



Cardiff
Metropolitan
University

Prifysgol
Metropolitan
Caerdydd

Annual Report & Financial Statements 2024-2025



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Introduction from the Chair of the Board of Governors

It has been an honour and a privilege to be the Chair of the Board of Governors over the last year. On behalf of the Board, I would like to thank the Vice-Chancellor, managers, staff and students for their enthusiasm, commitment and continued hard work. Cardiff Metropolitan University has faced a challenging and demanding year, but through collective endeavour has ended it with strengthened fundamentals in place - including an excellent and innovative programme offer for students, an enhanced focus on student experience, and significantly improved finances. The University is now on the right path to meet future challenges and confidently embrace future opportunities.

The Board has sought to play its full part in ensuring that the University benefits from having robust and rigorous governance arrangements in place. This has been particularly important in helping the University meet its financial challenges - to achieve financial recovery and sustainability, and plan for transformation and future growth. Over the last year, the University has had to contend with rising operating costs, the decreasing value of tuition fees (due to inflation), and geopolitical instability. This was not a situation unique to our University as many universities (arguably most) have had to grapple with similar challenges. The Board has played an integral role in providing effective and constructive challenge to the University’s Executive in the development and implementation of proposals to manage and reduce costs, increase income, and ensure that the University is both resilient and financially sustainable for the long term.

The Board received regular reports from the University’s Executive on the implementation of the University’s Voluntary Severance Scheme and the development of proposals for organisational change and redesign. The Board is pleased to report that these proposals were implemented successfully to achieve cost savings whilst also retaining operational effectiveness of Schools and departments and ensuring that staff and students were supported through the process. The Board would like to place on record its thanks to the University’s management,



trade unions, and staff for working together effectively and constructively in the interests of the whole University community.

The Board has worked in partnership with the Vice-Chancellor on the design and implementation of the University’s new senior leadership structure. The new streamlined structure increased the University’s senior leadership capacity, spans of managerial control and agility/flexibility in decision-making whilst also achieving cost savings. As part of this work the Board

was pleased to appoint Professor Katie Thirlaway as Deputy Vice-Chancellor and Provost and Ruth Davies as University Secretary. There were rigorous and competitive recruitment processes for both positions with several high-quality candidates considered.

The Board introduced a new Board-level committee structure for 2024-25. The new structure included a new Finance Committee that had a specific focus on the financial health of the University. The Committee considers financial management, income generation, entrepreneurship, and sustainability. The new structure also included a People, Health and Wellbeing Committee that has a specific focus on people related matters. The Committee had a key task of looking at how the University is developing its culture. The Committee had a significant role in considering both staff wellbeing and student experience in what are pressurised times. The new structure ensured that the University's governance arrangements aligned with the delivery of the University's Strategy 'Strategy 2030' and that the Board provided maximum added value.

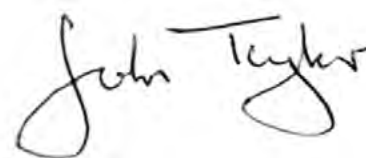
The Board was pleased to welcome the Chief Executive of Medr to an all Governor Briefing session in February 2025. The Board was also pleased to engage with Medr on its Strategic Plan 2030 consultation exercise later in the year. Whilst the Board recognises the financial and other challenges faced by the sector, it is committed to having a constructive, collaborative, and enduring partnership with Medr. The Board will continue to work to ensure that the interests of students and the 'Learner Voice' are placed at the centre of everything the University does.

The University has achieved noteworthy success across a variety of areas over the last year, far too many to mention them all here. It was particularly pleasing for Cardiff Met Students' Union and the University to have been awarded the Outstanding Impact in Education award at the Mental Health and Wellbeing Wales Awards 2024. The University was also named as The Mail University Guide

2025's Welsh University of the Year. The University also continues to demonstrate its credentials in addressing climate action and sustainability. The University has very recently won the Outstanding Contribution to Environmental Leadership at the Times Higher Education Awards 2025.

We should also not lose sight of the important contribution which the University is making to the economy of Wales and beyond through its applied research and working with partners such as Cardiff Capital Region. We also, despite all of the challenges of the last year, have continued to offer support to schools, colleges and the wider community.

I would like to conclude by highlighting the excellent work on student recruitment over the last year. The University has in September 2025 achieved its second highest ever intake of students. This is a noteworthy achievement given the increasingly competitive student recruitment market. This success was achieved through a combination of effective planning, hard work, innovation and of course the quality and variety of programmes offered. It has been wonderful to see so many new students at the University start their student journey with us.



John Taylor (CBE)
Chair of the Board of Governors
Cardiff Metropolitan University

1 December 2025

Introduction from the President and Vice-Chancellor

Cardiff Metropolitan University delivers education that transforms lives, research that solves real-world problems, and collaborations that create success locally, nationally and globally. Over the past year the University has generated tangible positive outcomes for students, for our external partners and for society more widely through our teaching, research and civic engagement activity.

The University's Strategy 2030 committed to putting student success at the heart of everything we do. We are therefore extremely proud that Cardiff Met ranks as the top university in Wales in the 2025 Graduate Outcomes survey, with 95% of graduates in employment or further study within 15 months. This success reflects our systematic approach to embedding employability skills across all our programmes of study, and to proactively preparing students for the world of work.

The University's motto is 'Gorau meddiant gwybodaeth' - 'the most valuable possession is knowledge' - and our inclusive approach to widening participation in university study helps remove barriers and aid access to knowledge and skills for all. This year we added a new Degree Apprenticeship in Dental Technology to our existing degree apprenticeship programmes in data, statistical analysis, cyber and software engineering, increasing our commitment to diverse routes of study in subjects that make a difference. We see the outcomes from this focus on inclusivity every year at Graduation, and this year once again we heard stories from those who returned to education later in life, and those who had overcome significant adversity to achieve success.

Through our network of educational partners, including Further Education Colleges here in Wales and our partner colleges across the globe, we also open up access to Cardiff Metropolitan University degree programmes beyond our campuses, locally and internationally. Over 5,000 students graduated from our partner institutions in 2024/25, expanding our community, increasing our educational and societal impact, and supporting students to enhance their prospects with a Cardiff Met qualification wherever they are.



Student wellbeing underpins academic success. We were honoured that the University and our Students' Union jointly received the Outstanding Impact in Education award at the Mental Health and Wellbeing Wales Awards 2024 for our comprehensive support enabling students to flourish personally and academically. In addition, our partnership with the Artists' Futures Fund supports artists to overcome barriers and succeed creatively and professionally, and one of our postgraduate Fine Art students was selected as a Breakthrough Artists Fellow for 2024. Further, in a sector first for Wales, Cardiff Met now provides bespoke anti-racist training to all undergraduate Initial Teacher Education students, equipping the next generation of teachers to champion inclusion in classrooms across the nation.

We have worked consistently over the past year to put our university and facilities at the heart of our communities. The School of Art & Design welcomed hundreds of visitors to the Community Day, where hands-on workshops fostered creativity and wellbeing through arts, crafts and making. As Wales' Sporting University, we are committed to helping our communities move more, and our innovative Open Campus initiative continues to increase opportunities for physical activity and health and wellbeing improvements in the Cardiff City region and beyond. Over the past year there have been over 8,500 attendances including from 42 local schools, for free programmes of activity on and off campus. Last year saw us celebrate a decade of Met Community. For 10 successful years, the city of Cardiff's sport development team has been based at the University, tackling inequalities through sport and physical activity, and positioning the University as the 'go to' body for health and wellbeing improvements through community sport partnership.

Students are at the heart of our community engagement, and we have been delighted to see individual students recognised on a larger stage. Molly Leonard won the King's Trust Young Achiever Award at the 2024 Pride of Britain Awards. While suffering from a long-term illness that kept her in hospital far from home for long periods, Molly developed her crafting skills and used her passion for mindful making to help others with their wellbeing. Molly has gone on to set up a company providing sessions in schools, with youth services and in her community.

Our staff have also been recognised for outstanding work in the community. Liam Mackay, Youth Justice Sport Coordinator, was named Wales' winner of the BBC Sports Personality of the Year 2024 Unsung Hero Award. Liam leads Cardiff Met Sport's 'Step into Sport' project, an innovative partnership with the South Wales Police Youth Trust. The project uses the power of sport to address youth offending, offering early interventions to reduce crime and promote positive futures. By fostering confidence and motivation, Liam's work through the project empowers young people in Caerau and Ely to overcome challenges and unlock their potential.

Cardiff Met's research improves the lives of people in Wales and further afield. Over the past year, we have strengthened our reputation as a hub for applied research and innovation, with a particular highlight in health and social care. Cardiff Met researchers

secured over £1 million in Health and Care Research Wales funding, supporting pioneering projects in paediatric speech and language therapy and interventions for language development in children born with cleft palate. A Cardiff Met partnership secured £3 million from Health and Care Research Wales and the British Heart Foundation to co-lead the National Cardiovascular Research Network. This five-year initiative will advance prevention, diagnosis, and treatment of cardiovascular disease. Cardiff Met's International Centre for Design and Research, PDR, won twice at one of the world's foremost and prestigious design award bodies, the 2025 iF Design Awards, for a pioneering personalised monitoring system for menopausal symptoms, and for co-creation in assistive technology, reinforcing PDR's status as a global leader in applied design research. Further afield, podiatry researchers are working in India to educate people living with leprosy on the importance of foot care to health outcomes. The long-term aim is establishing a podiatric design and development facility in Hope Foundation's leprosy care village.

Our commitment to working with business continues, and we were proud to celebrate the strengths of our expert staff. Professor Brian Morgan was awarded an OBE in the King's Birthday Honours List, recognising his outstanding contributions to business development, entrepreneurship and the Welsh economy. Through Circular Economy Innovation Communities (CEIC), Cardiff Met supports organisations across Wales to create innovation networks working towards a sustainable future. CEIC was highly commended as an Innovation Thought Leader in the Innovation Awards 2024. We are also proud of our entrepreneurial approach and the work undertaken to empower students and graduates to develop entrepreneurial skills and thinking. This includes the Changemakers Challenge designed to explore social entrepreneurship and purpose-led business, with students generating ideas to tackle social issues. Cardiff Met hosted 'Meet and Mingle: Community Through Business' in October, bringing together founders, students and local businesses to share insights and strengthen Cardiff's entrepreneurial ecosystem. In addition, a Cardiff Met spinout company focused on innovations in imaging technology secured investment from the Development Bank Wales to further its development.

Sport remains central to the University's identity. The past year's achievements reflect both elite performance and our commitment to inclusion

in physical activity and wellbeing. Accolades have highlighted the University's commitment to developing talent and promoting equality in sport. Cardiff Met has become the first university in Wales to receive an Inclusive Employers Standard (IES) accreditation, an organisation making inclusion an everyday reality in the workplace. The Inclusive Employers Standard Sport category accreditation was awarded to Cardiff Met Sport, who scored above the industry average. We are working in partnership with Glamorgan Cricket to launch a new Glamorgan Girls' Academy for 2025. Additionally, for the 2025-26 season we have been granted Football Association of Wales Girls' Academi status, recognising the team's outstanding quality and commitment to developing young female footballers in Wales.

Cardiff Met Women's Rugby were crowned British Universities and Colleges Sport (BUCS) Super Rugby Milk Championship winners, marking an historic first in more than 25 years of women's rugby at the University. Lisa Newton, Head Coach of Women's Rugby, was also awarded BUCS Coach of the Year following an outstanding season and in recognition of her player-centred approach. Cardiff Met was named Lawn Tennis Association's University of the Year 2025 in September 2024, and our men's cricket team became BUCS National Trophy Champions, reflecting the strength and growth of Cardiff Met's cricketing provision. In basketball, Phil Pratt led Team GB's men's Wheelchair Basketball team to an incredible silver medal at Paris 2024, and many of our athletes put in remarkable performances at the games. Off the pitch, Cardiff Met Sport TV made a stunning debut at the prestigious National Student Television Awards 2025, bringing home two golds and a bronze, and we were shortlisted for Educational Institute of the Year at the Fevo Sports Industry Awards 2025, alongside global sporting powerhouses such as Team GB and the Premier League.

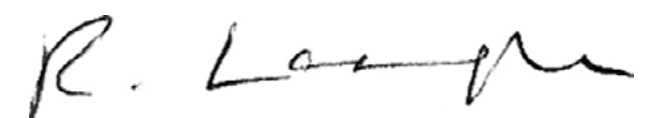
Cardiff Met continues to invest in addressing climate action and advancing environmental sustainability. We are pleased to have been shortlisted for Outstanding Contribution to Environmental Leadership at the Times Higher Education Awards and to have moved significantly up the world QS Sustainability rankings from 1501+ last year, to 670 in 2025. We reinforced our commitment to community action supporting environmental sustainability on our campuses and are once more first in Wales, and 12th in the UK, for sustainability in the People & Planet University League. At the Association of University Directors of Estates (AUDE) Awards 2025 celebrating

the exceptional achievements of estates and facilities professionals in the UK higher education sector, Cardiff Met was awarded silver for our substantial improvement journey in on-campus sustainability.

Our talented staff have earned accolades and recognition with too many to list. It is however worth highlighting some noteworthy achievements. Professor Nick Clifton and Professor Delyth James, along with Board of Governors members Paul Matthews and Menai Owen-Jones, have become Fellows of the Learned Society of Wales. They were chosen because of their expertise and experience in public life, and their research and knowledge leadership. Their election is a significant honour both for them personally, and for Cardiff Met. In addition, Professor Gary Beauchamp was awarded the Learned Society of Wales's prestigious Hugh Owen Medal for his outstanding educational research in Wales.

Like many universities across the UK, the past year at Cardiff Met has required us to navigate a very challenging financial landscape characterised by rising operating costs, the decreasing value against inflation of tuition fees, and global geopolitical instability. In response, we have taken proactive steps to manage our costs and increase our income, to ensure the University remains financially sustainable and resilient for the long term, recognising the imperative to provide strong stewardship through difficult times.

Despite the past year's challenges, this annual review provides a flavour of just how successful, entrepreneurial and innovative our university community continues to be. Our commitment to supporting our students' and stakeholders' success is unwavering. Over the year to come, we will continue our journey to address long term financial sustainability as we strengthen our reputation as an innovative, supportive partner and deliver on our ambitions as a leading modern university that creates significant positive impact for our students, our community, and the wider world.



Professor Rachael Langford
President and Vice-Chancellor

1 December 2025

Key Facts & Figures



Financial Performance	
Operating accounting deficit	£3.9m
Operational cash surplus	£7.9m
Long term debt at % income	11.1%



Student Numbers	
Postgraduates	2612
Undergraduates	8669
International students	16.6%
Cardiff Met HESA student data 2023-24	



Staffing	
Total staff (head count)	1897
Academic staff (head count)	912
Full-time equivalent (FTE)	1566
Cardiff Met HESA staff data 2023-24	



- Student Success**
Highlights from the July 2025 National Student Survey include:
- 92 per cent for the question ‘How good are teaching staff at explaining things?’
 - 93 per cent for the question ‘How often have you received assessment feedback on time?’
 - 93 per cent for the question ‘I was allocated placement(s) suitable for my course’



Research
Results from the Research Excellence Framework 2021 showed that 70% of our overall submission was judged to be either Internationally Excellent or World Leading.



Graduate Outcomes
Cardiff Met is ranked as the top university in Wales in the 2025 Graduate Outcomes survey, which showed 95 per cent of Cardiff Met graduates are in some form of work or further study 15 months after graduating.



Postgraduate Research Experience Survey (PRES)
Cardiff Met once again performed well, with an 85% general satisfaction rate. This is 2% higher than the average satisfaction rate across HEIs.

Further highlights were the 90% satisfaction rate for Research skills and Supervision, 89% for Online Learning Resources, 86% for On Campus Resources and 84% for Professional Development, landing us in the top quartile for all these areas.



- Postgraduate Taught Experience Survey (PTES)**
The overall rate of satisfaction is 87% with areas of best practice including:
- career preparation at 94% (12 percentage points higher than sector benchmark)
 - promptness of feedback at 93% (11 percentage points higher than sector benchmark)



- UK league tables**
- 66th in the Complete Uni Guide League (2026)
 - 87th in the Guardian Good Uni Guide (2026)
 - 71st in the Times and Sunday Times Good University Guide (2026)



- World university league tables**
- 1001-1200 in the Times Higher World University rankings (2026)
 - 351-400 in Times Higher Education Young University Rankings (2025)
 - 101-140 for Sports related subjects QS World University Rankings (2025)
 - 151-160 for Hospitality and Leisure Management QS World University Rankings (2025)
 - 521-530 in the QS Europe University Ranking (2025)



- Sustainability**
- Cardiff Met was ranked UK's twelfth most sustainable university in the People and Planet University League 2024/25, out of 149 universities across the UK. This is also the fourth consecutive year that Cardiff Met has been first in Wales in the league table.
 - Cardiff Met has risen sharply in the world QS Sustainability rankings, moving from 1501+ in 2024, to 670 in 2025. The University is ranked 271 in Europe and 71 in the UK from over 2000 providers.

Strategy & Performance

Strategy 2030 was refreshed in 2024/25 to support the then recently appointed Vice-Chancellor. Its clear focus on the four strategic pillars – Learning, Teaching and Student Success; Research and Innovation; International; and Civic Mission – are supported by cross-cutting missions putting students at the heart of the University and providing a framework to help prioritise decision-making. There are 14 key performance indicators (KPIs) which measure and benchmark performance in strategically important areas, they provide focus and ensure accountability. Performance in the KPIs is monitored annually by the Board of Governors and sense checked to ensure they still provide challenge and stretch. The KPIs relate to the strategic pillars, financial and environmental sustainability and institutional culture.

Strategy 2030 Refresh

Our ambition is to be renowned as a leading modern university that is distinctive and progressive.

We will build and maintain a strong reputation for excellent student experience and outcomes, innovative professional partnerships, and significant local, national and global reach and impact.

Our high-quality teaching and learning experiences will be informed by excellent applied research and innovation, transforming lives and communities in Wales and the wider world.

Cultural change will be a significant part of the transformation programme. We will embed a culture of dignity and respect at work and study, and be as transparent as possible in our decision making.

THERE ARE FOUR STRATEGIC PILLARS:

1. Learning, Teaching and Student Success

We will deliver an outstanding student experience, widening access and inclusion by extending learning opportunities beyond our traditional undergraduate and postgraduate offers through short courses, degree apprenticeships and micro-credentials, including through the medium of Welsh and via transnational education.

We will design our learning and teaching experiences, including learning spaces, to develop a sense of belonging that supports learners to reach their academic potential and maximise their graduate outcomes.

2. Research and Innovation

We will enhance our research and innovation profile through a strengthened research environment and improved quality, intensity, reach and impact in our research and innovation outputs.

