognised correctly. Our audit procedures to respond to the risk of management override included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Office of Students (OfS), Quality Assurance Agency for Higher Education (QAA) and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Pesh Framjee
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date 17 February 2022

NCH AT NORTHEASTERN LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an income and expenditure account) FOR THE YEAR ENDED 30 JUNE 2021

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	2020 £'000
INCOME FROM:					
Charitable activities	2	2,661	-	2,661	5,870
Teaching & Learning					
Grants from parent entity					
Teaching & Learning	3	9,800	-	9,800	4,250
Capital Grants	3	-	6,615	6,615	-
Other Income	4	2	-	2	78
Grants from NCHT	3	-	78	78	-
		<u>12,463</u>	<u>6,693</u>	<u>19,156</u>	<u>10,198</u>
EXPENDITURE ON:					
Charitable activities	5	<u>13,885</u>	<u>15</u>	<u>13,900</u>	<u>9,533</u>
NET INCOME / (EXPENDITURE)		<u>(1,422)</u>	<u>6,678</u>	<u>5,256</u>	<u>665</u>
Transfers between funds	13	5,148	(5,148)	-	-
Other recognised gains /(losses)		-	-	-	-
NET MOVEMENT IN FUNDS		3,727	1,529	5,256	665
RECONCILIATION OF FUNDS					
Total funds brought forward		421	-	421	(244)
Total funds carried forward		<u>4,148</u>	<u>1,529</u>	<u>5,677</u>	<u>421</u>

The accompanying notes 1 to 19 form an integral part of these financial statements.

NCH AT NORTHEASTERN LIMITED

BALANCE SHEET

AS AT 30 JUNE 2021

		2021 £'000	2020 £'000
	Note		
FIXED ASSETS			
Tangible Assets	7	6,041	57
Investments	8	<u>1</u>	<u>1</u>
		6,042	58
CURRENT ASSETS			
Debtors	9	1,801	543
Cash at bank and in hand		<u>4,599</u>	<u>1,008</u>
Total current assets		<u>6,400</u>	<u>1,551</u>
CREDITORS: amounts falling due within one year	10	<u>(5,669)</u>	<u>(927)</u>
Net current assets / (liabilities)		731	624
TOTAL ASSETS LESS CURRENT LIABILITIES		6,773	682
Provisions for liabilities	11	(1,096)	(261)
TOTAL NET ASSETS / (LIABILITIES)		<u>5,677</u>	<u>421</u>
FUNDS			
Restricted funds	13	1,530	-
Unrestricted funds	13	(1,058)	421
Designated funds	13	<u>5,205</u>	<u>-</u>
TOTAL FUNDS		5,677	421

The accompanying notes 1 to 19 form part of these financial statements.

The financial statements were approved and authorised for issue by the board on 25th January 2022 and were signed on its behalf by:



R Farquharson, Trustee

Registered number: 07317195

NCH AT NORTHEASTERN LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2021

		2021	2020
		£'000	£'000
	Note		
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations (see below)		8,763	762
Net cash from operating activities		8,763	762
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(5,172)	(25)
Investment income		-	-
Net cash used in investing activities		(5,172)	(25)
Net increase / (decrease) in cash and cash equivalents		3,591	737
Cash and cash equivalents at beginning of period		1,008	271
Cash and cash equivalents at end of period (see below)		4,599	1,008
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES			
Cash flows from operating activities			
Net income / (expenditure)		5,256	665
Adjustments for:			
Depreciation	7	23	17
Investment income	4	-	-
(Increase) / Decrease in trade and other receivables	9	(1,258)	310
Increase / (Decrease) in trade payables	10	4,742	(263)
Increase / (Decrease) in provisions (exc restitution)	11	0	33
Cash generated from operations		8,763	762
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank		4,599	1,008

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1.1 Company Information

NCH at Northeastern Limited is a registered charity (no. 1189858) and public benefit entity in England and Wales (registration approved 9 June 2020) and a company limited by shares incorporated and registered in England (no.07317195) on 16th July 2010. The address of the registered office is Devon House, 58 St Katherine's Dock, London, E1W 1JP. The College changed its name to 'NCH at Northeastern Limited' in February 2019.

1.2 Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

1.3 Going Concern

In preparing these financial statements the Trustees have considered the current financial position of the College together with cashflow forecast for the foreseeable future in order to determine whether the financial statements can be prepared on a going concern basis.

During the previous year the College reacted swiftly to the worldwide pandemic and was able to shift to online delivery of its teaching provision the week before Lockdown was imposed for the UK, with a view to protect the H&S of our community. As we continued into 20-21, the Board and key management personnel acknowledged that they would need to continue to closely monitor the situation as it pertained to the Higher Education sector in particular. Strategies were and continue to be reformulated and adapted in line with emerging trends, legislation and information, requiring continuous review of the College's risk tolerance.

The initiatives mentioned in the 'future plans' section, including the resumption of NU programme and development of apprenticeships will result in steady growth in student numbers over the next few years. Management have carefully considered the resources required to meet this growth when budgeting. Forecasts for the coming 5 years show sustainable growth resulting in financial surpluses and self-sufficiency in 2023.

The negative unrestricted reserves position reflects the College's ongoing investment in the new premises, Devon House which significantly expands the resources and facilities available to meet the expected growth in student numbers. The College will continue to meet its investment and working capital requirements through the grant contributions from Northeastern University, which are provided under the Deed of Grant dated 5th September 2019, as reflected above, this support will eventually taper off once the College has reached a point of self-sufficiency.

The Trustees have a reasonable expectation that the College has sufficient resources and support from Northeastern University to continue in operational existence for the foreseeable future and it remains appropriate to prepare their financial statements on a going concern basis.

1.4 Preparation of consolidated financial statements

The financial statements contain information about NCH at Northeastern Limited as an individual charitable company and do not contain consolidated financial information on the grounds that the subsidiary is immaterial.

1.5 Fees and grant income

Tuition fees - received for students studying accredited degrees and accounted in the year of study with bursaries and scholarships awarded in the year credited against these fees in the accounts.

Teaching Grants received from OfS, accounted for as unrestricted income in the year they are received.

Grants received from parent company are accounted for in the period they are received and split between Teaching & Learning unrestricted grants and Capital restricted grants.

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The College holds no property or freehold land assets. Depreciation is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases and recognised within the statement of financial activities:

Office equipment	25% straight line
Fixtures & fittings	25% straight line
Leasehold improvements	over the least term

Assets in the course of construction are capitalised at cost but are not depreciated until they become available for use, they are then depreciated over the lease term.

1.7 Intangible fixed assets and amortisation

The College has no intangible fixed assets as at the date of signing these accounts.

1.8 Pension

The College operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

1.9 Operating Leases

Rentals on operating leases are charged to the profit and loss account in the period in which they fall due.

1.10 Funds

The total funds of the College are allocated to unrestricted and restricted based on the terms set by the donors.

Unrestricted funds are funds that are available for use at the discretion of the College in furtherance of its objectives and are divided between Designated and General Funds. Designated Funds are unrestricted funds which have been set aside by the College for specific purposes, which include those funds represented by fixed assets. General Funds are funds available for the provision of working capital and reserves for the general administration of the College.

Restricted funds comprise grants where donors have earmarked funds for specific purposes. The majority of this is related to grants provided by Northeastern University for the sole purpose of supporting the development of the College's new campus. At the year £1.5m remained unspent but designated for the purpose of fixed asset development.

Following the decision to close the related trust, New College of the Humanities Trust (Trust), charity ref number 1141608). The Trust transferred the remaining assets (£78k) to the College, where these assets are held in a separate restricted fund. This fund will be utilised in line with the articles and objectives of Trust and reserved for the financing of bursaries and hardship grants for students who meet means tested eligibility criteria.

1.11 Provisions

Provisions are recognised when the College has a present legal or constructive obligation because of past events, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole a provision is recognised even if the likelihood of an outflows with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the amount expected to be required to settle the obligations using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1.12 Financial Instruments

The College has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash in hand and at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, accruals, trade and other creditors.