We will work within Wales and the UK to support initiatives that benefit social, economic, physical and mental wellbeing, contributing to a fairer and greener economy that benefits all.

3. International

We will shape our high-quality, strategic, off-campus transnational educational partnerships to extend our impact, reach and reputation, to support the development of skills and capacity overseas and contribute to the wellbeing of individuals, economies and societies globally.

We will proactively support our international on-campus students to increase success, improving retention, engagement and progression, and promoting the benefits of engaging as graduate members of active global alumni networks.

4. Civic Mission

We will extend our civic mission activity to enrich economic, social, environmental and cultural wellbeing. Through partnerships and collaboration, we will support communities, businesses and industries to prosper by expanding access to our facilities, talents and resources.

Cross-cutting missions

Our four pillars of activity are supported by four cross-cutting missions, which will allow us to prioritise activity:

- Putting our commitment to excellent student experience and outcomes at the heart of everything we do;
- Placing our commitment to equality and environmental sustainability at the forefront of decision making;
- Defining and delivering Wales' Sporting University, with an outstanding experience for student athletes and demonstrable contributions to a healthy, active Wales;
- Becoming a 'thinking organisation' through the use of data, research insights and innovation to support highly effective governance and self-reflection for continuous improvement.



Corporate Governance & Statement of Internal Control

The University is committed to high standards of corporate governance. The University is a higher education corporation formed by statute and has charitable status. The University wants to demonstrate that its governance is undertaken in an open and accountable manner and that it complies with best practice within the higher education sector.

This Statement describes the way the University has applied the principles set out in the Committee of University Chairs Higher Education Code of Governance (September 2020) both during the year and up to the date of approval of the financial statements. Its purpose is to help the reader of the annual report and financial statements understand how these principles have been applied.

The University's Board of Governors carries the overall responsibility for ensuring there is a sound system of risk management, control and governance. This system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss. The Governors discharge this responsibility through the following elements:

- Effective review by the governing body and relevant committees, particularly the Audit Committee, Governance and Nominations Committee and Finance Committee.
- Ensuring that effective control systems are in place, including policies, objectives and plans, management of key risks and opportunities, monitoring of financial and operational performance, physical safeguarding of assets, segregation of duties, authorisation and approval procedures, and information systems.
- Ensuring that appropriate arrangements are in place for an effective internal and external audit service.
- The identification and management of risk embedded in all business systems.

The University complies with the Committee of University Chairs Higher Education Code of Governance (published September 2020). The approach for the effective management of risk is set out below:

- The University focuses on the active management of risk as an integral part of the management process within all parts of the organisation.
- The University clearly identifies various risks to the achievement of its objectives through its risk management framework. These risks may be strategic or operational and may present potential implications for the University's reputation, its financial position or its routine operations.
- The University integrates risk management into the annual planning process which helps the Executive to determine and co-ordinate the University's academic and other activities.
- The University proactively encourages all managers to consider risk implications of each major decision, contract or project as a normal part of their everyday work.
- The Executive endeavours to identify and focus on immediate and transient risks with strategic implications, as well as on the more permanent and substantial risks which are identified in the University's risk register.
- Managers are expected to link risk identification to action, whether in mitigation of the risk or in response to it.
- The Executive works with the five Deans of School and the Directors of Professional Services departments to encourage and support effective risk management as part of routine management of the organisation, and specifically to help them identify, evaluate, manage and report risk.

- The Board requires the Audit Committee to review the University's risk register in detail on a termly basis. This is then reported to the Board.

The Audit Committee agreed a three-year Audit Strategy and an annual Internal Audit Plan for 2024-25 at the start of the financial year with its Internal Auditors. The Internal Audit Plan set out the proposed risk-based approach to internal control, the audit strategy methodology and the rolling programme of audits that covered business, operational and compliance risks as well as financial risk. The Audit Committee re-approved an Internal Audit Charter as part of its Audit Strategy and Internal Plan for 2023-24. This was in line with Public Sector Internal Audit Standards (PSIAS). The Audit Committee regularly reviews the adequacy of the process of risk management at the University as it continues to be developed.

The Internal Auditors conducted 16 planned internal audit reviews during 2024-25. These were designed to ascertain the extent to which the internal controls in the system were adequate to ensure that activities and procedures were operating to achieve the University's objectives. The Internal Auditors provided an opinion that the University had achieved a 'reasonable' level of assurance overall in its risk management arrangements. The Internal Auditors advised that the University had reasonable and effective risk management, control and governance processes in place. Of the 16 internal audit reviews undertaken, 10 achieved Substantial assurance and 6 achieved Reasonable assurance. No reviews achieved Limited or No assurance.

The Board is of the view that there was an ongoing process for identifying, evaluating and managing the University's significant risks in place for the year ended 31 July 2025 and that this process is still in place up to the date of approval of the Financial Statements and Annual Review. The process is regularly reviewed by the Board and accords with the internal control guidance for directors on the UK Corporate Governance Code as amended by the British Finance Directors Group.

The University's Internal Auditors directly assessed the University's corporate governance arrangements as part of an Internal Audit review of Strategic Controls during 2022-23. A 'substantial' level of

assurance was achieved and no Strategic Controls review was undertaken in 2024-25. The Board of Governors will continue to keep its risk management and corporate governance arrangements under regular review. This accords with guidance for directors contained within the UK Corporate Governance Code as amended by the British Finance Directors Group.

The University's Board of Governors comprises members appointed in accordance with the University's Articles and Instrument of Government. The Board is comprised of a majority of independent (lay) members, and elected staff and student governors. The Vice-Chancellor is also an ex-officio member. Members who served on the Board during 2024-25, including photos and their attendance, are listed below. All Governors were members of the Board for the entire reporting period other than where indicated.

The majority of Governors are lay independent members with relevant knowledge and experience in business and the professions. The role of the Chair of the Board is separated from the University's President and Vice-Chancellor. Those matters specifically reserved to the Board for decision are set out in the University's Articles and Instrument of Government. This is supported by a wider governance framework which includes the University's agreed Scheme of Delegation, terms of reference for individual committees and financial regulations. The Board holds to itself the responsibilities for the ongoing strategic direction of the University, the effective and efficient use of resources and the approval of major developments, and receives regular reports from senior management.

The University ensures the independence of its Lay Members of the Board of Governors by ensuring that each of these individuals have no material relationship with the University nor any related persons. The University manages conflicts of interest through carrying out an annual review of its Register of Interests, asking members to update their declaration whenever there is a change, and to announce any conflict prior to the start of any Board or Committee meetings. The University asks the following individuals to complete an annual return for the Register of Interests: all members of the Board, all senior University staff at Levels 1 to 3, as well as

other key staff who work in close enough proximity to the University’s decision-making, contract, or procurement processes.

The Board met five times during 2024-25. During this time, the Board had six governor-level Committees within its structure, these were::

- Audit Committee
- Finance Committee
- Governance and Nominations Committee
- People, Health and Wellbeing Committee
- Remuneration Committee
- Strategic Planning and Performance Committee

All committees were formally constituted, with terms of reference and membership comprised exclusively or mainly of independent members of the Board.

The Board and its committees had a clear schedule of meetings and an agreed work programme for 2024-25. Additional meetings were convened on an exceptional basis to meet the University’s decision-making exigencies as required.

Board meetings were primarily held as in-person meetings during 2024-25. There was also an option for participants to join Board meetings remotely. All Committee meetings continued to be held remotely during 2024-25.

Statement of Internal Control

The Audit Committee reviews the process for ensuring the effectiveness of the financial and other (non-academic) internal control systems. In doing this, the Audit Committee makes recommendations on the appointment of internal audit, reviews their reports, including follow up reports on implementation and the scope and effectiveness of their work. The Audit Committee also makes recommendations on the appointment of external audit and reviews the financial statements of the University prior to submission to the Board. The Audit Committee reviews the management letter and receives and considers progress reports on areas of significant risk identified by the Executive. In addition, the Audit Committee receives and considers reports from the Medr as they affect the University’s business and monitors adherence with regulatory requirements.

The Chair of Audit Committee is an independent member of the Board of Governors who is an experienced member of the Committee. In addition to the Chair and two Independent members, the Audit Committee also included two external co-opted members who were not members of the Board and who thus provided additional externality to the Committee’s deliberations. In line with Financial Management Code requirements, no Audit Committee members were permitted to serve on the Finance Committee. Whilst senior members of the Executive attended meetings of the Audit Committee as and when required, they were not members of the Committee.

The Audit Committee met four times during 2024-25 with attendance by the University’s internal and external auditors as appropriate. The Committee also met privately with the University’s Internal Auditors before each meeting and with the External Auditors as required.

Specific Work to Support Good Governance

The Board undertook specific work during 2024-25 to support good governance. This included the work below:

- The Board received regular reports from the University’s Executive on progress made against the University’s Financial Recovery Plan (which had been agreed by the Board in May 2024). With an agreed reporting schedule in place the Board was able to provide effective scrutiny and challenge in the implementation of the Plan. The Plan detailed a phased approach to achieve cost reductions and transformation whilst also ensuring the University’s long term financial sustainability and viability. The Board received regular updates on the implementation of the University’s Voluntary Severance Scheme (which had been agreed by the Board in April 2024). As part of the work on Financial Recovery, the Board held a Special Meeting in March 2025 to specifically consider and endorse headline principles for organisational change prior to formal collective consultation with the Trade Unions. The Board, through its committees, also provided detailed scrutiny and assurance on the University’s finances and related borrowings and arrangements for submitting audited accounts to Medr.
- The Board introduced a suite of updated supporting governance documents in 2024-25 to ensure alignment with the revised Articles and Instrument of Government that had been introduced in March 2024. At its November 2024 meeting the Governance and Nominations Committee reviewed and endorsed an updated Statement of Primary Responsibilities, updated Standing Orders for Board and Committees, and an

updated Governors' Code of Conduct. These documents were subsequently approved by the Board in November 2024. At its meeting in March 2025 the Governance and Nominations Committee considered newly drafted procedures covering the Appointment of Chairs of Committees and the Appointment of Members to Committees. The Procedures aimed to support both a consistent and transparent approach in appointments. The Procedures were subsequently approved by the Board in April 2025.

- The Board introduced a new governor-level committee structure in 2024-25. The new structure introduced a Finance Committee that had a specific focus on the financial health of the University included (but not limited to) financial management, income generation, entrepreneurship and sustainability. The Finance Committee replaced the Resources Committee. The new structure also introduced a new People, Health and Wellbeing Committee that provided assurance on people related matters for both staff and students. The new structure is designed to reflect the requirements of 'Strategy 2030' and ensure that Board members are well placed to add value to the process in delivering against the aims and ambitions of the strategy. The new structure also aimed to reflect the requirements of Medr as the regulator for Tertiary Education and Research in Wales.
- The Board appointed Menai Owen-Jones as Senior Independent Governor (SIG) from October 2024 following the retirement of Nick Capaldi OBE from the Board. At its March 2025 meeting the Governance and Nominations Committee undertook its annual review of the SIG role and endorsed proposals for the role to continue within the governance structure for a further year. This decision was subsequently approved by the Board in April 2025. The Board concluded that the SIG role continued to add value to the University's governance structure. Whilst no referrals had been received by the SIG

from Board members on governance related matters it was felt that the role would stand the University in good stead in the event that any concerns or complaints were received in future.

- The Statement of the Relationship Between the Board and the Executive was reviewed by the Governance and Nominations Committee in March 2025. (The Statement had been introduced in February 2022 in line with HE sector best practice). The Committee considered a revised Statement that provided greater emphasis on the Board's role in ensuring that the University has effective arrangements in place to achieve good governance and high levels of assurance. The updated Statement was endorsed by the Committee and subsequently approved by the Board in April 2025.
- The University's Scheme of Delegation was routinely reviewed each term by the Governance and Nominations Committee and Board throughout 2024-25 to ensure that the Scheme remained compliant with legal and regulatory requirements and took account of organisational changes. This work was particularly important given the changes to the University's senior leadership structure during the year.
- The Board approved a Board Succession Plan in July 2025. The Plan provided a vital framework designed to foster good governance and business continuity. The Plan aims to promote transparency, accountability, and diversity in leadership appointments, aligning with best practice in the HE sector and business. The Plan was comprised of three parts, the Board Succession Plan itself, a Skills Survey and Matrix, and the Governors' Equality, Diversity and Inclusion Plan. The Plan was developed by the Governance and Nominations Committee over the course of the year.

- Arrangements for the Chair and all Governors to receive an annual appraisal/ review (originally introduced in 2022) were repeated in the summer of 2025. The process helped identify key areas around enhancing Governor contributions, involvement in future change, views on the University's governance and future training and development needs. Exit interviews were also conducted with Governors who retired from the Board within the same period.
- The Governance and Nominations Committee had specific responsibility for Board membership, skills, training and development. The Committee ensured the training and development programme provided to Board members during 2024-25 continued to be member-led and drew on internal and external expertise as necessary.
- The Audit Committee co-opted Colin Arnold as an External Co-opted Member of the Committee at its meeting in March 2025. This followed the retirement of Adrian Piper who had served on the Committee. The recruitment of Mr Arnold ensured that the Committee had the required financial knowledge and experience at its disposal in undertaking its work.

Governance Charter for Universities in Wales and Commitment to Action

The University has adopted the Governance Charter and Commitment to Action for Universities in Wales (published February 2020) and has implemented all the Charter's recommendations.

Confirmation of Compliance with the CUC Code

The University confirms that it is compliant with the requirements of the CUC Code of Governance (published September 2020) and the related CUC HE Senior Staff Remuneration Code (published November 2021).

Board of Governors - Membership

Board member	Category	Attendance
John Taylor CBE	Chair of the Board and Independent Governor	5/5
Kellie Beirne	Independent Governor	5/5
Charlie Bull	Professional Services Staff Governor	4/5
Nick Capaldi OBE	Independent Governor (until October 2024)	1/1
Vaishnavi Chopde	Student Governor (from July 2025)	1/1
Róisín Connolly	Independent Governor	5/5
Kevin Coutinho MBE	Independent Governor	5/5
Fergus Feeney	Independent Governor	4/5
Karen Fiagbe	Independent Governor	3/5
Daniel Flaherty Jr	Student Governor (until April 2025)	3/4
Dr Clare Glennan	Academic Staff Governor	4/5
Dr Iva Gray	Independent Governor	5/5
Peter Kennedy	Independent Governor	3/5
Professor Rachael Langford	President and Vice-Chancellor	5/5
Professor Helen Marshall OBE	Independent Governor	4/5
Paul Matthews	Independent Governor	2/5
Menai Owen-Jones	Independent Governor	5/5
Souparnika Parameswaran Namboothiri	Student Governor (from July 2025)	1/1
Kirsty Palmer	Academic Board Representative Governor (until November 2024)	2/2
Christopher Pilgrim	Independent Governor	2/5
Dr Giri Shankar MBE	Independent Governor	2/5
Matthew Tossell	Vice Chair of the Board and Independent Governor	5/5
Rewathi Viswanatham	Student Governor (until June 2025)	5/5
Scott Waddington	Independent Governor	3/5
David Warrender	Independent Governor (until November 2024)	2/5
Dr Cathryn Withycombe	Academic Board Representative Governor (from December 2024)	4/4



John Taylor CBE



Kellie Beirne



Charlie Bull



Nick Capaldi OBE



Vaishnavi Chopde



Róisín Connolly



Kevin Coutinho MBE



Fergus Feeney



Karen Fiagbe



Daniel Flaherty Jr



Dr Clare Glennan



Dr Iva Gray



Peter Kennedy



Professor Rachael Langford



Professor Helen Marshall OBE



Paul Matthews



Menai Owen-Jones



Souparnika Parameswaran Namboothiri



Kirsty Palmer



Christopher Pilgrim



Dr Giri Shankar MBE



Matthew Tossell



Rewathi Viswanatham



Scott Waddington



David Warrender



Dr Cathryn Withycombe

Audit Committee

The Audit Committee is responsible for ensuring the University’s operations are conducted ethically, efficiently, and effectively. This oversight includes evaluating risk management and governance systems, reviewing whistleblowing mechanisms, overseeing internal and external audits, scrutinising financial statements, and assessing investment and procurement decisions. By fulfilling these responsibilities, the Audit Committee plays a crucial role in safeguarding the University’s assets, maintaining its reputation, and promoting accountability.

The Committee met four times in 2024/25 and considered the following key items of business:

- The Annual Report and Finance Statements and Annual External Audit Statement of Opinion for 2023/24
 - The Internal Audit Plan and Programme of Advisory and Assurance Reviews
 - Progress updates on the implementation of internal audit recommendations
 - The University Risk and Issues Register
 - Annual Reports on Prevent Duty Compliance, Information Compliance, and Financial Fraud and Modern Slavery Statement
 - Annual Review of Governors’ Register of Interests and Gifts and Hospitality Declarations
- Annual Review of compliance with the HEFCW (Medr) Financial Management Code
 - Annual Review of the University’s Accounting Policy Procedures
 - Review of the University’s Fraud and Corruption Policy
 - Provision for consideration of referrals under the Whistleblowing Procedure (none received in 2024/25)
 - The University’s Cyber Security Arrangements
 - The University’s Student Lifecycle Project

Membership of the Audit Committee as follows:

Member	Meetings Attended
Scott Waddington (Chair and Independent Governor)	4/4
Colin Arnold (External Co-opted Member of Audit Committee)	2/2
Dr Iva Gray (Independent Governor)	1/2
Professor Helen Marshall (Independent Governor)	3/4
Paul Matthews (Independent Governor)	1/4
Menai Owen-Jones (Independent Governor)	2/2
Matthew Tossell (Independent Governor)	2/2
Lisa Winstone (External Co-opted Member of Audit Committee)	2/4

The Chair, Staff and Student members of the Board of Governors are not members of Audit Committee. Furthermore, Audit Committee members are not members of the Finance Committee. At least one member of the committee has relevant experience.

Finance Committee

The Finance Committee advises the Board on matters related to the University’s financial matters. This includes financial management, income generation, entrepreneurship, corporate sustainability, value for money procurement, capital expenditure approvals and oversight of the financial strategy. For capital projects, the Committee reviews the University’s capital plans to ensure they align with the agreed strategy

The Committee met three times in 2024/25 and considered the following key items of business:

- Annual Budget Proposals, prior to final approval by the Board of Governors
 - Outturn reports on the University’s in-year financial performance
 - Review of the SU’s Annual Audited Accounts, monitoring of its financial performance and review of the provisional budget for the following academic year
- Annual Review of the Financial Regulations (including the Financial Management code) to ensure robust financial and management control systems within the University
 - Changes to the University’s bank loan covenants
 - Financial recovery planning
 - Regular review of procurement activity and expenditure requests

The Membership of the Finance Committee was as follows:

Member	Meetings Attended
Matthew Tossell (Chair and Independent Governor) (from December 2024)	3/3
David Warrender (Chair and Independent Governor) (until November 2024)	1/1
Roisin Connolly (Vice-Chair & Independent Governor)	2/2
Kevin Coutinho (Independent Governor)	3/3
Fergus Feeney (Vice Chair and Independent Governor)	2/3
Daniel Flaherty Jr (Student Governor) (until April 2025)	2/2
Professor Rachael Langford (Vice-Chancellor)	2/3
Kirsty Palmer (Academic Board Rep Governor) (until November 2024)	1/1
Dr Giri Shankar (Independent Governor)	1/3
Dr Cathryn Withycombe (Academic Board Representative Governor) (from December 2024)	2/2

The Finance Committee did not have any members with specific professional finance and or accountancy qualifications during 2024-25. However, some members of the Committee did have significant financial experience gained from working in other senior director level roles that involved financial management responsibilities.

Governance and Nominations Committee

The Governance and Nominations Committee is responsible for ensuring that the University adheres to best practices in corporate governance. This includes overseeing the recruitment and development of skilled governors, ensuring succession planning to address skill gaps, establishing a framework for evaluating governor performance, and working with other committee chairs to assess committee effectiveness and recommend improvements. By fulfilling these responsibilities, the Governance and Nominations Committee contributes to a more effective governing body that can effectively guide the University towards its strategic objectives.

The Committee met three times in 2024/25 and considered the following key items of business:

- Membership of Committees and Terms of Reference for 2024-25
 - Annual Review of the Senior Independent Governor Role
 - Annual Review of the Statement of Relationship between the Board and the Executive
 - Development of a Board Succession Plan
 - Review of the Governor Appraisal Process for 2024
 - Review of Supporting Governance Documents
- Review of the University's Scheme of Delegation
 - Development of a Financial Recovery Reporting Schedule
 - Consideration of Board Members' Length of Service
 - Approval of Nominations for Honorary Fellowships
 - Governor Induction, Training and Development Programme
 - Plans for the next Board Effectiveness Review

The Membership of the Governance and Nominations Committee was as follows:

Member	Meetings Attended
Menai Owen-Jones (Chair and Independent Governor)	3/3
Charlie Bull (Professional Services Staff Governor)	3/3
Karen Fiagbe (Independent Governor)	3/3
Dr Iva Gray (Independent Governor)	3/3
Professor Rachael Langford (Vice-Chancellor) (from February 2024)	2/3
Paul Matthews (Independent Governor)	1/3
Kirsty Palmer (Academic Board Representative Governor)	1/1
Rewathi Viswanatham (Student Governor)	3/3
David Warrender (Independent Governor)	1/1
Dr Cathryn Withycombe (Academic Board Representative Governor)	2/2

Where required, the Chair of the Board also attended in support of the work of the Committee.

People, Health and Wellbeing Committee

The Committee advises the Board on the People and Culture elements of Strategy 2030, ensuring a focus on staff and student wellbeing, health and safety. Providing oversight that the University discharges its commitment to the 2010 Equality Act.

The Committee met three times in 2024/25 and considered the following key items of business:

- The People and Culture element of the University's Transformation Programme
 - Staff Survey Results 2024 and management response
 - Equality, Diversity and Inclusion Annual Report and the Equality and Diversity Audit.
- University's Gender, Ethnicity and Pay Gap report.
 - Health and Safety Assurance Report.
 - Race Equality Charter submission.
 - Athena Swan Working Group Annual Report.

The Membership of the People, Health and Wellbeing Committee was as follows:

Member	Meetings Attended
Peter Kennedy (Chair and Independent Governor)	2/3
Kevin Coutinho (Vice-Chair & Independent Governor)	3/3
Charlie Bull (Professional Services Staff Governor)	3/3
Daniel Flaherty Jr (Student Governor) (until April 2025)	2/2
Dr Clare Glennan (Academic Staff Governor)	2/3
Professor Rachael Langford (Vice-Chancellor)	3/3
Menai Owen-Jones (Independent Governor)	2/3
Dr Giri Shankar (Independent Governor)	0/3
Rewathi Viswanatham (Student Governor) (from May 2025)	1/1

Remuneration Committee

The Remuneration Committee is responsible for overseeing the compensation and benefits of senior University staff. This includes reviewing appointments, appraisals, suspensions, and dismissals, determining terms and conditions of service, and establishing a pay framework for all employees. The committee ensures that compensation arrangements align with the University's strategic goals, facilitate the recruitment, motivation, and retention of senior staff, and comply with relevant regulations and best practices.

The Committee met twice in 2024-25 and considered the following key items of business:

- Remuneration Committee Annual Report 2023-24.
 - Annual Pay Policy Statement 2023-24
 - Senior Staff Remuneration Policy Framework 2023-24 and 2024-25
 - Senior Leadership Recruitment
 - The University's Organisational Change Proposals
- The University's Voluntary Severance Scheme
 - Annual Review of Pay and Performance for Level 1 and Level 2 Staff.
 - Benchmarking of HE Institution Comparators for Levels 1, 2 and 3 Salaries.

Membership of the Remuneration Committee as follows:

Member	Meetings Attended
Christopher Pilgrim (Chair and Independent Governor)	4/4
Kellie Beirne (Independent Governor)	1/3
Dr Iva Gray (Independent Governor)	4/4
Peter Kennedy (Independent Governor)	4/4
John Taylor CBE (Chair of the Board and Independent Governor)	2/4
Matthew Tossell (Independent Governor)	3/3

Strategic Planning and Performance Committee

The Strategic Planning and Performance Committee advises the Board on matters relating to strategic planning; the monitoring and evaluation of strategic priorities and performance against the Strategic Plan; the evaluation of progress relating to the overarching agenda of growth, diversification and improvement; and horizon scanning. The Committee also reviews the University's performance in: the Research Excellence Framework, Academic Quality Assurance, and key league tables and surveys.

The Committee met three times in 2024/25 and considered the following key items of business:

- The financial position of the University and the external Higher Education sector.
 - The four pillars of Strategy 2030 (Learning, Teaching and Student Engagement; Research and Innovation; International; and Civic Mission) and Transformation Programme
 - Environment Scanning
 - The Key Performance Indicators (KPIs), which were developed to track progress towards strategic goals
 - Monitoring of student recruitment activity
- Annual Quality Assurance Report and other reports covering academic quality and performance
 - University League Table Performance
 - Welsh Language Standards Monitoring
 - Research and Innovation Assurance
 - Graduate Outcomes
 - Fee and Access Plan Evaluation
 - Complaints and Conduct Annual Report

The Membership of the Strategy, Planning and Performance Committee was as follows:

Member	Meetings Attended
John Taylor (Chair and Independent Governor)	3/3
Professor Helen Marshall (Vice-Chair & Independent Governor)	0/3
Kellie Beirne (Independent Governor)	2/3
Roisin Connolly (Independent Governor)	3/3
Fergus Feeney (Independent Governor)	1/3
Dr Clare Glennan (Academic Staff Governor)	2/3
Professor Rachael Langford (Vice-Chancellor)	2/3
Rewathi Viswanatham (Student Governor)	2/3

Academic Board

The Academic Board is a Committee of the Board of Governors and is the University’s senior decision-making body. The Academic Board is responsible for delegations set out in the Articles of Government, as well as supporting, advising and assisting the Vice-Chancellor in the performance of their duties as delegated in the Articles, and advising the Board of Governors on relevant matters.

The Academic Board is both the University’s academic authority and its senior decision-making body for resources which support the University at a strategic level. The Academic Board is responsible for Financial Planning and Sustainability, Strategic and Academic Planning, Academic Quality and Assurance and Risk Management. The Academic Board met seven times in 2024/25.

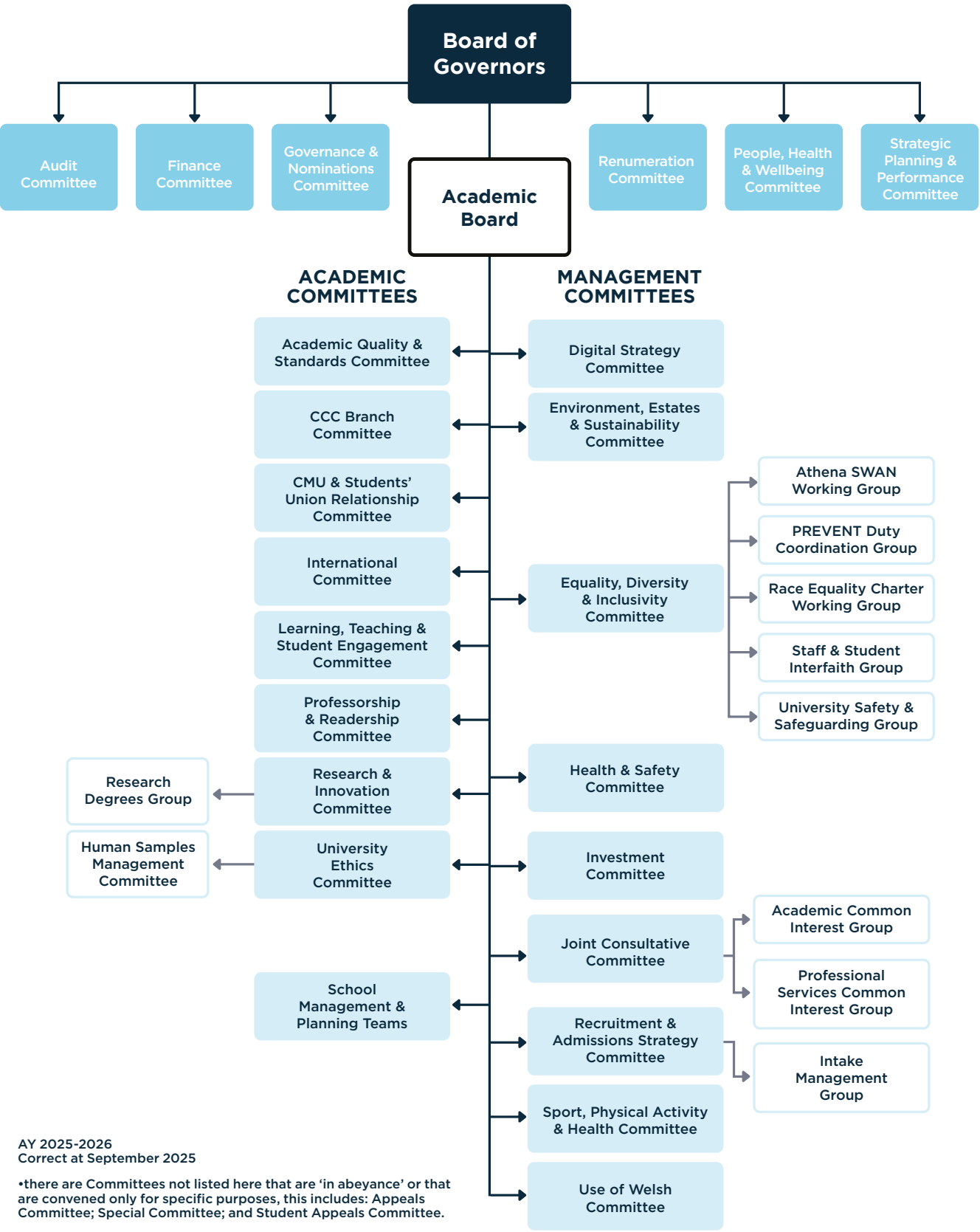
Membership of Academic Board as follows:

Member	Meetings Attended
Professor Rachael Langford (President and Vice-Chancellor)	6/7
Mark Barry (Director of Commercial Services) (to end of 2024)	1/3
Rob Blagden (Director of Digital & Library Services) (to April 2025)	3/4
Professor David Brooksbank (Pro Vice-Chancellor for Business, Global and Civic Engagement)	6/7
Hywel Bufton (Head of Digital Services)	1/2
Ruth Davies (University Secretary) (from May 2025)	3/3
Anna Dukes (Director of Global Engagement)	7/7
Daniel Flaherty Jr (Students’ Union President) (to April 2025)	3/4
Stephen Forster (Interim Chief Financial Officer) (from January 2025 to July 2025)	4/4
Dr Bethan Gordon (Dean of Cardiff School of Art & Design)	5/7
Dr Cecilia Hannigan-Davies (Acting Dean of Cardiff School of Education and Social Policy) (from March 2025)	2/4
Professor Sheldon Hanton (Pro Vice-Chancellor Research, Innovation and Enterprise)	6/7
Mairwen Harris (Head of Strategy, Planning and Performance)	7/7
Dr Joanna Hendy (Director of Learning Enhancement) (to end of 2024)	3/3
James Hirst (Deputy Director of Student Services Employability)	4/4
Tracey Horton (Elected Professional Services Staff Member) (from December 2024)	5/5
Simon Landy (Deputy Director of Finance)	6/7

Member	Meetings Attended
Mark Lester (Elected Professional Services Staff Member) (to November 2024)	2/2
Rebecca Lever (Chief Officer Marketing, Communications and Student Recruitment)	6/7
Graham Lewis (Chief Officer University Environments and Property) from December 2025	4/5
David Llewellyn (Chief Officer Resources) (to February 2025)	3/3
Professor Julia Longville (Dean of Teaching and Learning)	7/7
Professor Richard Neill (Deputy Director of Research	5/7
Ben O’Connell (Director of Sport)	6/7
Kirsty Palmer (Director of Student Services) (to end of 2024)	3/3
Professor Jon Platts (Dean of Cardiff School of Technologies)	5/7
Ben Rogers (Director of Registry Services) (to end of 2024)	3/3
Mark Samuels (Elected Academic Staff Representative)	5/7
Matthew Taylor (Director of Innovation)	5/7
Professor Katie Thirlaway (Deputy Vice-Chancellor and Provost)	5/7
Gaby Tobin (Head of Quality Enhancement)	4/4
Rewathi Viswanatham (Students’ Union Vice President)	6/7
Professor Christopher Wallis (Elected Professoriate Staff Member) (from November 2024)	5/6
Lowri Williams (Chief People Officer)	6/7
Dr Huw Wiltshire (Acting Dean of Cardiff School of Sport and Health Sciences)	1/1
Dr Cathryn Withycombe (Elected Academic Staff Representative)	7/7

Several Committees and Working Groups reported to Academic Board (as the parent body) during 2024/25. These were designated as either Academic or Management Committees and are detailed in the structure chart below.

Full Board & Committee Structure Chart



University Executive Group

The University Executive Group (UEG) is the senior leadership team of the University and assists the Vice-Chancellor in providing strategic leadership for all the Executive portfolios.

The UEG members in 2024-25 included:

- **President and Vice-Chancellor**
(Professor Rachael Langford)
 - **Deputy Vice-Chancellor and Provost**
(Professor Katie Thirlaway from July 2025)
 - **Pro Vice-Chancellor for Business, Global and Civic Engagement/Dean of Cardiff School of Management**
(Professor David Brooksbank)
 - **Pro Vice-Chancellor for Student Engagement**
(Professor Jacqui Boddington until September 2024)
 - **Pro Vice-Chancellor for Research, Innovation and Enterprise**
(Professor Sheldon Hanton)
 - **Chief Officer Resources**
(David Llewellyn until February 2025)
 - **Chief Finance Officer**
(Stephen Forster from January 2025)
 - **Chief People Officer**
(Lowri Williams from January 2025)
 - **Interim University Secretary and Chief Operating Officer**
(Jon Price until September 2024)
 - **Dean of Cardiff School of Art and Design**
(Dr Bethan Gordon)
 - **Dean of Cardiff School of Education**
(Professor Julia Longville until January 2025. Dr Cecilia Hannigan Davies from January 2025 as Acting Dean)
 - **Dean of Cardiff School of Sport and Health Sciences**
(Professor Katie Thirlaway until June 2025. Dr Huw Wiltshire from July 2025 as Acting Dean)
 - **Dean of Cardiff School of Technologies**
(Professor Jon Platts)
 - **Dean of Teaching and Learning**
(Professor Julia Longville from January 2025)
- *University Secretary (Ruth Davies from May 2025)

UEG generally meets weekly and focuses on the monitoring of financial performance, including budget setting, alongside general monitoring and oversight of strategy, operational performance and policy development.

*The University Secretary is not a University Executive Group member but is in routine attendance for meetings.

Report from Remuneration Committee

Introduction

The Remuneration Committee is responsible for determining the Reward strategy of the University and for setting the remuneration and the terms and conditions of the Vice-Chancellor and other senior members of staff.

The Remuneration Committee comprises independent lay members of the Board of Governors who possess relevant knowledge and expertise. The Vice-Chancellor and Chief People Officer are in attendance at Remuneration Committee meetings, but the Vice-Chancellor is not in attendance for and does not play a part in the discussions and decisions about their own remuneration. Furthermore, no member of staff is present for the discussion of their own remuneration.

The Remuneration Committee takes account of affordability and comparative information on the remuneration, benefits, and conditions of employment of the Higher Education sector, and wider where appropriate.

In determining the remuneration awarded, the Remuneration Committee considers the University's approach to recognising performance for all roles in scope and refers to sector benchmarking information provided from the Universities and Colleges Employers Association (UCEA) Senior Salary Survey.

The Remuneration Committee ensures that it complies with its terms of reference and the requirements of the Committee of University Chairs (CUC) Higher Education Code of Governance and more specifically the CUC Senior Staff Remuneration Code which focusses on the three key elements: a) a fair, appropriate and justifiable level of remuneration; b) procedural fairness and c) transparency and accountability.

In line with the above, the remuneration for the Vice-Chancellor and the Senior Leadership team are reviewed annually using a fair and transparent process that reflects the performance of each individual in the context of the University's performance.

Approach to Remuneration

The University's approach to the remuneration of senior post holders is detailed in the Senior Staff Remuneration Policy Framework. The Framework is reviewed annually by the Remuneration Committee and was reviewed in February 2025.

Remuneration 2024-2025

Each year, People Services prepares for the Remuneration Committee a paper benchmarking the base salary of the Vice-Chancellor and other senior postholders against the annual salary of institutions of comparable size and scope. This data is drawn from the annual Universities and colleges Employer Association (UCEA) Senior Staff Remuneration Survey, and the annual CUC Vice-Chancellor Salary Survey.

The Remuneration Committee considers a number of factors when considering performance reward proposals. These include but are not limited to:

- Performance in support of the University's strategic objectives in the areas of teaching; research; innovation and engagement; leadership and management; leadership of staff; partnerships and external relations internationally, nationally and locally; major initiatives and projects
- The size and complexity of the University
- The nature of the HE markets and issues of recruitment and retention
- The University's objectives in relation to the diversity of the workforce; and
- Salary benchmarking data

The senior postholder jobs are supported by the Hay job evaluation methodology and the posts were last reviewed in 2022. The Hay job evaluation methodology is the most widely used job evaluation scheme.