Trade creditors

Trade creditors are not interest bearing and are stated at their nominal value.

Loans

Loans, are measured at fair value, net of transaction costs.

Investment in subsidiary

The investment in subsidiary is measured at cost less impairment.

1.13 Redundancy payments

Termination benefits are payable when employment is terminated by the College or whenever an employee accepts voluntary redundancy in exchange for these benefits. The College recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to.

1.14 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the College's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, whether the revision affects only that period, or whether they also affect future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NCH AT NORTHEASTERN LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	£'000	£'000
2 INCOME FROM CHARITABLE ACTIVITIES		
Unrestricted funds		
Tuition Fees – UK Undergraduates	2,293	1,646
Tuition Fees – UK Postgraduates	205	-
Programme Fees from Northeastern University	-	4,155
Tuition – EDGE division	114	-
Other – Office for Students teaching grant	39	51
Other academic income	10	18
	2,661	5,870
The fee income above is net of all student support as follows:		
Bursaries for Non-WP students *	49	52
Scholarships – Undergraduate students	110	89
Scholarships – Postgraduate students	8	-
	167	141
* Bursaries for Widening Participation Students area accounted for as a cost in the relevant department.		
3 GRANTS	2021	2020
	£'000	£'000
Unrestricted		
Teaching & Learning	9,800	4,250
Restricted		
Capital Development (Devon House)	6,600	-
OfS Hardship Grant – student support disbursed in the year	15	-
Grant from NCH Trust – for student support	78	-
Total Restricted Grants	6,693	4,250
4 OTHER INCOME	2021	2020
	£'000	£'000
Management fee from NCHL	-	69
Miscellaneous income	2	9
Interest (investment) income	-	-
Total Other Income	2	78

NCH AT NORTHEASTERN LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

5 ANALYSIS OF EXPENDITURE	2021 £'000	2020 £'000
Charitable Expenditure		
Direct staff costs allocated to:		
Teaching & Research	4,357	3,226
Other direct costs allocated to:		
Teaching & Research	3,446	2,873
Support and Governance costs allocated to: (see below)		
Teaching & learning	6,097	3,434
Total Expenditure	13,900	9,533
 Analysis of Support and Governance Costs	 £'000	 £'000
Student Recruitment activities	635	692
Admissions & Widening Participation	102	80
Marketing Activities	909	626
Other Support (inc HR, Finance & IT)	897	1,319
Premises Costs	3,527	698
Governance costs (see below)	27	19
Total Support & Governance Costs	6,097	3,434
 Governance Costs comprise	 £	 £
Auditors remuneration – audit services	23	15
Auditors remuneration – other services	4	4
Total Governance Costs	27	19
 6 STAFF COSTS	 2021 £'000	 2020 £'000
The aggregate staff costs for the year were as follows		
Salaries and wages	4,491	3,381
Social Security costs	523	367
Pension costs (Stakeholder and Occupational schemes)	534	412
Other benefits	35	34
Total Other Income	5,583	4,194
Aggregate employee benefits of key management personnel (KMP)	1,380	1,202

NCH AT NORTHEASTERN LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

6 STAFF COSTS (Continued)	2021	2020
Average number of employees on a full time equivalent basis was as follows		
Trustees	1	1
Tuition and research	51	39
Support	49	38
Total	101	78
Average number of employees on an actual basis was as follows		
Trustees	1	1
Tuition and research	69	65
Support	59	30
Total	129	96
Number of higher paid employees with aggregate employee benefits in bands of:		
	2021	2020
£60,001-£70,000	10	5
£70,001-£80,000	1	-
£80,001-£90,000	1	2
£140,001-£150,000	1	-
£160,001-£170,000	-	1
£180,001-£190,000	2	1
Total	15	9

TRUSTEE REMUNERATION & EXPENSES

In accordance with the Articles of Association, the Former Master (Anthony C Grayling) received remuneration of £135,188 with additional College pension and healthcare payments of £22,923 and £4,252 respectively up to his resignation as a Trustee in April 2021. Since becoming a Trustee of the College on 6th April 2021, R Farquharson received remuneration of £82,903, the College also paid £6,443 in pension contributions. This is included in the above note. In 2020 the College paid £176,518 in remuneration, £33,587 in pension payments and £4,915 in healthcare.