During the year 2024-25, the Remuneration Committee did not award any cost-of-living salary increase to the Vice-Chancellor and the Senior staff in August 2024.

Vice-Chancellor Remuneration

The Remuneration Committee decides the remuneration package of the Vice-Chancellor, taking account the breadth of leadership and financial responsibilities and delivery against the University's strategic objectives.

In meeting the University's vision as a progressive university, working with purpose, impact and compassion to make economies more prosperous, societies fairer, cultures richer, environment greener and communities healthier, it is essential that the University offers a competitive remuneration package for the Vice-Chancellor role. This also recognises the diverse and complex nature of the organisation with 11,281 campus-based students and 20,071 off campus students (2023-24 HESA data), more than 1500 (fte) paid staff (2023-24 HESA data) and an income of £148.6m.

In considering the Vice-Chancellor's remuneration package, the Remuneration Committee considers the organisational context, alongside the Vice-Chancellor's performance, general pay movement for all University staff, retention, and any relevant market considerations, and is informed by salary

benchmarking information with comparator universities.

The Vice-Chancellor's performance is assessed by the Chair of the Board of Governors after taking soundings and feedback from all members of the Board of Governors. It is based on leadership, the achievement of key strategic objectives, measurement against agreed targets, the overall performance of the University and the external context in which the university operates. Each year, the Remuneration Committee receives a report by the Chair of the Board of Governors on the Vice-Chancellor's Performance and Development Review and agreed objectives for the following year.

The Vice-Chancellor's base salary is reviewed in line with national pay awards for the Higher Education sector. Where supported by evidence, the Remuneration Committee may, at its discretion, agreed a consolidated increase to the Vice-Chancellor's base pay. Any such increase would be reported through the financial accounts in the following year.

The University does not operate a performance-related bonus scheme.

The Vice-Chancellor's Reward package is detailed below.

	VC from 01.02.2024*** Year Ended 31 July 2025	VC from 01.02.2024** Year Ended 31 July 2024	VC until 31.01.2024* Year Ended 31 July 2024
Emoluments of the Vice-Chancellor	£	£	£
Salary	260,000	130,000	145,084
Pension contributions	74,568	35,117	-
Payments in lieu of pension contributions	-	-	25,915
	334,568	165,117	170,999

* Outgoing VC (part year) / ** Incoming VC (part year) / *** Incoming VC (full year)

The Vice-Chancellor's basic salary in 2024-25 is 6.0 times the median pay of staff, compared to 6.0 times in 2023-24. The staff median salary in 2024-25 is £43,074.

The Vice-Chancellor’s total remuneration is 7.6 times the median pay of staff, compared to 7.6 times in 2023-24. The staff median total remuneration in 2024-25 is £43,918.

	Year Ended 31 July 2025		VC from 01.02.2024 (pro-rated)		VC until 31.01.2024 (pro-rated)	
	University		University		University	
	£		£		£	
Vice-Chancellor remuneration as a multiple of the median	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration
Vice-Chancellor	260,000	334,568	260,000	330,235	290,168	341,998
Median salary	43,074	43,918	42,978	43,587	42,978	43,587
Pay multiple	6.0	7.6	6.0	7.6	6.8	7.8

The median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid by the University to its staff. Agency and atypical staff have been excluded from the above calculations, as full-time equivalent data is not available.

The Key Management Personnel are the University’s Executive Group. In 2024-25 the group comprised; the President & Vice-Chancellor, Deputy Vice-Chancellor, PVC (Research and Innovation), PVC (Business, Global and Civic Engagement), Chief Officer (Resources). In-year, this changed with the departure of the Chief Officer (Resources), and the Chief Finance Officer and Chief People Officer joined the University’s Executive Group membership.

Senior Staff Remuneration

The performance of Senior members of staff is assessed by the Vice-Chancellor, after taking soundings and feedback from the Chair and members of the Board of Governors. It is based on leadership, the achievement of key strategic objectives, measurement against agreed targets, the overall performance of the University and the external context in which the university operates. Each year the Remuneration Committee receives a report by the Vice-Chancellor about the Senior Staff Performance and Development Reviews and agreed objectives for the following year.

The base salary for Senior staff is reviewed in line with national pay awards for the Higher Education sector. Where supported by evidence, the Remuneration Committee may, at its discretion, agree a consolidated increase to the Senior Staff’s base pay.

In 2024-25 the Remuneration Committee considered the pay of 3 members of Senior staff; the Vice-Chancellor; the Pro Vice-Chancellor (Research and Innovation); and the Chief Officer (Resources).

The numbers of staff paid above £100k per annum are published in the financial statements (note 7), broken down into £5k pay bands. In 2024-25, as a result of a structure change, there were 11 members of staff with a basic salary over £100k per annum, compared with 16 in 2023-24.

Higher Paid Staff	Year Ended 31 July 2025 No.	Year Ended 31 July 2024 No.
£100,000 to £104,999	1	3
£105,000 to £109,999	2	5
£110,000 to £114,999	2	1
£115,000 to £119,999	-	2
£120,000 to £124,999	4	1
£130,000 to £134,999	-	1
£140,000 to £144,999	-	1
£155,000 to £159,999	-	-
£165,000 to £169,999	-	-
£170,000 to £174,999	-	1
£175,000 to £179,999	1	1
£180,000 to £184,999	1	-
	11	16

The Vice-Chancellor’s total remuneration is 7.6 times the median pay of staff, compared to 7.6 times in 2023-24. The staff median total remuneration in 2024-25 is £43,918.

	Year Ended	Year Ended	Year Ended	Year Ended
	31 July 2025	31 July 2025	31 July 2024	31 July 2024
	£’000	Number of staff	£’000	Number of staff
Higher paid staff: loss of office	384*	7	25	1

*Non optional strain payment to Local Government Pension Scheme.

Remuneration for other staff groups

The majority of other staff are on the New JNCHES pay spine and covered by the University’s Grading Structure, which consists of nine grades. These grades are supported by the Higher Education Role Analysis (HERA) role evaluation methodology.

Staff on the New JNCHES pay spine gain incremental pay increases annually based on skills, knowledge and experience, until they reach the top of the grade’s range. They are also subject to any nationally agreed pay awards. The University deferred the implementation of the 24/25 national pay award by 11 months i.e. until 1st July 2025, with no backdating.

The University offers a comprehensive range of both financial and non-financial workplace benefits.

Living Wage Employer

The University is an accredited Living Wage employer and, as a result, all staff receive at least the Living Wage foundation rate of pay.

Exit Policy

All settlement agreements, including voluntary severance, for senior staff are agreed by the Remuneration Committee. Any redundancies related to academic and senior staff are subject to the University’s redundancy processes.

Scope of the Financial Statements

These financial statements relate to the year ended 31 July 2025 and represent the 32nd Annual Report of the University since its incorporation in April 1992. The financial statements consolidate the main activity of the University with that of its subsidiary companies and have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 and in accordance with Financial Reporting Standard (FRS) 102.

Principal Activities

The principal activity of the University is the provision of higher education from campuses in Cardiff and through collaborative activities elsewhere in the UK and overseas. The University’s portfolio extends across undergraduate, postgraduate and research activities and is complemented by training, consultancy and other commercial spin offs which are provided to local, national, and international organisations. The University also provides conferencing and residential services, together with sports and catering facilities, for students and external users. Many of these commercial activities are carried out through a subsidiary company, Cardiff Met Company Ltd, which gifts any taxable profit back to the University through the Gift Aid scheme.

Financial and Investment Strategy

The University approved its revised and updated Finance Strategy during July 2023. The Strategy has the key objectives of growing and diversifying income; ensuring financial stability; and promoting long-term financial sustainability. The Strategy includes challenging performance objectives in support of the University’s aspirations for the future. The Finance Strategy is one of four enabling strategies that together with the People, Estates and Digital strategies, support the University 2030 Strategy.

Results for the Year

The University’s total income increased by £3.7m to £148.6m (2024: £144.9m), with student recruitment underpinning performance. During the year, the University undertook a significant transformation programme to improve the efficiency of its operations through a series of targeted workstreams. This transformation programme has realigned the cost base to future income expectations through targeted cost reductions of circa £14.5m. The financial results for the year show that the group delivered an accounting deficit of £3.9m (2024: deficit of £3.0m), with the accounting result being impacted by the £5.1m fixed asset impairment, and investment in a subsidiary company impairment of £0.6m. Had it not been for these charges a £1.8m surplus position would have been achieved.

An operational cash surplus of £7.9m (2024: £3.2m) was achieved as outlined in the following table. The result also includes restructuring costs for the year of £3.6m (2024: £1.4m). The accounting result benefitted by circa £0.4m resulting from a lower than anticipated actuarial assessment of finance charges and current and past service costs for the Cardiff & Vale of Glamorgan Pension Fund (CVGPF). The university’s two defined benefit pension schemes, the CVGPF and the Universities Superannuation Scheme, remain in a surplus position, brought about by changed economic conditions which have resulted in increased interest rates and, by association, an increase in the discount rate (the amount by which future liabilities are discounted).

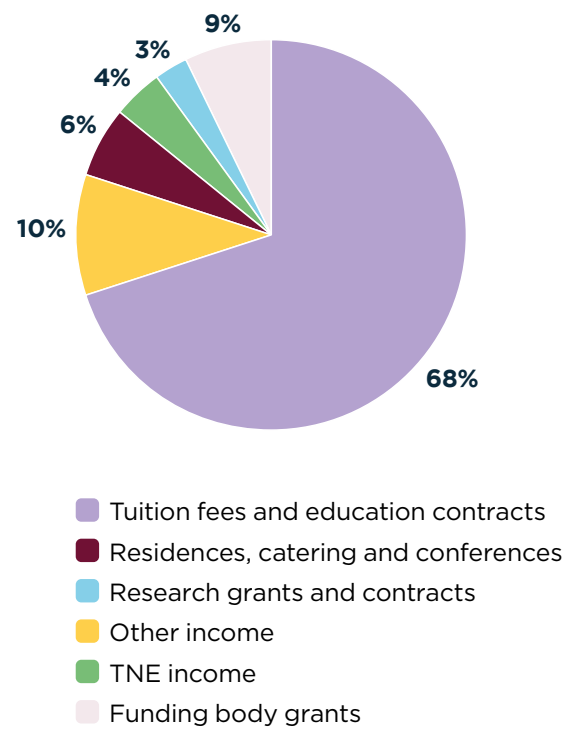
The group’s main income stream is derived from tuition fees from UK and EU undergraduate and postgraduate students that together amounted to £76.3m (2024: £71.1m) and accounted for 51% (2024: 49%) of total income. When international fees and educational contracts are included, this rises to £106.9m (2024: £107.3m) and accounts for 72% (2024: 74%) of total income. Full time undergraduate annual tuition fees for UK students increased to £9,535 (2024: £9,000) during the year, providing some mitigation against inflationary costs.

The group invested £5.7m (2024: £11.7m) in its infrastructure during the year. Of this, £2.8m (2024: £5.8m) was invested in the estate, and included refurbishment and improvement investments in academic, residential, professional service, and sporting facilities. Expenditure amounting to £2.9m (2024: £5.9m) was also invested in equipment, fixtures and fittings, IT infrastructure, and corporate digital systems. During the year, an ‘Asset in the Course of Construction’ was impaired in full.The total costs capitalised relating to the system at 31 July 2024 were £4.6m, with further additions of £0.5m in-year, leading to a total impairment of £5.1m.

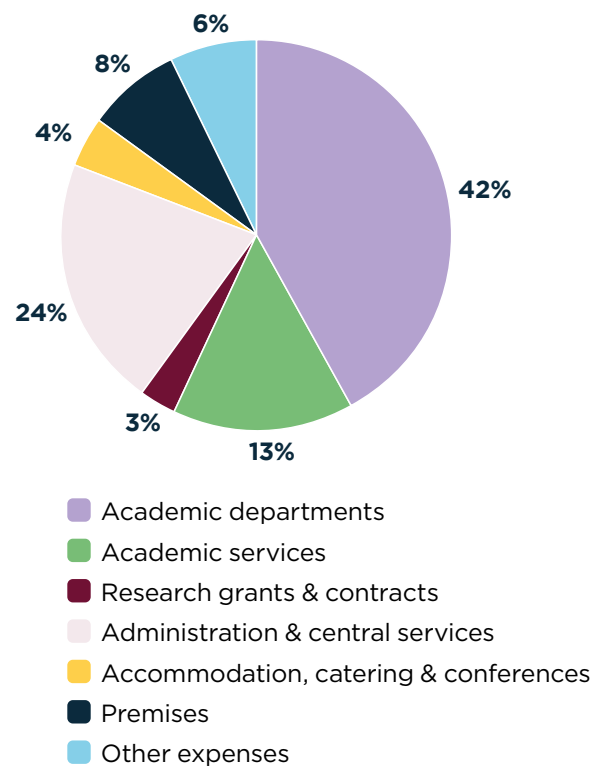
Net assets on 31 July 2025 amounted to £180.9m (2024: £185.6m).

Summary of Consolidated Results	2024/2025 £000	2023/2024 £000
Income	148,589	144,860
Expenditure	146,767	144,897
Surplus/(Deficit) for the year before exceptional costs	1,823	(37)
Impairment	(5,683)	(2,981)
Loss in subsidiary	(333)	(20)
Gain on disposal of subsidiary	304	-
Deficit for the year	(3,889)	(3,038)
Add back		
Depreciation	6,275	6,680
Impairment and loss in subsidiary	6,016	3,001
Gain on disposal of subsidiary	(304)	
Pension Provision Credits	(361)	(3,577)
Annual Leave Accrual Movement	198	175
Operational Cash Surplus excluding Working Capital Movements	7,935	3,241

Income Analysis 2024-25



Expenditure Analysis 2024-25



Liquidity & Cash

The group's cash and short-term investment resources at the year-end amounted to £44.2m (2024: £42.9m) and represents an improvement against budgeted expectations. Investments in the estate and infrastructure during the year were funded entirely by cash generated from operating activities. Loan repayments during the year totalled £1.95m thereby reducing the group's long-term debt from £18.4m to £16.5m. The gearing ratio at the year-end amounted to 11.1% (2024: 12.7%). The modest decrease in the gearing ratio was due to an increase in income during the year coupled with capital repayments reducing the remaining loans. The strong cash base continues to provide a solid and stable operating base.

The Financial Outlook

The University continues to recruit well across Home and International domiciles and programmes of study. The development and expansion of 'mid-year' programme starts has been successful financially. The cost base has been rebalanced and further aligned to service delivery, with the University setting a modest surplus budget in 2025-2026. Bank covenants are forecast to be met at July 2026 and cash reserves are stable.

There remain higher rates of inflation in the economic system that present operational challenges to University activity and will require ongoing careful financial management. The full-time undergraduate tuition fee in Wales has been allowed to increase to £9,535 from September 2025, thereby aligning the fee charged by Welsh institutions to that charged by English institutions. This is welcomed, alongside the recent Welsh government announcement to raise the tuition fee cap in Wales for 2026-27. The University has also absorbed the effect of the increase in the employers' rate of national insurance from 13.8% to 15%, combined with a £4,100 reduction in the salary threshold at which national insurance becomes payable, from £9,100 to £5,000. The Welsh Government has announced that the International Student Levy will not be applied in Wales, which is welcomed.

Charitable Status

The University became a Registered Charity (No. 1140762) on 10 March 2011.

Membership of the Board of Governors

The membership of the Board for the year 1 August 2024 to 31 July 2025 is set out on page 17 of this report.

Over the reporting period, governors claimed £4,454 in expenses (2024: £2,965). This covered items such as mileage, public transport and parking fees to enable travel to meetings and other activities on behalf of the University. No other payments are made to trustees. Information about related third party transactions can be found in note 7.

Independent Auditors

The external independent auditors for the year were PricewaterhouseCoopers LLP. The internal auditors for the year were TIAA Ltd.

Equality of Opportunity

The University works to ensure compliance with equality legislation and is committed to proactively integrating the principles of equality into all its activities. A Strategic Equality Plan has been agreed and implemented. The University is active in widening access to education, and in providing an inclusive approach to learning, teaching, and research.

Health and Safety at Work

The health, safety and welfare of staff, students and visitors are essential to the success of the University. The University’s Health & Safety Committee considers all relevant aspects of health, safety and welfare. The Committee receives regular monitoring reports of periodic audits of schools/units’ health and safety management arrangements and of initiatives and/or issues emanating from School/Unit health and safety meetings. Additionally, the Committee disseminates updates on legislation and guidance on good practice and monitors accident/incident levels and work-related stress sickness. The Minutes of the Committee are presented to the Academic Board. An Annual Health and Safety Review is provided to the Board of Governors through People, Health and Wellbeing Committee, to enable it to meet its statutory obligation to ensure compliance with health and safety legislation.

Modern Slavery and Human Trafficking Statement

The University produces and publishes an annual Modern Slavery and Human Trafficking Statement. The University is committed to improving our business practices to combat modern slavery and / or human trafficking in our supply chains or in any part of our business to ensure that, wherever possible, we are not complicit in any human rights violations. The University’s policies and procedures demonstrate its commitment to acting ethically and with integrity in all its business activities, ensuring compliance with the requirements of the Modern Slavery Act 2015. The procurement function has had an Ethical Supply Chains Policy in place since 2011. The Policy is reviewed and updated in accordance with the University’s policy cycle and was last amended and updated in March 2024 to ensure it continues to reflect relevant good practice. The University’s employment and workplace policies and procedures have been reviewed and amended to ensure they reflect the intent of the Welsh Government ‘Ethical Employment in Supply Chain’ Code of Practice. These policies and procedures demonstrate the University’s commitment to acting ethically and with integrity in all its business relationships by helping to ensure that modern slavery and human trafficking do not occur within its UK and international workforces or business activities.

The University was accredited as a Living Wage employer by the Living Wage Foundation in November 2019 and has paid the Living Wage rate as a minimum to all staff since August 2018. The University is committed to ensuring that all staff pay grades are at or above the Real Living Wage and all key outsourced contractors who work at the university are paid the Living Wage. Guidance and training materials, to raise modern slavery awareness, is available on the University’s intranet site and existing training and guidance materials for new staff was updated and amended in the last financial year.

Criminal Finance Act Statement

The University and its subsidiary companies commit to ensuring that its employees, agents, and other associated persons acting on its behalf are not facilitating tax evasion by another party. The University regularly reviews its risks and associated processes and procedures to ensure that all steps are taken to prevent tax evasion. The University includes the risk of tax evasion on its Risk Register. The risk is reviewed and updated

three times a year. This includes the review of controls to mitigate risks. The University reviews its policies and guidance in relation to the Criminal Finance Act on a regular basis, in line with similar policies (Anti-Bribery, Counter Fraud and Corruption, Anti-Money Laundering policies and Financial Regulations).

Commitment to Sustainability

The University is committed to minimising its impact on the climate and the environment. Council has adopted a corporate commitment to achieve net-zero greenhouse gas emissions for Scopes 1-2 by 2030, alongside an additional target of a 30% reduction in carbon emissions by 2030 against a 2018/19 baseline (the last full year prior to the pandemic). These targets align with the Welsh Government’s ambition for the public sector to achieve net zero by 2030.

Progress against carbon targets is compiled and reported by the University Environments team. The data is submitted to the Higher Education Statistics Agency on an annual basis, in conjunction with reporting to the Board of Governors on progress. Annual auditing is undertaken as part of the ISO 14001 surveillance.

Our Carbon Management Plan 2024-2030 sets out the baseline, targets, actions and delivery approach. Delivery is underpinned by clear leadership and governance, robust analysis and planning, and active engagement with collaborators and stakeholders.

Environmental impacts are managed through our ISO 14001-accredited Environmental Management System (EMS). Objectives and targets are set annually, owners report termly, and the system is externally audited for assurance each year. The EMS covers all University activities—from energy and utilities to waste and recycling—and embeds education for sustainable development (ESD) within the curriculum, research and enterprise.

Investment over the coming years will prioritise energy demand reduction, on-site generation, removal of gas systems, and the refurbishment and repurposing of existing buildings and facilities, in preference to new build, to minimise whole-life carbon. The Dean of the Cardiff School of Art and Design is the executive lead for sustainability.

Climate Impact Public Benefit Statement

As an educational charity, the University advances public benefit by enabling collaborative learning and collective action on climate and sustainability for students, staff and the wider community.

On campus we have initiated a range of energy and carbon reduction schemes, increased our solar photovoltaic renewable energy installations by 548% from 40kWp to 259kWp, been replacing gas fired boilers with heat pumps, replacing incandescent lighting with energy efficient lighting, and run a fleet of electric vehicles. We expand skills and participation through Repair Workshops, Community Days, Green Workshops and Litter Picks, and we provide Carbon Literacy training for staff and students.

We are Fairtrade accredited, a Living Wage employer, and hold a Sustainable Restaurant Association (Food Made Good) 3-star rating for sustainable food practices. We support safer, fairer environments through the Can’t Buy My Silence pledge and have offered sustainability work placements for students.

Regionally, we are members of EAUC and the One Cardiff Climate Emergency Board, partnering across the Cardiff region. Our Internet of Things (IoT) programme improves understanding of space use and building performance, enabling carbon avoidance by reducing the need for new construction and guiding the improvement of existing stock. Findings have been published and shared externally to support wider public-sector decarbonisation.

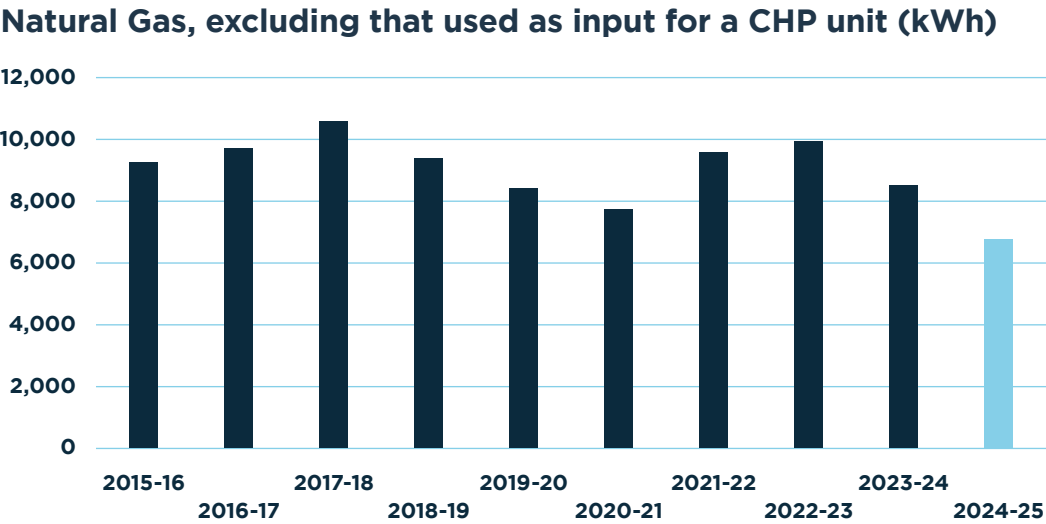
Our earlier work using Internet of Things (IoT) technologies to inform our understanding of space use and performance has resulting in a significant reduction in plans to construct new buildings, and informed our prioritisation for the improvement of existing stock. The findings of this work have been set out through academic publication and presented externally resulting in public recognition through cross sector awards, through which we have shared opportunities to reduce carbon and cost we believe to be relevant across the public estate and beyond.

Climate Impact Statement

During the year, the University established a Climate Action team within the University Environments portfolio to coordinate student and staff engagement, professional services and academic activity related to sustainability and carbon reduction. A Head of Climate Action joined in November 2025.

Operational efficiency

Following our work in the prior academic year to understand space utilisation, a disconnect was identified between building occupancy and energy consumption. Whilst our energy consumption was already below sector benchmarks, our resultant “Halve the Half” initiative delivered over 20% reduction in gas, over 7% in electricity, and over 11% in water (academic year 2024/25 vs 2023/24), generating savings of over £1.0m versus prior-year utilities expenditure. Energy saved totalled 2.2 GWh and water saved comprised 9,776m3. The graph below shows the annual gas consumption across the estate, showing the scale of reduction in the prior 12 months.



Our research and professional services action taken is progressively revealing the scale of disconnect between occupancy and energy across the built environment. This research, coupled with our success in rapidly reducing energy cost and carbon without the need for significant capital investment, grid upgrades or planning permissions, has resulted in the development of a Phase 2 pilot project, to create a building benchmarking tool to reveal out-of-hours energy waste. The initiative has resulted in data-sharing agreements with 12 participating universities, including all eight Welsh universities. As well as reducing our consumption, our solar photovoltaic capacity has expanded by 548% in year, from 40 kWp to 259 kWp (-6.5x, +548%), further reducing grid dependency and demand.

Performance and recognition

The University ranked 12th in People & Planet’s Green League 2024–25 (out of 149 universities) and achieved Food Made Good – 3 stars with exceptional scores (98% Society; 95% Environment). We also hold Fairtrade status.

Our earlier work on space utilisation that resulted in significant carbon avoidance was recognised as the Innovation Accelerator Winner at the Construction News TechFest Awards, Asset Management Best Practice at the Digital Construction Awards, and a Silver Award in the AUDE Sustainability Impact Initiative. We await the outcome of our shortlisting for The Times Higher Education Awards ‘Outstanding Contribution to Environmental Leadership, and the TechFest Best Use of Technology: Carbon Reduction in Construction and Management relating to our Halve the Half initiative.

Partnerships and planning

We are an active partner of the Cardiff Council Climate Emergency Board and work with Welsh Government Energy Service on funding options, having secured an Ynni Cymru grant for a direct current microgrid scheme, and await the outcome of our low-interest loan application for Digarbon Round 2 which would fund the delivery of refurbishment to S block and the installation of further significant solar PV and battery capacity.

Policies and investment

The University maintains policies covering Business Travel; Ethical Investment and Banking; Ethical Supply Chains; Fairtrade; Sustainable Procurement; Clean Air; Energy and Carbon Management; Thermal Comfort; Environment and Sustainability; Sustainable Food; and Sustainable Seafood. Capital investment focuses on controls linked to occupancy, heating system upgrades, a comprehensive roll-out of LED lighting, mechanical ventilation where appropriate, and replacement of gas water heating with electric point-of-use heaters and heat pumps, subject to available resources.

Public Benefit Statement

The University delivers professionally recognised degrees, together with impactful research and innovation, in art and design, business and management, education and public services, sport and health sciences, and technologies and engineering. The University is proud to have been awarded the Times Higher UK and Ireland University of the Year for 2021-22 and ranked 12th in the UK and 1st in Wales for sustainability in the People and Planet’s Green League 2024/25, a comprehensive and independent league table of all UK universities ranked by environmental and ethical performance.

The University seeks to advance higher education and research within South-East Wales, Wales, the UK and internationally. Its charitable objective is to inspire and enable individuals, organisations, and communities to succeed through innovation in high quality learning, applied, impactful research and enterprise. The benefit of this charitable objective is derived through the intellectual development of individuals and by providing the opportunity for them to enter professional life in many fields of public and private provision. The beneficiaries are the public at large to whom education is open and who our research and innovation activities ultimately benefit. The University’s provision has been aligned with the Welsh

Government’s strategy for higher education and serves the public benefit by contributing to regional regeneration, preservation of the environment and promotion of social justice.

The University offers degrees in a range of subjects including health and social care, teacher education, and environmental management with over 50 professional bodies accrediting its courses. It also engages with partners in business, the public sector, and communities in a variety of ways. Specifically, during 2024/25 the University:

- Reached a ten-year milestone of working with Met Community, an initiative which has changed the lives of thousands of individuals across Cardiff by improving health and wellbeing through sport. The University is proud to work with Cardiff Council, Sport Wales, Cardiff & Vale University Health Board, The Police & Crime Commission, Youth Trust Fund and Disability Sport Wales. This partnership is critical in contributing to a healthy and active Wales through work with a range of community groups, including schools, homeless people, disabled people, refugees, and older adults.

- Continued the development of our Open Campus programme, which is a partnership between Met Sport, School of Sport and Health Sciences and Cardiff City Council. The programme sustained over 4,000 in-curricular and over 4,300 extra-curricular attendances from 42 local schools, across eight year groups.
- Participated, as a part of its widening access programme, in the Reaching Wider Initiative which encourages the importance of learning amongst lower quartile Welsh Index of Multiple Deprivation areas and schools in South-East Wales. Adult learners also benefitted from free taster courses as part of a commitment to ensure that people of any age, background or ethnic group are given a fair and equal opportunity to access Higher Education.
- Secured funding, with Swansea University, to bring researchers, health professionals, patient representatives, and others together to improve the prevention, diagnosis and treatment of cardiovascular disease in Wales and beyond. This represents a significant step forward in the fight against cardiovascular disease.
- Operated the Cardiac Rehab, Cancer Prehabilitation and Exercise for Health clinics supported by undergraduate and postgraduate students. These have reached over 2,340 people.
- Worked with Welsh Government to provide Knowledge Transfer Partnerships as an effective interface between academia and Welsh business - providing access to research, development, expertise, facilities and knowledge to a wide range of technology-led businesses.
- Launched the Centre for Speech, Hearing and Communication Research bringing together expertise in clinical speech and language therapy research; healthy and impaired hearing; and bilingual and multilingual development. This will make a real difference to service users, ensuring the services received are effective, efficient and informed by evidence from high-quality research.
- Continued the next phase of The Helix Programme - an initiative funded by the Welsh Government - where Cardiff Met's ZERO2FIVE Food Industry Centre, provides Welsh food and drink companies with access to facilities as well as technical and commercial support. This pan-Wales programme has

- delivered a £676 million impact for the Welsh food and drink sector since 2016.
- Continued to drive forward student wellbeing in conjunction with Cardiff Met Students' Union. Work on harm reduction and the support and education provided to students on the effects and risks associated with drug and alcohol use, was recognised at the Mental Health and Wellbeing Wales Awards 2024.
 - Shared findings from a clinical study into long-COVID highlighting new biomedical insights that could help move researchers closer to finding treatment for patients living with the condition.
 - Used its sports facilities to provide junior sport programmes for local children and training facilities for all levels of athlete, thereby supporting world class participants in a range of national and international sports. The University launched 'Game Changers', a pilot programme building confidence and leadership skills of young people across Cardiff through physical activity workshops.
 - Supported over 100 children per week through a thriving junior tennis coaching programme and launched a new community tennis initiative based in Llandaff Fields as part of Tennis Wales' Parks Strategy.
 - Operated a Community Borrower Scheme, which provides the public with direct access to the University's library collections, enabling them to borrow books or other audio-visual education materials.
 - Supported public and third sector organisations in the Cardiff Capital Region and Swansea Bay City Region to develop new service solutions and deliver circular economy benefits. Circular Economy Innovation Communities (CEIC), a collaborative project between Cardiff Met and Swansea University, has supported 191 practitioners across 81 organisations in co-producing solutions for net zero and the circular economy. The project has created 28 innovations that have saved more than £100,000 and over 2,600kg of CO2 emissions.
 - Hosted the annual Creative Exhibition, now in its eighth year, enabling children from over 60 schools to share their artwork with each other, parents, and the wider public.

- Continued to support Volunteer Zambia into its 20th year, enhancing the quality of life for Zambian youth through sport and recreational activities. This pioneering international sport initiative has empowered over 160,000 young people across Zambia and the UK since its launch in 2005.
- Hosted Community Days which bring together and engage the campus community with its neighbours and surrounding communities. These events raise awareness and promote partnership working with local traders, charities and small businesses operating alongside University activities. Cardiff Met also offers students, staff, and the community the opportunity to attend free Repair Cafes, and to take part in litter picks in the areas surrounding each Campus.
- Secured funding to enhance Welsh primary school children's reading skills. This project will adapt 'Peer-Assisted Learning Strategies' (PALS) to align with the Curriculum for Wales and Welsh language requirements. Implementation in other countries found pupils who received PALS instruction made, on average, two months' added progress in reading.
- Participated in Step into Sport - an innovative project developed between Cardiff Met Sport and The South Wales Police Youth Trust. This programme uses the power of sport to address youth offending, offering early interventions to reduce crime and promote positive futures. This year saw the work of Liam Mackay, Youth Justice Sport Coordinator, recognised for outstanding contributions as he was named Wales' winner of the BBC Sports Personality of the Year 2024 Unsung Hero Award.
- In partnership with Public Health Wales, Met Sport delivered the Move More community health programme to tackle inactivity and get people moving more. This includes schemes encouraging older adults to move more and improve their physical and mental health.
- Enhanced the provision of sports injury support to help the wider community, staff, and students. This collaboration sees the integration of Cardiff Met's existing Sports Injury Clinic with the newly established Welsh Athletics Sports Injury Clinic, ensuring accessible, high-quality rehabilitation services for athletes of all levels.

- Launched a range of art and design evening and weekend short courses open to all abilities, giving the wider community an opportunity to hone their skills and to access the specialist facilities in the School of Art & Design.
- Partnered with Cardiff Bus to provide the MetRider bus service. This is a subsidised service providing additional routes across the city for university students and the public.
- Facilitated a community-based aphasia choir supporting people with stroke and other neurological conditions, such as Parkinson's. A previous pilot demonstrated several benefits to patients, including increased mood and perceived improvements for their conditions.
- Via the UK Shared Prosperity Fund, the University has supported 3,000+ learners, schools, and businesses across South Wales with digital skills training, aiding curriculum implementation and workforce competitiveness. The Digital Technology Learning Support Network (DTLSN) delivered free training in areas like AI, cybersecurity, and coding, enhanced teacher confidence in Computer Science, promoted gender equality in STEM, and improved job prospects and resilience in rural and disadvantaged areas.

During the year, Welsh domiciled students at the University were able to access the Assembly Learning Grant and English domiciled students were able to access the Maintenance Grant; the University also offered its own bursaries. Various other schemes were also available to aid students to access higher education, and the University administered a discretionary contingency fund for those who required financial support to continue their studies. The University offered a wide range of accredited taster sessions at outreach centres and bespoke projects designed to raise the aspirations amongst disadvantaged/under-represented communities.

In common with other charitable higher education corporations in the UK, the University is overseen by a Board of Governors, the majority of whom are non-remunerated and otherwise independent of the University. The Board of Governors includes staff and student representation.

The Board of Governors' Responsibilities in Respect of the Annual Report and the Financial Statements

In accordance with the Education Reform Act 1988 the Board of Governors are responsible for the effective and efficient use of resources, the solvency of the University and for safeguarding its assets. To this end, the Board is responsible for keeping adequate accounting records sufficient to show and explain the University's transactions and disclose the financial position of the University. It has responsibility for setting out the internal controls necessary for the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and to prevent and detect fraud and other irregularities which may occur.

Articles of Government and the Instrument of Government are the legal documents which govern the way Cardiff Met conducts itself and carries out its operation. These documents set out key responsibilities of the Board of Governors, Vice-Chancellor, and Academic Board, and the basis of which these responsibilities can be delegated, as well as procedural rules.

The Board has adopted a Statement of Primary Responsibility, as recommended by the Committee of University Chairs, which is published on the University's website. It sets out the primary responsibilities of the Board of Governors at Cardiff Met.

The Board is responsible for approving the Annual Budget, the Annual Financial Statements, and the Corporate Strategic Plan. The Board of Governors has established a Finance Committee which has delegated authority from the Board in relation to financial matters. However, the Board cannot delegate the approval of the Annual Budget or its principal responsibility for the solvency of the University. The President & Vice-Chancellor is the designated Accounting Officer for the University and is responsible to the Board for preparing annual budgets and financial statements and for the management of resources within those budgets. Except when provided to the contrary, the President & Vice-Chancellor may delegate functions in line with

the Scheme of Delegation which is approved by the Board of Governors, but may not delegate ultimate responsibility and accountability, to other staff.

The Board is responsible for preparing the Annual Report and the Financial Statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law), the Accounts Direction issued by Medr, the Statement of Recommended Practice: Accounting for Further and Higher Education Institutions (2019), the Charities Act 2011 and other relevant accounting standards.

The Board of Governors is required to prepare financial statements which give a true and fair view of the financial position of the Group and University and of their income and expenditure, gains and losses and changes in reserves for that period. In preparing each of the financial statements, the university is required to:

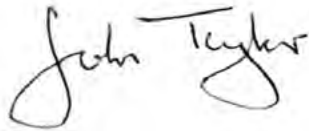
- ensure suitable accounting policies are selected and consistently applied.
- that judgements and estimates are reasonable and prudent.
- state that applicable UK accounting standards and the Statement of Recommended Practice have been applied, subject to disclosure and explanation in the financial statements of any material departures.
- that the going concern basis of accounting is appropriate.

In addition, the Board is responsible for ensuring:

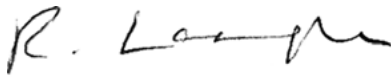
- funds from external sources, administered by the University for specific purposes have been properly managed and applied.
- income, has been applied in accordance with HEFCW's (Medr's) Financial Management Code.