There were no expenses relating to travel and accommodation, amounting paid to any Trustee (2020: £nil).

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

7 TANGIBLE FIXED ASSETS

	Office Equipment £'000	Fixtures & Fittings £'000	Assets Under Construction £'000	Total £'000
Cost				
At 1 July 2020	76	5	-	81
Additions	383	-	5,623	6,006*
At 30 June 2021	459	5	5,623	6,087
Depreciation				
At 1 July 2020	23	1	-	24
Additions	21	2	-	23
At 30 June 2021	44	3	-	47
Net book value				
As at 30 June 2021	415	2	5,623	6,040
At 30 June 2020	53	4	-	57

* For the purposes of the Cash Flow statement we will remove the element here that relates to a restitution provision where no expenditure has taken place yet, £5.172m

8 FIXED ASSET INVESTMENTS

Investment in Subsidiaries	£'000
Cost	
At 1 July 2020	1
Additions	-
At 30 June 2021	1
Net book value	
As at 30 June 2021	1
At 30 June 2020	1

The College's investment at the balance sheet date is one ordinary share in a 100% owned Subsidiary, New College of the Humanities Ltd, (NCHL) Devon House, 58 St Katherine's Dock, London, E1W 1JP a company incorporated in the United Kingdom with company number 07917776, whose principal activity is the provision of higher education in the humanities. NCHL had a profit of £4,670 due to receipt of written off debtor balances (2020: loss £27,801) and net reserves of (£75,598) (2020: (£80,358)).

This entity has not been included within the consolidation on the grounds that the entity is immaterial to the group. Furthermore, the only transactions were due to accounting requirements as there was no trading activity. The entity will now be declared dormant for regulatory and financial purposes.

NCH AT NORTHEASTERN LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

9 DEBTORS

	2021	2020
	£'000	£'000
Trade debtors	6	23
Prepayments and accrued income	1,554	334
Other debtors	241	186
Total	1,801	543

Other debtors includes an intercompany balance owed by NCHL to NCH at Northeastern of £76,974 (2020 £28,842).

10 CREDITORS

	2021	2020
	£'000	£'000
Amounts falling due within one year		
Trade creditors	2,308	240
Accruals and deferred income	2,887	306
Tax and social security	208	109
Other creditors	266	272
Total	5,669	927

11 PROVISIONS

	2021	2021	2021	2020
	Dilapidation	Restitution	Total	Total
	£'000	£'000	£'000	£'000
Balance brought forward	261	-	261	227
Released in the period	-	-	-	-
Provided for in the period	-	836	836	34
	261	836	1,097	261

Dilapidation provision relates to leasehold properties where NCH at Northeastern Ltd has a contractual obligation to bear such costs. The provision for these costs is based on management's best estimates. The dilapidations will become payable on lease termination in early 2022.

During the year a provision was created against the costs of restitution for the leasehold in Devon House, which spans 15 years. This cost was estimated by our surveyors Hennessy Godden in November 2021 and will be reviewed in an annual basis.

NCH AT NORTHEASTERN LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

12 OPERATING LEASE COMMITMENTS

During the year £2,196k was recognised as an expense in the Statement of Financial Activities in respect of operating leases (2020: £327k). At 30 June 2021 the College had total commitments under non-cancellable operating leases over the remaining life of these leases

	2021	2020
	£'000	£'000
Land and Buildings		
Within one year	217	2,625
Between two and five years	9,720	217
After more than five years	25,211	-
	35,148	2,842

The college signed a 15 year lease for 3 spaces within Devon House, St Katherine's Dock, in October 2020. The leases offered a rent free period of 23 months at the beginning of the contract and a further 6 months on the 10th anniversary. The schedule above reflects the timing of said rental payments.