- Funding Council grants have been applied in accordance with the terms and conditions attached to them and used for the purposes for which they were received.
- the University's resources and expenditure are secure and controlled, with economic, efficient, and effective management.
- the assets of the University are safeguarded to prevent and detect fraud and other irregularities.
- appropriate financial and management controls are in place to safeguard public and other funds.
- the University provides internal Financial Regulations defining delegated responsibilities, with clearly defined and formalised requirements for approval and control of expenditure, with investment decisions being subjected to detailed appraisal and review. Completes comprehensive planning, and budgeting processes, which integrate the preparation of annual income, expenditure, and capital budgets. Regular reviews of the performance of each of the University's planning and budgetary units are undertaken, including monthly reviews of financial results involving variance reporting and the updating of forecasts.

The Report of the Board of Governors was approved by the Board of Governors on 26th November 2025 and signed on its behalf on 1st December by:



John Taylor (CBE)
Chair of the Board of Governors



Professor Rachael Langford
President & Vice-Chancellor

Independent auditors’ report to the Governing Body of Cardiff Metropolitan University (the “university”)

Report on the audit of the financial statements

Opinion

In our opinion, Cardiff Metropolitan University’s group financial statements and University financial statements (the “financial statements”):

- give a true and fair view of the state of the group’s and the University’s affairs as at 31 July 2025, and of the group’s and University’s income and expenditure, gains and losses, and changes in reserves and of the group’s cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, and applicable law);
- have been properly prepared in accordance with the requirements of the Statement of Recommended Practice – Accounting for Further and Higher Education; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

We have audited the financial statements, included within the Annual Report & Financial Statements (the “Annual Report”), which comprise: the consolidated and University Statements of Financial Position as at 31 July 2025; the consolidated and University Statements of Comprehensive Income and Expenditure, the consolidated and University Statements of Changes in Reserves for the year then ended and the consolidated Cash Flow Statement for the year then ended; the Statement of Principal Accounting Policies; and the notes to the financial statements.

Basis for opinion

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

Independence

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

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group’s and University’s ability to continue as a going concern for a period of at least 12 months from the date on which the financial statements are authorised for issue.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group and University’s ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors’ report thereon. The Governing Body is responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

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

Report of the Board of Governors

Under the Charities Act 2011 we are required to report to you if, in our opinion, the information given in the Report of the Board of Governors is inconsistent in any material respect with the financial statements. We have no exceptions to report arising from this responsibility.

Responsibilities for the financial statements and the audit

Responsibilities of the Governing Body for the financial statements

As explained more fully in The Board of Governors’ Responsibilities in Respect of the Annual Report and the Financial Statements set out on pages 44-45, the

Governing Body is responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Governing Body is also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governing Body is responsible for assessing the group and University’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 Governing Body either intends to liquidate the group and University or to cease operations, or has no realistic alternative but to do so.

Auditors’ responsibilities for the audit of the financial statements

We are eligible to act and have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Based on our understanding of the institution/ industry, we identified that the principal risks of non-compliance with laws and regulations related to UK health & safety, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Charities Act 2011 and Medr Accounts Direction (Medr/2025/03). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate transactions designed to overstate the financial performance and/or position of the group or University.

Audit procedures performed included:

- Reviewing the minutes of meetings of those charged with governance and holding discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations or fraud;
- Using computer-based audit techniques to identify and test higher risk journal entries, in particular those we considered to have unusual account combinations;
- Reviewing the appropriateness of the assumptions used in estimating the valuation of the defined benefit pension scheme; and,
- Obtaining third party confirmations of all the group's banking and financing arrangements.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the University's Governing Body as a body in accordance with Article 9(1) of the University's Articles of Government and section 124B of the Education Reform Act 1988 as amended by section 71 of the Further and Higher Education Act 1992 and section 151 of the Charities Act 2011 and regulations made under section 154 of that Act (Part 4 of The Charities (Accounts and Reports) Regulations 2008) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Opinion on other matters prescribed in the Higher Education Funding Council for Wales ('HEFCW') ('Medr' from 1 August 2024') Audit Code of Practice included within the Financial Management Code issued under the Higher Education (Wales) Act 2015 and Accounts direction to higher education institutions in Wales for 2024/25 (Medr/2025/03) issued by Medr.

The regulation of the Welsh higher education sector was transferred from the Higher Education Funding Council for Wales ('HEFCW') to Medr, the Commission for Tertiary Education and Research on 1 August 2024. The Financial Management Code and Terms and Conditions of Funding 2024/25 issued by HEFCW remain in place at the date of our report.

In our opinion, in all material respects:

- the requirements of Medr's accounts direction have been met;
- funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;

- the institution has applied income, where appropriate, in accordance with the Financial Management Code (FMC) (HEFCW W17/16HE) paragraph 145; and
- Funding Council grants (including grants from Medr) have been applied in accordance with terms and conditions attached to them and used for the purposes for which they were received, including the Terms and Conditions of Funding.

Sufficiency of accounting records and information and explanations received

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- sufficient accounting records have not been kept by the University; or
- the University financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

We have no exceptions to report arising from this responsibility.

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Cardiff
November 2025

Statement of Principal Accounting Policies

1 | Basis of Preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Further and Higher Education 2019 and in accordance with Financial Reporting Standard (FRS) 102; the Accounts Direction issued by Medr and the Charities Act 2011. The regulation of the Welsh higher education sector was transferred from the Higher Education Funding Council for Wales ('HEFCW') to Medr, the Commission for Tertiary Education and Research on 1 August 2024. The University is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS102. The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of fixed assets). The principal accounting policies have been applied consistently except as where described otherwise and are set out below.

2 | Basis of Consolidation

The consolidated financial statements include Cardiff Metropolitan University and its wholly owned subsidiary undertakings, Cardiff Met Company Ltd and Cardiff Metropolitan University Football Club Ltd. In addition, at 1 August 2024 the University held a majority (55%) share interest in a spin out company Fovo Technology Ltd, the balance of the shares being held by two of the University's academics. New shares were issued in Fovo Technology Ltd in March 2025, reducing the University's share to 48%. This company's activity is also consolidated into these financial statements until March 2025, and it is held as an investment in associate on the balance sheet in Cardiff Metropolitan Company Ltd from March 2025. The consolidated financial statements do not include the income and expenditure of the Students' Union as the University does not exert control or significant influence over policy decisions. Intra-group sales and profits are eliminated fully on consolidation.

3 | Going Concern

The University's activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic Review which forms part of the Annual Review. The Annual Review also describes the financial position of the institution, its cash flows, liquidity position and borrowing facilities.

The operating outlook for the HE sector remains challenging. The University has prepared cash flow forecasts, including consideration of downside risks, for the going concern assessment period, being 12 months from the date of approval of these financial statements. The University meets its day to day working capital requirements through existing unrestricted cash balances which are adequate to meet liabilities as and when they fall due for the foreseeable future. Financial forecasts demonstrate that the University will meet its loan covenants as at 31 July 2026.

To ensure longer term financial sustainability, the University undertook a transformation programme during 2024/2025 to improve the efficiency of its operations through a series of targeted workstreams. This transformation programme has realigned the cost base to future income expectations through targeted annualised cost reductions of circa £14.5m, thereby restoring financial stability prior to the commencement of the 2025/2026 financial year. That work supports ongoing covenant compliance and provides financial headroom for decision making aligned with the University's long term strategic options. The University has set a modest surplus budget for 2025/2026, reflecting the financial improvement from the transformation programme coupled with positive income expectations. The University has strong liquidity going into the 2025/2026 financial year and is confident that it will continue to have sufficient funds to meet its liabilities as they fall due over the period of 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

4 | Income Recognition

Income from the sale of goods or services is credited to the Consolidated Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers, or the terms of the contract have been satisfied.

Fee income is stated gross of any expenditure which is not a discount and credited to the Consolidated Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount, income receivable is shown net of the discount. Fee scholarships are treated as a discount and are deducted from income.

Investment income is credited to the Consolidated Statement of Comprehensive Income and Expenditure on a receivable basis.

a) Grant Funding

Grant funding including funding council grants; research grants from government sources; and grants (including research grants) from non-government sources are recognised as income when the University is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the Consolidated Statement of Financial Position and released to income as the conditions are met.

b) Donations and Endowments

Non exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor-imposed restrictions are recognised in income when the University is entitled to the funds.

Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer.

Donations with no restrictions are recognised in income when the University is entitled to the funds.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms of the restrictions applied to the individual endowment fund.

There may be four main types of donations and endowments identified within reserves:

- Restricted donations - the donor has specified that the donation must be used for a particular objective;
- Unrestricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the University;
- Restricted expendable endowments - the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the University has the power to use the capital;
- Restricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

c) Capital Grants

Capital grants are recognised in income when the University is entitled to the funds subject to any performance related conditions being met.

5 | Accounting for Retirement Benefits

The University operates three pension schemes for University staff: the Cardiff and Vale of Glamorgan Pension Fund (CVGPF), the Teachers' Pension Scheme (TPS) and the Universities' Superannuation Scheme (USS). The CVGPF and USS are funded schemes.

The CVGPF is valued every three years by a professionally qualified actuary using the projected unit method, the rate of contribution payable being determined by the Administering Authority on the advice of the actuary.

The TPS is subject to an actuarial valuation every five years by the Government Actuarial Department using the age entry method. The rate of contribution for the TPS is determined by the Teachers' Pension Agency on the advice of the actuary. It is not possible to identify each institution's share of the underlying assets and liabilities of the scheme and hence contributions to the scheme are accounted for as if it were a defined contribution scheme. The cost recognised within the surplus for the year in the Consolidated Statement of Comprehensive Income and Expenditure is equal to the contributions payable to the scheme for the year.

The USS is a multi-employer scheme for which it is not possible to identify the assets and liabilities attributable to the University at member level due to the mutual nature of the scheme and therefore this scheme is accounted for as a defined contribution retirement benefit scheme.

However, in accordance with FRS102, a liability is recorded within provisions for any contractual commitment to fund past deficits within the USS scheme.

a) Defined Contribution Plan

A defined contribution plan is a post-employment benefit plan under which the University pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees. Given the nature of the TPS, contributions to that scheme are accounted for on this basis.

b) Defined Benefit Plan

Defined benefit plans are post-employment benefit plans other than defined contribution plans. Under defined benefit plans, the University's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the University. The group should recognise a liability for its obligations under defined benefit plans net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. The University does not anticipate being able to enjoy any refund, or any future reduction in contributions resulting from any reported surplus, and so has not recognised an asset in relation to this.

c) CVGPF - Local Government Scheme

The Cardiff and Vale of Glamorgan Pension Fund is a defined benefits scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 and currently provides benefits based on career average revalued earnings. Contributions are set every three years as a result of the actuarial valuation of the fund required by the regulations. The latest actuarial valuation of the fund was carried out as at 31 March 2022 and has set contributions for the period 1 April 2023 to 31 March 2026.

The actuary has completed calculations for pension accounting purposes based on the following items of data, which were received from the Cardiff and Vale of Glamorgan Pension Fund.

- The results of the valuation as at 31 March 2022, which was carried out for funding purposes and the results of the 31 July 2025 FRS102 report, which was carried out for accounting purposes.
- Estimated whole fund income and expenditure items for the period to 31 July 2025.
- Fund investment returns for the period to 30 April 2025 and market returns (estimated where necessary) thereafter for the period to 31 July 2025.
- Estimated fund income and expenditure in respect of the employer for the period to 31 July 2025.

- Details of any new early retirements for the period to 31 July 2025 that have been paid out on an unreduced basis, which are not anticipated in the normal employer service cost; and
- Details of any settlements for the period to 31 July 2025.

The assets of the Fund are not segregated or separately allocated to employers within the fund. The asset balance included in the financial statements is therefore a notional allocation estimated by the actuary using the information referred to above. The allocation is rolled forward from that agreed when the employer was admitted to the Fund and is not recalculated at each triennial valuation.

6 | Employment Benefits

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

7 | Operating Leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the minimum lease term.

8 | Foreign Currency

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the Consolidated Statement of Financial Position date are translated to the functional currency at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in Surplus or Deficit. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined.

9 | Fixed Assets

a) Land and Buildings

Certain items of land and buildings that had been revalued to fair value on or prior to the date of transition to the 2015 FE HE SORP, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation, less accumulated depreciation, and accumulated impairment losses.

Costs incurred in relation to land and buildings after initial purchase or construction, and prior to valuation, are capitalised to the extent that they increase the expected future benefits to the University.

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight-line basis over their expected useful lives of between 20 and 75 years.

b) Equipment

Equipment costing less than £10,000 per individual item or group of related items is written off to the Consolidated Statement of Comprehensive Income and Expenditure in the year of acquisition. All other equipment is capitalised at cost. Capitalised equipment is depreciated on a straight-line basis over its useful economic life of between three and ten years.

Equipment purchased for research projects is treated and depreciated on the same basis as other equipment expenditure.

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Consolidated Statement of Financial Position.

c) Assets under construction

During the construction phase, assets are capitalised at cumulative directly attributable costs minus impairment. Upon completion, these assets are then transferred to the appropriate asset category.

Assets under construction are not depreciated until brought into use.

d) Borrowing costs

Borrowing costs which are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised.

10 | Investments

Non-current asset investments are held on the Consolidated Statement of Financial Position at amortised cost less impairment.

Investments in subsidiaries are carried at cost less impairment in the University's financial statements.

Current asset investments are held on the Consolidated Statement of Financial Position at amortised cost less impairment.

11 | Stock

Stocks are stated at the lower of cost and net realisable value and is measured using an average cost formula.

12 | Cash and Cash Equivalents

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

Cash equivalents are short term, with a notice period of three months or less, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

13 | Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised in the financial statements when:

- The University has a present obligation (legal or constructive) as a result of a past event.
- It is probable that an outflow of economic benefits will be required to settle the obligation; and
- A reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

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

A contingent asset arises where an event has taken place that gives the University a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University.

Contingent assets and liabilities are not recognised in the Consolidated Statement of Financial Position but are disclosed in the notes.

14 | Taxation

The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The University receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

The University’s subsidiaries are liable to Corporation Tax in the same way as any other commercial organisation. No charge for taxation has been included in respect of the Subsidiary Companies’ activities since the entire taxable profit of these companies is transferred to the University under the Gift Aid scheme.

Deferred tax is provided in full on timing differences which result in an obligation at the Consolidated Statement of Financial Position date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in financial statements. Deferred tax assets are recognised when it is more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

15 | Reserves

Reserves are classified as restricted or unrestricted. Restricted endowment reserves include balances which, through endowment to the University, are held as a permanently restricted fund which the University must hold in perpetuity.

Other restricted reserves include balances where the donor has designated a specific purpose and therefore the University is restricted in the use of these funds.

16 | Critical accounting judgements and estimation uncertainty

Pension schemes: assumptions used in the calculation of the CVGPF pension deficit provisions represent a key accounting estimate based on the sensitivity of assumptions (note 19 and note 24). Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. The University does not anticipate being able to enjoy any refund, or any future reduction in contributions resulting from any reported surplus, and so has not recognised an asset in relation to this.

Recoverability of Debtors: The University makes an estimate for the recoverable value of outstanding debt. In arriving at this value, the University considers the age profile of debts, knowledge of individual debtors and an assessment of prevailing economic conditions.

17 | Exceptional Items

Transactions are classified as exceptional where they relate to an event that falls outside the ordinary activities of the group. These may include, but are not restricted to: restructuring and site closure costs, costs related to acquisitions and disposals, and other items due to their significance, size or nature.

Consolidated & University Statements of Comprehensive Income and Expenditure

year ended 31 July 2025

	Note	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Income					
Tuition fees and education contracts	1	106,889	106,861	107,349	107,331
Funding body grants	2	12,767	12,767	9,761	9,761
Research grants and contracts	3	4,851	3,641	4,543	3,189
Other income	4	22,684	15,000	21,424	15,866
Investment income	5	1,394	1,394	1,765	1,765
Donations	6	4	-	18	11
Total income		148,589	139,663	144,860	137,923
Expenditure					
Staff costs	7	99,937	93,264	95,192	88,926
Other operating expenses		39,545	37,931	41,983	40,445
Depreciation	10	6,275	6,275	6,680	6,680
Interest and other finance costs	8	1,009	1,009	1,042	1,042
Total expenditure	9	146,766	138,479	144,897	137,093
Surplus/(Deficit) before exceptional costs		1,823	1,184	(37)	830
Impairment of fixed asset	10, 11	(5,083)	(5,083)	(3,001)	-
Impairment of intercompany balances	14	-	-	-	(2,263)
Impairment of loan to associate	12	(600)	-	-	-
Loss in subsidiary		(333)	-	-	-
Gain on disposal of subsidiary	23	304	-	-	-
Deficit for the year		(3,889)	(3,899)	(3,038)	(1,433)
Actuarial gain in respect of pension schemes	24	(870)	(870)	370	370
Total comprehensive income/(expense) for the year		(4,759)	(4,769)	(2,668)	(1,063)
Represented by:					
Unrestricted total comprehensive income/(expense) for the year attributable to the Group and University		(4,609)	(4,769)	(964)	(1,063)
		(4,609)	(4,769)	(964)	(1,063)
Deficit for the year attributable to:					
Non-controlling interest 45%		(150)	-	(1,704)	-
Total Comprehensive expense for the year attributable to:					
Non-controlling interest 45%		(150)	-	(1,704)	-

All items of income & expenditure relate to continuing activities.

Consolidated & University Statements of Changes in Reserves

year ended 31 July 2025

	Consolidated	Group £'000	NCI £'000	Total Reserves £'000
Balance at 1 August 2023		188,387	(99)	188,288
Surplus for the year		(1,334)	(1,704)	(3,038)
Other comprehensive income		370	-	370
Total comprehensive income for the year		(964)	(1,704)	(2,668)
Balance at 31 July and 1 August 2024		187,423	(1,803)	185,620
Deficit for the year		(3,739)	(150)	(3,889)
Other comprehensive expense		(870)	-	(870)
Loss of control of subsidiary		(1,953)	1,953	-
Total comprehensive (expense)/income for the year		(6,562)	1,803	(4,759)
Balance at 31 July 2025		180,861	-	180,861
University				
Balance at 1 August 2023				185,570
Deficit for the year				(1,433)
Other comprehensive income				370
Total comprehensive income for the year				(1,063)
Balance at 31 July and 1 August 2024				184,507
Deficit for the year				(3,899)
Other comprehensive income				(870)
Total comprehensive expense for the year				(4,769)
Balance at 31 July 2025				179,738

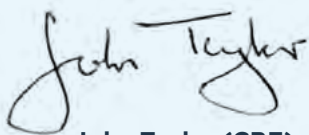
All reserves are unrestricted

Consolidated & University Statements of Financial Position

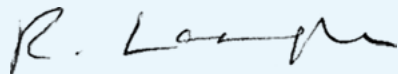
year ended 31 July 2025

	Note	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
Non-current assets					
Tangible assets	10	180,214	180,214	185,884	185,884
Intangible assets	11	-	-	-	-
Investment in subsidiaries	12	-	-	-	-
Current assets					
Stock	13	139	139	142	142
Trade and other receivables	14	9,942	9,130	9,643	8,604
Investments	15	327	327	1,853	1,853
Cash and cash equivalents	20	43,856	42,257	41,029	39,725
		54,264	51,853	52,667	50,324
Less: Creditors: amounts falling due within one year	16	(36,385)	(35,097)	(34,537)	(33,307)
Net current assets		17,879	16,756	18,130	17,017
Total assets less current liabilities		198,093	196,970	204,014	202,901
Creditors: amounts falling due after more than one year	17	(15,102)	(15,102)	(16,454)	(16,454)
Provisions					
Pension provisions	19	(2,130)	(2,130)	(1,940)	(1,940)
Total net assets		180,861	179,738	185,620	184,507
Unrestricted reserves					
Income and expenditure reserve		180,861	179,738	187,423	184,507
Non controlling interest		-	-	(1,803)	-
Total reserves		180,861	179,738	185,620	184,507

The Financial Statements on pages 58 to 85 were approved by the Board of Governors on 26th November 2025 and signed on its behalf on 1st December 2025 by:



John Taylor (CBE)
Chair of the Board of Governors



Professor Rachael Langford
President & Vice-Chancellor

Consolidated Cash Flow Statement

year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
Cash flow from operating activities		
(Deficit)/Surplus for the year	(3,889)	(3,038)
Adjustment for non-cash items		
Depreciation	6,275	6,680
Impairment	5,683	3,001
Decrease/(Increase) in stock	3	(43)
Decrease/(Increase) in debtors	(899)	3,560
(Decrease)/Increase in creditors	2,751	(5,489)
Difference between pension charge and cash contributions	(610)	(3,960)
Adjustment for investing or financing activities		
Investment income	(1,394)	(1,765)
Interest payable	1,009	1,042
Capital grant income	(3,789)	(965)
Gain on the disposal of subsidiary	(304)	-
Net cash (outflow)/inflow from operating activities	4,836	(977)
Cash flows from investing activities		
Capital Grants receipts	3,789	965
Redemption of investments	1,853	45,046
Investment income	1,394	1,765
Payments made to acquire fixed assets	(5,687)	(12,292)
Purchase of investments	(327)	(1,853)
Net cash inflow/(outflow) from investing activities	1,022	33,631
Cash flows from financing activities		
Interest paid	(1,079)	(977)
Repayments of amounts borrowed	(1,952)	(786)
Net cash outflow from financing activities	(3,031)	(1,763)
Increase/(Decrease) in cash and cash equivalents in the year	2,827	30,891
Cash and cash equivalents at beginning of the year	41,029	10,138
Cash and cash equivalents at end of the year	43,856	41,029
Increase/(Decrease) in cash and cash equivalents in the year	2,827	30,891

Consolidated Cash Flow Statement (continued)

year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024 (restated)
	£'000	£'000
Reconciliation of net cash flow to movement in net funds		
Increase/(Decrease) in cash in the year	2,827	30,891
(Decrease)/Increase in investments	(1,526)	(43,193)
Repayments of amounts borrowed	1,952	786
Movement in net funds in the year	3,253	(11,516)
Net funds at 1 August	24,476	35,992
Net funds at 31 July	27,729	24,476



Notes to the Financial Statements

year ended 31 July 2025

1 Tuition fees and education contracts

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Full-time home and EU students	74,600	74,572	69,602	69,602
Full-time & part time international students	20,946	20,946	25,837	25,837
Part-time home and EU students	1,707	1,707	1,534	1,534
Transnational education income	5,760	5,760	6,256	6,256
Education contracts with NHS & Coleg Cymraeg	3,702	3,702	3,765	3,765
Research training support grants	174	174	355	337
	106,889	106,861	107,349	107,331

2 Funding body grants

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Recurrent grant				
Medr	10,760	10,760	8,162	8,162
Specific Grant Initiatives	2,007	2,007	1,599	1,599
	12,767	12,767	9,761	9,761

3 Research grants and contracts

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Research councils	875	875	826	826
Research charities (UK and overseas)	321	321	390	364
Government (UK and overseas)	2,995	2,023	2,806	1,827
Industry and commerce (UK and overseas)	660	422	521	172
	4,851	3,641	4,543	3,189

4 Other income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Other services rendered	12,438	5,766	10,877	6,388
Residences operations	5,677	5,651	5,548	5,527
Catering and conferencing operations	2,757	2,176	2,572	2,316
Other EU grant income	292	292	249	249
Other operating income	1,520	1,115	2,178	1,386
	22,684	15,000	21,424	15,866

Included in the 'Other services rendered' figure above is an amount of £35k (2024: £63k) relating to the Turing Scheme. The Turing Scheme is the UK government's global programme to study and work abroad. The scheme provides funding for international opportunities in education and training across the world supporting the government's Global Britain objectives.

5 Investment income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Other investment income	1,394	1,394	1,765	1,765
	1,394	1,394	1,765	1,765

6 Donations

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Donations	4	-	18	11
	4	-	18	11

7 Staff costs

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Salaries	73,668	68,355	75,255	70,202
Social security costs	8,234	7,686	7,921	7,442
Other pension costs	14,778	13,966	14,279	13,545
Severance Costs	3,548	3,548	1,379	1,379
Movement on USS provision	-	-	(3,330)	(3,330)
CVGPF costs below contributions	(291)	(291)	(312)	(312)
	99,937	93,264	95,192	88,926

	Year ended 31 July 2025	Year ended 31 July 2024
Average staff numbers by major category:	No.	No.
Academic	668	669
Administrative, support and projects	911	928
Technicians	40	32
Ancillary	41	60
	1,660	1,689

	Year Ended 31 July 2025	VC from 01.02.2024 Year Ended 31 July 2024	VC until 31.01.2024 Year Ended 31 July 2024
Emoluments of the Vice-Chancellor	£	£	£
Salary	260,000	130,000	145,084
Pension contributions	74,568	35,117	-
Payments in lieu of pension contributions	-	-	25,915
	334,568	165,117	170,999

Vice-Chancellor remuneration as a multiple of the median	Year Ended 31 July 2025 University		VC from 01.02.2024 (pro-rated) Year ended 31 July 2024 University		VC until 31.01.2024 (pro-rated) Year ended 31 July 2024 University	
	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration
Vice-Chancellor	£260,000	£334,568	£260,000	£330,235	£290,168	£341,998
Median salary	£43,074	£43,918	£42,978	£43,587	£42,978	£43,587
Pay multiple	6.0	7.6	6.0	7.6	6.8	7.8

The median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid by the University to its staff. Agency and atypical staff have been excluded from the above calculations, as full-time equivalent data is not available. During 2023-24 a new Vice-Chancellor was appointed. The figures for both the previous and the new Vice-Chancellor have been pro-rated to a full-year equivalent. Further details on VC remuneration are set out in the Report from the Remuneration Committee on page 30.

Higher Paid Staff	Year ended 31 July 2025	Year ended 31 July 2024
	No.	No.
£100,000 to £104,999	1	3
£105,000 to £109,999	2	5
£110,000 to £114,999	2	1
£115,000 to £119,999	-	2
£120,000 to £124,999	4	1
£130,000 to £134,999	-	1
£140,000 to £144,999	-	1
£160,000 to £164,999	-	-
£165,000 to £169,999	-	-
£170,000 to £174,999	-	1
£175,000 to £179,999	1	1
£180,000 to £184,999	1	-
	11	16

Payment of compensation for loss of office to higher paid staff was as follows;

Higher Paid Staff	Year Ended 31 July 2025	Year Ended 31 July 2025	Year Ended 31 July 2024	Year Ended 31 July 2024
	£'000	Number of staff	£'000	Number of staff
Loss of office	384	7	25	1

The Key Management Personnel are the University’s Executive Group. In 2024-25 the group comprised; the President & Vice-Chancellor, Deputy Vice-Chancellor, PVC (Research and Innovation), PVC (Business, Global and Civic Engagement), Chief Officer (Resources). In-year, this changed with the departure of the Chief Officer (Resources), and the Interim Chief Finance Officer and Chief People Officer joined the University's Executive Group membership.

Higher Paid Staff	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
Key management personnel remuneration (excludes pension costs)	935	975

Due to the nature of the University’s operations and the composition of the Board, it is inevitable that transactions will take place with organisations in which a Member of the Board or a senior member of staff may have an interest. The financial regulations require an individual to declare an interest and to withdraw from discussions should a conflict of interest potentially arise. Written assurances are obtained annually from all Governors and key personnel in respect of themselves and their close family. For the financial year to 31 July 2025 the returns state that there has been no undue influence between the University and related parties (as defined by FRS102).

8 Interest and other finance costs

	Year Ended 31 July 2025		Year Ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Loan interest	1,079	1,079	977	977
Net charge on pension scheme	(70)	(70)	65	65
	1,009	1,009	1,042	1,042

9 Analysis of total expenditure by activity

	Year Ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Academic and related expenditure	81,099	81,099	85,025	86,759
Administration and central services	35,987	32,502	31,518	28,042
Premises (including service concession cost)	11,705	11,705	12,207	12,207
Residences, catering, and conferences	5,293	4,943	5,393	5,196
Research grants and contracts	4,091	1,251	3,914	1,448
Other expenses	8,592	6,979	6,840	3,441
	146,767	138,479	144,897	137,093

Other operating expenses include:	£'000	£'000	£'000	£'000
External independent auditors' remuneration in respect of audit services	104	87	89	60
External independent auditors' remuneration in respect of non-audit services	53	53	19	19

Included in the 'Administration and central services' figure above is an amount of £21k (2024: £63k) relating to the Turing Scheme. The Turing Scheme is the UK government's global programme to study and work abroad. The scheme provides funding for international opportunities in education and training across the world, supporting the government's Global Britain objectives.

10 Tangible Fixed Assets

	£'000	Freehold Land and Buildings	Fixtures, Fittings and Equipment (re-stated)	Assets in the Course of Construction (re-stated)	Total (re-stated)
		£'000	£'000	£'000	£'000
Consolidated					
Cost or valuation At 1 August 2024		207,927	36,624	4,562	249,113
Additions		2,830	2,336	521	5,687
Disposals		-	-	-	-
Impairment		-	-	(5,083)	(5,083)
At 31 July 2025		210,757	37,641	-	249,718
Consisting of valuation at:					
1 August 2014		72,268	-	-	72,268
Cost		138,489	38,961	-	177,450
At 31 July 2025		210,757	38,961	-	249,718
Accumulated Depreciation					
At 1 August 2024		38,310	24,918	-	63,228
Charge for the year		3,200	3,076	-	6,276
Disposals		-	-	-	-
At 31 July 2025		41,510	27,994	-	69,504
Net book value At 31 July 2025		169,247	10,967	-	180,214
At 31 July 2024		169,617	11,706	4,562	185,885
University					
Cost or valuation At 1 August 2024		207,927	36,336	4,562	248,825
Additions		2,830	2,336	521	5,687
Disposals		-	-	-	-
Impairment		-	-	(5,083)	(5,083)
At 31 July 2025		210,757	38,672	-	249,429
Consisting of valuation at:					
1 August 2014		72,268	-	-	72,268
Cost		138,489	38,672	-	177,161
At 31 July 2025		210,757	38,672	-	249,429
Accumulated Depreciation					
At 1 August 2024		38,310	24,631	-	62,941
Charge for the year		3,200	3,074	-	6,274
At 31 July 2025		41,510	27,705	-	69,215
Net book value At 31 July 2025		169,247	10,967	-	180,214
At 31 July 2024		169,617	11,705	4,562	185,884

As at 31 July 2025, freehold land and buildings included £52.598m (2024: £52.598m) in respect of freehold land and is not depreciated.

During December 2024 the University took the decision to cease development of a single digital IT system, and has accordingly recognised an impairment of total capitalised costs of £5.1m in the year ended 31 July 2025. This note has been restated to appropriately present the costs relating to the digital IT system as Assets in the course of Construction, where these had previously been included within Fixtures, Fittings & Equipment. The total costs capitalised relating to the system at 31 July 2024 were £4.6m, with further additions of £0.5m up to the point that the decision was taken to abandon the project. There are no further amounts identified as Assets in the course of Construction at 31 July 2025 or 31 July 2024.

11 Intangible Assets

	Consolidated	University
	£'000	£'000
Cost of Intellectual Property		
At 1 August 2023	2,403	-
Additions	577	-
At 31 July 2024	(2,980)	-
	-	-
Cost of Intellectual Property		
At 1 August 2024	-	-
Additions	-	-
Impairment	-	-
At 31 July 2025	-	-

The full amount of the intangible asset was impaired to nil during 2023-2024. This related to the intellectual property developed in Fovo Technology Ltd. The intangible impairment was included as an exceptional item in the Consolidated Statements of Comprehensive Income and Expenditure for 2023-24.

12 Investment in Subsidiaries

	University
	£'000
Cost or valuation and net book value	
At 1 August 2024	-
Additions	-
Impairment	-
At 31 July 2025	-
Cost or valuation and net book value	
At 1 August 2023	-
Additions	-
Impairment	-
At 31 July 2024	-

The investments represent shares in group undertakings (note 23). During the financial year 2024/25 there were no additions or impairments.

During the year Fovo Technology Ltd issued new shares in the company and as a result is no longer a subsidiary of the ultimate parent Cardiff Metropolitan University. From March 2025 the investment in Fovo Technology Ltd is held on the balance sheet in Cardiff Metropolitan Company Ltd as an investment in associate (note 23).

13 Stock

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
General consumables (Catering & other)	139	139	142	142
	139	139	142	142

14 Trade and other receivables

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade receivables	5,538	4,861	5,203	4,811
Prepayments and accrued income	4,404	3,890	4,440	3,495
Amounts due from subsidiary companies	-	379	-	298
	9,942	9,130	9,643	8,604

During the year 2024/25 no impairment took place relating to intercompany balances (2024: £2,263k). Total provision against trade receivables in 2024/25 amounted to £3,730k (2024: £2,048k). During the year 2024/25 a loan to associate was impaired by £600k (2024: £nil).

15 Investments

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Corporate Bonds	327	327	1,853	1,853
	327	327	1,853	1,853

16 Creditors: amounts falling due within one year

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Secured loans	102	102	102	102
Unsecured loans	1,250	1,250	1,850	1,850
Trade payables	4,849	4,525	4,848	4,968
Social security and other taxation payable	1,999	1,999	1,907	1,907
Accruals and deferred income	28,185	27,221	25,830	24,480
	36,385	35,097	34,537	33,307

17 Creditors: amounts falling due after more than one year

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Secured loans	102	102	204	204
Unsecured loans	15,000	15,000	16,250	16,250
	15,102	15,102	16,454	16,454

Analysis of secured and unsecured loans:

Due within one year or on demand	1,352	1,352	1,952	1,952
Due between one and two years	1,352	1,352	1,352	1,352
Due between two and five years	3,750	3,750	3,252	3,252
Due in five years or more	10,000	10,000	11,850	11,850
Due after more than one year	15,102	15,102	16,454	16,454
Total secured and unsecured loans	16,454	16,454	18,406	18,406

18 Lender: secured and unsecured loans

		Amount as at 31 July 2025	Amount as at 31 July 2024	Repayable by	Interest	Borrower
		£'000	£'000			
NatWest	Secured loan	204	306	2027	Variable	University
Barclays	Unsecured loan	7,800	9,000	2038	5.10	University
Santander	Unsecured loan	8,450	9,100	2038	5.10	University

19 Pension Provisions

	Pension enhancement on termination (Note 24)	Defined Benefit Obligations (Note 24)	Total Pensions Provisions
	£'000	£'000	£'000
Consolidated and University			
At 1 August 2024	(1,940)	-	(1,940)
Utilised in year	320	-	320
Release/(addition) in year	(90)	(288)	(378)
Actuarial gain in year	(420)	36,590	36,170
Unrecognised asset	-	(36,302)	(36,302)
At 31 July 2025	(2,130)	-	(2,130)

USS deficit

The obligation to fund the past service deficit of the University's Superannuation Scheme (USS) arises from a contractual obligation to fund benefits arising from past performance. This obligation is reassessed every three years using the scheduled triennial valuation of the scheme. In reassessing the value of the required provision during the current year management has used the March 2023 valuation of the scheme. No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the profit and loss account.

The latest available actuarial valuation of the scheme at 31 July 2025 was the March 2023 valuation.

20 Cash and cash equivalents

	At 1 August 2024	Cash Flows	At 31 July 2025
	£'000	£'000	£'000
Consolidated			
Cash and cash equivalents	41,029	2,827	43,856
	41,029	2,827	43,856

	At 1 August 2023	Cash Flows	At 31 July 2024
	£'000	£'000	£'000
Consolidated			
Cash and cash equivalents	10,138	30,891	41,029
	10,138	30,891	41,029

21 Capital commitments

	At 31 July 2025		At 31 July 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Commitments contracted for	411	411	740	740
	411	411	740	740

22 Commitments under operating leases

At 31 July Cardiff Metropolitan University had future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£'000	£'000
Not later than 1 year	83	157
Later than 1 year and not later than 5	-	-
	83	157

23 Subsidiary undertakings

Company	Principal Activity	Status
Cardiff Metropolitan Company Ltd	Undertakes non primary purpose trading activities which are non-charitable.	100% owned
Cardiff Metropolitan University Football Club Ltd	A football club comprising of a Men's team and Women's team, competing in the relevant FAW leagues. It also has a Junior academy.	100% owned
Fovo Technology Ltd	Developing a new technology that improves the nature of visual experience.	55% owned until Feb 2025 48% owned from March 2025

During the year Fovo Technology Ltd issued new shares in the company and as a result is no longer a subsidiary of the ultimate parent Cardiff Metropolitan University. From 12 March 2025 the investment in Fovo Technology Ltd is held on the balance sheet in Cardiff Metropolitan Company Ltd as an investment in associate. No consideration was received. The retained 48% interest has been recognised at its fair value of £nil. The gain on loss of control of £304k has been recognised within "Exceptional costs" in the consolidated statement of comprehensive income. The calculation is set out below.

	£
Proceeds received	-
Share of net liabilities disposed	303,794
Gain on disposal	303,794

24 Pension Obligations

The contributions payable to the scheme were

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
Contribution for TPS	8,634	7,806
Contribution for CVGPF	6,635	5,715
Contribution for USS	579	758
	15,848	14,279

The costs recognised within the University’s staff costs for the year were

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
Cost for TPS	8,634	7,806
Cost for CVGPF	6,344	5,402
Cost for USS	579	(2,572)
	15,557	10,636

Cardiff & Vale of Glamorgan Pension Fund (CVGPF)

CVGPF is a local government superannuation scheme. The most recent full actuarial valuation was carried out as at 31 March 2022 and has been updated by independent actuaries to the Cardiff & Vale of Glamorgan Pension Fund to take account of the requirements of FRS102 in order to assess the liabilities of the Fund as at 31 July 2025. The next triennial valuation of the fund is expected to be reported during December 2025.