13 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR

2021					
	Balance at 1	Income	Expenditure	Transfers,	Balance at
	July 2020			gains and	30 June
	£'000	£'000	£'000	losses	2021
				£'000	£'000
Unrestricted funds					
General Reserves					
– P&L	(32,240)	12,463	(13,885)	-	(33,662)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	57	-	-	5,148	5,205
	421	12,463	(13,885)	5,148	4,147
Restricted funds					
NCH Trust	-	78	-	-	78
Capital Funding	-	6,615	(15)	(5,148)	1,452
	-	6,693	(15)	(5,148)	1,530
Total funds 2021	421	19,156	(13,900)	-	5,677
2020					
	Balance at 1	Income	Expenditure	Transfers,	Balance at
	July 2019			gains and	30 June
	£'000	£'000	£'000	losses	2020
				£'000	£'000
Unrestricted funds					
General Reserves					
– P&L	(32,896)	10,198	(9,542)	-	(32,240)
– Capital	32,604	-	-	-	32,604
Designated funds - FA	49	-	-	8	57
	(243)	10,198	(9,542)	8	421
Restricted funds	-	-	-	-	-
Total funds 2021	(243)	10,198	(9,542)	8	421

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

13 FUNDS NOTE FOR CURRENT YEAR AND PRIOR YEAR (CONTINUED)

Analysis of net assets between funds:

2021	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	6,041	6,041
Net Current Assets	1,530	(797)	-	733
Provisions	-	(261)	(836)	(1,097)
	<u>1,530</u>	<u>(1,058)</u>	<u>5,205</u>	<u>5,677</u>

2020	Restricted £'000	Unrestricted £'000	Designated £'000	Total Funds £'000
Fixed Assets	-	-	57	57
Net Current Assets	-	625	-	625
Provisions	-	(261)	-	(261)
	<u>-</u>	<u>364</u>	<u>57</u>	<u>421</u>

14 SHARE CAPITAL

	2021 £'000	2020 £'000
Allotted, called up and fully paid		
Ordinary shares of £1 each	13,850	13,850
Capital Contribution	-	-
	<u>13,850</u>	<u>13,850</u>

15 FINANCIAL INSTRUMENTS

	2021 £'000	2020 £'000
Financial assets measured at amortised cost	4,854	1,217
Financial assets measured at fair value	-	-
Financial liabilities measured at amortised cost	<u>(5,370)</u>	<u>(780)</u>

- a) Financial assets measured at amortised cost includes include cash, trade and fee debtors, staff loans, other debtors & accrued income, but exclude amounts due from HMRC.
b) Financial assets measured at fair value consists of investments.
c) Financial liabilities include trade creditors, other creditors, accruals, bank loans & pension liabilities but excluding amounts owed to HMRC.

16 CAPITAL COMMITMENTS

As at 30th June 2021 the college had received £6.6m in grants from Northeastern University to support the development of our new campus in St Katherine's Dock of which £5.1m had been spent by year end. Further commitments at this date amounted to £3.8m, for which further grants were received beyond the year end.

NCH AT NORTHEASTERN LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

17 RELATED PARTY TRANSACTIONS

The College's parent is Northeastern University, an educational institution incorporated under the laws of the Commonwealth of Massachusetts, United States, being a non-stock, non-profit educational charity with tax exempt status (EIN: 04-1679980) under section 501(c)(3) of the United States Internal Revenue Code. Main address is 360 Huntington Avenue, Boston, MA 02115, United States. Consolidated accounts are available on Northeastern University's website;
<https://finance.northeastern.edu/financial-statements>.

The college no longer receives management fees from New College of Humanities Limited, a wholly owned subsidiary company, it received £69,000 in 2020.

18 CONTINGENT LIABILITIES

The College had no contingent liabilities as at 30 June 2021 (2020: none)

19 POST BALANCE SHEET EVENTS

On 8th December 2021 the college signed a further lease for half of the second floor in Devon House to be dedicated to teaching space. The lease is to run concurrently with the pre-existing lease and benefits from the same rent free period arrangement. It is contingent on the college obtaining permission to change the use of the premises to educational.