The principal assumptions used for the purposes of FRS102 are as follows

	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2023
Discount rate	5.8%	5.0%	4.9%
CPI inflation	2.5%	2.6%	2.6%
Rate of increase to pensions in payment	2.5%	2.6%	2.6%
Rate of revaluation of pension accounts	2.5%	2.6%	2.6%
Rate of increase in deferred pensions	2.5%	2.6%	2.6%
Rate of general increase in salaries	3.5%	3.6%	3.6%

Mortality assumption

The mortality assumptions are based on the recent actual mortality experience of members within the Fund and allow for future mortality improvements. Sample life expectancies at age 65 resulting from these mortality assumptions are shown below.

	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2023
Assumed life expectancy at 65 years			
- retiring today male / female	21.9 (24.2)	21.8 (24.1)	22.0 (24.2)
- retiring in 20 years male / female	22.2 (25.0)	22.1 (24.9)	22.6 (25.3)

Asset Allocation

	Value at 31 July 2025	Value at 31 July 2024
Equities	66.2%	68.1%
Property	5.8%	6.0%
Government bonds	7.8%	7.9%
Corporate bonds	5.2%	7.0%
Multi Asset Credit	5.4%	5.2%
Cash	0.6%	4.1%
Other	9.0%	1.7%
Total	100.0%	100.0%

Amounts recognised in income statement

	Year ended 31 July 2025		Year ended 31 July 2024	
	£'000		£'000	
	Funded	Unfunded	Funded	Unfunded
Operating cost				
- current service cost	5,050	-	5,510	-
- past service cost	1,070	-	10	-
Financing Cost				
- interest on net defined benefit liability	(600)	90	(110)	100
- interest on unrecognised asset	440	-	-	-
Pension expense recognised in income statement	5,960	90	5,410	100

Amounts recognised in comprehensive income

	Year ended 1 July 2025		Year ended 1 July 2024	
	£'000		£'000	
	Funded	Unfunded	Funded	Unfunded
Asset gains/(losses) arising during the period	9,082	-	6,900	-
Actuarial gains/(losses) due to changes in financial assumptions	28,000	90	3,280	20
Actuarial gains/(losses) due to changes in demographic assumptions	-	-	1,480	10
Actuarial gains/(losses) due to liability experience	(1,230)	(510)	(420)	10
Adjustment gain/(loss) due to restriction of surplus	(36,302)	-	(10,910)	-
Total amount recognised in comprehensive income	(450)	(420)	330	40

Changes to the present value of the defined benefit obligation

	2025		2024	
	£'000		£'000	
	Funded	Unfunded	Funded	Unfunded
Opening value	161,620	1,940	154,330	2,200
Current service cost	5,050	-	5,510	-
Interest expense on defined benefit obligation	8,000	90	7,530	100
Contributions by participants	2,300	-	2,430	-
Actuarial (gains) on liabilities	(26,770)	420	(4,340)	(40)
Net benefits paid out	(5,680)	(320)	(3,850)	(320)
Past service cost/curtailment	1,070	-	10	-
Closing value	145,590	2,130	161,620	1,940

Changes to the fair value of assets

	2025		2024	
	£'000		£'000	
	Funded	Unfunded	Funded	Unfunded
Opening value	170,430	-	153,580	-
Interest income on assets	8,160	-	5,540	-
Remeasurement gains/(losses) on assets	9,082	-	6,900	-
Contributions by the employer	6,410	320	5,830	320
Contributions by participants	2,300	-	2,430	-
Net benefits paid out	(5,680)	(320)	(3,850)	(320)
Closing value	190,702	-	170,430	-

Actual return on assets

	2025	2024
	£'000	£'000
Interest income on assets	8,160	5,540
Gain/(loss) on assets	9,082	6,900
Actual return on assets	17,242	12,440

Reconciliation of funded status to Consolidated Statement of Financial Position

	At 31 July 2025		At 31 July 2024	
	£'000		£'000	
	Funded	Unfunded	Funded	Unfunded
Fair value of assets	190,702	-	170,430	-
Present value of defined benefit obligation	(145,590)	(2,130)	(161,620)	(1,940)
Funded Status	45,112	(2,130)	8,810	(1,940)
Unrecognised asset	(45,112)	-	(8,810)	-
Liability	-	(2,130)	-	(1,940)

Virgin Media judgement

In June 2023, the High Court handed down a decision (Virgin Media Ltd v NTL Pension Trustees II Limited), which was subsequently upheld by the Court of Appeal in July 2024. The ruling potentially has implications for the validity of amendments made by pension schemes, including the LGPS, which were contracted-out on a salary related basis between 6 April 1997 and the abolition of contracting-out in 2016. The ruling related to the requirement on the trustees to obtain the scheme actuary's confirmation that a scheme continued to provide a minimum level of benefits (known as a 'reference scheme test') following certain types of rule amendments. Without this confirmation (sometimes referred to as a section 37 confirmation, by reference to section 37 of the Pension Schemes Act 1993, which sets out that scheme rules can only be altered as prescribed in the relevant regulations), the amendment may be void and ineffective.

At time of writing the government has not yet confirmed that they have been able to locate the actuarial confirmations from the Government Actuary's Department for all LGPS amendments between 1997 and 2016. There remains some uncertainty in this area and so, to give sponsoring employers clarity around scheme liabilities and member benefit levels, the Department for Work and Pensions announced on 05 June 2025 that legislation would be introduced to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards.

Given the uncertainty, no allowance for the possible impact of the ruling has been made, as it is currently unclear whether any additional liabilities might arise, and if they were to arise, how they would be reliably measured.

Valuation of the Teachers' Pension Scheme

The latest valuation of the Teachers' Pension Scheme took place, in line with directions issued by HM Treasury and using membership data, as at 31 March 2020. As a result of this valuation, TPS employer contributions rose by 5 percentage points to 28.68%, effective 01 April 2024, from 23.68% at the 2016 valuation.

Scheme Changes

The arrangements for a reformed Teachers' Pension Scheme, in line with the recommendations made by Lord Hutton, in particular the introduction of a Career Average Revalued Earnings (CARE) scheme, were implemented from 1 April 2015.

In December 2018, the Court of Appeal held that transitional protection provisions contained in the reformed judicial and firefighter pension schemes, introduced as part of public service pension reforms in 2015, gave rise to direct age discrimination and were therefore unlawful. The Supreme Court, in a decision made in June 2019, have rejected the Government's application for permission to appeal the Court of Appeal's ruling. The Government's remedy to address this discrimination against younger members of such pension schemes (The Mccloud remedy) came into effect for the TPS from 1 October 2023 and include provision for the cost of this remedy.

HM Treasury have been clear that the ruling has implications for the other public service schemes, including the Teachers' Pension Scheme. These implications were reflected in the most recent scheme valuation, based on April 2020 data, and were implemented from April 2024 resulting in the increased employer contribution rate.

Universities' Superannuation Scheme

The University participates in the Universities' Superannuation Scheme. The Scheme is a hybrid pension scheme which provides benefits based on final pensionable salary for Final Salary members until 2016 (closed to new entrants in 2011); Career Revalued Benefits (CRB) up to an indexed salary threshold for new entrants since 2011 and for Final Salary members since 2016; and defined contribution benefits above the same salary threshold and for members wishing to make additional contributions. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the scheme's assets are not hypothecated to individual institutions and a scheme-wide contribution rate is set.

As a result, the University is exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by section 28 of FRS102 "Employee benefits", accounts for the scheme as if it were a wholly defined-contribution scheme. The amount charged to the Consolidated Statement of Comprehensive Income and Expenditure represents the contributions payable to the scheme for the year. A liability is also recorded within provisions for any contractual commitment to fund past deficits within the scheme. Movements in this provision can also give rise to charges to the Consolidated Statement of Comprehensive Income and Expenditure as shown in note 19 above.

The appointment of directors to the board of trustees is determined by the Company's Articles of Association. Four of the directors are appointed by Universities UK; three are appointed by the University and College Union, of whom at least one must be a USS pensioner member; and a minimum of three and a maximum of five are independent directors appointed by the board.

Under the scheme trust deed and rules, the employer contribution rate is determined by the trustee, acting on actuarial advice.

The latest available complete actuarial valuation for the scheme was completed on 20 December 2023, valuing the assets and technical provisions as at 31 March 2023 (the valuation date). The 2023 valuation was the seventh valuation under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions.

A deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions' basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the profit and loss account.

The latest available complete actuarial valuation of the Retirement Income Builder is as at 31 March 2023 (the valuation date), which was carried out using the projected unit method.

Since the institution cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

The 2023 valuation was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions (the statutory funding objective). At the valuation date, the value of the assets of the scheme was £73.1 billion and the value of the scheme's technical provisions was £65.7 billion indicating a surplus of £7.4 billion and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are described below.

Price inflation - Consumer Prices Index (CPI)	3.0% p.a. (based on a long-term average expected level of CPI, broadly consistent with long-term market expectations)
RPI/CPI gap	1.0% p.a. to 2030, reducing to 0.1%p.a. from 2030
Pension increases (subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps
Discount rate (forward rates)	Fixed interest gilt yield curve plus: Pre-retirement: 2.5% p.a. Post retirement: 0.9% p.a.

The main demographic assumptions used relate to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2023 actuarial valuation. The mortality assumptions used in these figures are as follows:

Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for female
Future improvements to mortality	CMI 2021 with a smoothing parameter of 7.5, an initial addition of 0.4% p.a., 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.8% pa for males and 1.6% pa for females

The current life expectancies on retirement at age 65 are:

	Year ended 31 July 25	Year ended 31 July 24
- retiring today male/(female)	23.8 (25.5)	23.7 (25.6)
- retiring in 20 years male/(female)	25.7 (27.2)	25.4 (27.2)

Creditor Balances

Cardiff Metropolitan University's balances as at 31 July for each scheme are as follows:

	2025	2024
	£'000	£'000
TPS	949	987
CVGPF	629	683
USS	76	75
	1,654	1,745



US Federal Loans – Supplementary Schedule

25 Conversion to US GAAP format

This schedule has been compiled from the Section 3 Example Financial Statements included in the Federal Register/Vol. 84, No. 184 / Monday, September 23, 2019 / Rules and Regulations.

Line	Statement of Financial Position	2024-25	2023-24
		£'000	£'000
1	Cash and cash equivalents	44,183	42,882
2	Accounts receivable, net	5,538	5,203
3	Other debtors and Prepaid expenses	4,404	4,440
4	Related party receivables	-	-
5	Contributions receivable, net	-	-
6	Student loans receivable, net	-	-
7	Investments in subsidiaries	-	-
8	Property, plant and equipment, net (includes Investment property & Heritage assets)	180,214	185,884
9	Lease right-of-use asset, net	-	-
10	Goodwill	-	-
	Other intangible assets	-	-
11	Inventories	139	142
12	Total assets	234,478	238,551
13	Line of credit - short term	-	-
14	Line of credit - short term for CIP	-	-
15	Accrued expenses/Accounts payable	6,848	6,755
16	Accruals and Deferred revenue	28,185	25,830
17	Post-employment and pension liability	2,130	1,940
18	Line of credit - operating	-	-
19	Other liabilities	-	-
20	Notes payable	-	-
21	Lease right-of-use asset liability	-	-
22	Line of credit for long term purposes	16,454	18,406
23	Total liabilities	53,617	52,931
24	Net assets without donor restrictions	180,861	185,620
	Net Assets with Donor Restrictions		
25	Annuities	-	-
26	Term endowments	-	-
27	Life income funds	-	-
28	Other restricted by purpose and time		

Line	Statement of Financial Position	2024-25 £'000	2023-24 £'000
29	Restricted in perpetuity	-	-
30	Total Net Assets with Donor Restrictions	-	-
31	Total Net Assets	180,861	185,620
32	Total Liabilities and Net Assets	234,478	238,551
	Changes in Net Assets Without Donor Restrictions		
	Operating Revenue and Other Additions		
33	Tuition and fees, net	106,889	107,349
34	Funding body income	12,767	9,761
35	Investment return appropriated for spending	1,394	1,765
36	Other income	22,688	21,442
37	Research income	4,851	4,543
38	Total Operating Revenue and Other Additions	148,589	144,860
	Operating Expenses and Other Deductions		
39	Education and research expenses	139,482	137,175
40	Depreciation and Amortization	6,275	6,680
41	Interest expense	1,009	1,042
42	Auxiliary enterprises	-	-
43	Total Operating Expenses	146,766	144,897
44	Changes in Net Assets from Operations	1,823	(37)
	Non-Operating changes		
45	Investments, net of annual spending, gain (loss)	(333)	-
46	Other components of net periodic pension costs	(870)	370
47	Pension-related changes other than net periodic pension costs	-	-
48	Change in value of split-interest agreements	-	-
49	Other gains (losses)	(5,683)	(3,001)
50	Sale of fixed assets, gains (losses)	304	-
	Taxation	-	-
	Total Non-Operating Changes	(6,582)	(2,631)
51	Total Change in Net Assets	(4,759)	(2,668)
	Change in Net Assets with Donor Restrictions		
52	Contributions	-	-
53	Net assets released from restriction	-	-
54	Change in Net Assets with Donor Restrictions	-	-
55	Change in Net Assets without restrictions	(4,759)	(2,668)
56	Net Assets, Beginning of Year	185,620	188,288
57	Net Assets, End of Year	180,861	185,620

Line	Statement of Financial Position	2024-25 £'000	2023-24 £'000
	Note for Line 9 - Lease right-of-use assets		
A	Lease right-of-use assets - pre-implementation	-	-
B	Lease right-of-use assets - post-implementation	-	-
	Total	-	-
	Note for Line 21 - Lease right-of-use asset liability		
A	Lease right-of-use asset liability - pre-implementation	-	-
B	Lease right-of-use asset liability - post-implementation	-	-
	Total	-	-
	Note for Line 8 - Net Property, Plant and Equipment		
A	Pre-implementation Property, Plant and Equipment	179,610	174,170
B	Post-implementation Property, Plant and Equipment purchased with debt	-	-
	FH LH L&B	-	-
	LH improvements	-	-
	Equipment	-	-
	Investment property	-	-
	Heritage assets	-	-
C	Const'n in P'gress	(4,562)	-
D	Post-implementation Property, Plant and Equipment - no debt	(4,562)	-
	Total	170,486	174,170
A	This is the ending balance on the last financial statement submission prior to the implementation of the regulations - Less and depreciation or disposals		
B	This is the balance of assets purchased after the implementation of the regulations that was purchased by obtaining debt		
C	Asset value of the Construction work in progress		
D	Post-implementation Property, Plant and Equipment with no outstanding debt		
	Note for Line 14,20 and 22 - Long-term debt for long term purposes		
A	Pre-implementation Long-term Debt	16,454	18,406
B	Allowable Post-Implementation Long-term Debt:		
	FH LH L&B	-	-
	LH improvements	-	-
	Equipment	-	-
	Investment property	-	-
	Heritage assets	-	-
C	Construction in progress - debt	-	-
D	Long-term debt not for the purchase of Property, Plant and Equipment or liability greater than assets value	-	-

Line	Statement of Financial Position	2024-25 £'000	2023-24 £'000
	Total	16,454	18,406
A	This is the ending balance on the last financial statement submission prior to the implementation of the regulations - Less in repayments		
B	This is the lessor of actual outstanding debt or each asset value or the value of the asset		
C	All debt associated with Construction in progress up to the asset value for construction in process is included		
D	Long-term debt not for the purchase of Property, Plant and Equipment		

Supplementary schedule - Sterling £ '000 **2024-25** **2023-24**

This schedule has been compiled from the Section 2 Example Financial Statements included in the Federal Register/Vol. 84, No. 184 / Monday, September 23, 2019 / Rules and Regulations

Lines	Expendable Net Assets		
24	Net assets without donor restrictions	180,861	185,620
30	Net assets with donor restrictions	0	0
4	Secured and Unsecured related party receivable	0	0
4	Unsecured related party receivable	0	0
8	Property, plant and equipment, net (includes Construction in progress)	180,214	185,884
FS Note line 8A	Property, plant and equipment - pre-implementation	179,610	174,170
FS Note line 8B	Property, plant and equipment - post-implementation with outstanding debt for original purchase	0	0
FS Note line 8D	Property, plant and equipment - post-implementation without outstanding debt for original purchase	(4,562)	0
FS Note line 8C	Construction in progress	(4,562)	0
9	Lease right-of-use asset, net	0	0
Excluded Line 9 Note Leases	Lease right-of-use asset pre-implementation	0	0
M9 Note Leases	Lease right-of-use asset post-implementation	0	0
10	Intangible assets	0	0
10	Intangible assets	0	0
17	Post-employment and pension liabilities	2,130	1,940
14,20,22	Long-term debt - for long term purposes	16,454	18,406
M24, 20, 22, Note Debt A	Long-term debt - for long term purposes pre-implementation	16,454	18,406
M24, 20, 22, Note Debt B	Long-term debt - for long term purposes post-implementation	0	0

Line	Statement of Financial Position	2024-25 £'000	2023-24 £'000
M24, 20, 22, Note Debt C	Line of Credit for Construction in process	0	0
21	Lease right-of-use asset liability	0	0
Excluded Line 21 Note Leases	Pre-implementation right-of-use leases	0	0
Line 21 Note Leases	Post-implementation right-of-use leases	0	0
25	Annuities with donor restrictions	0	0
26	Term endowments with donor restrictions	0	0
27	Life income funds with donor restrictions	0	0
29	Net assets with donor restrictions: restricted in perpetuity	0	0
	Total Expenses and Losses		
43	Total expenses without donor restrictions - taken directly from Statement of Activities	146,766	144,897
(35), 45, 46, 47, 48, 49	Non-Operating and Net Investment (loss)	5,492	866
(35), 45	Net investment losses	(1,061)	(1,765)
47	Pension-related changes other than net periodic costs	0	0

		2024-25	2023-24
Modified Net Assets			
24	Net assets without donor restrictions	180,861	185,620
30	Net assets with donor restrictions	0	0
10	Intangible assets	0	0
4	Secured and Unsecured related party receivable	0	0
4	Unsecured related party receivable	0	0
	Modified Assets		
12	Total Assets	234,478	238,551
Excluded Line 9 Note Leases	Lease right-of-use asset pre-implementation	0	0
Excluded Line 21 Note Leases	Pre-implementation right-of-use leases	0	0
10	Intangible assets	0	0
4	Secured and Unsecured related party receivable	0	0
4	Unsecured related party receivable	0	0
	Net Income Ratio		
55	Change in Net Assets Without Donor Restrictions	(4,759)	(2,668)
38, (35), 50	Total Revenue and Gains	147,499	143,095



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