

# INTEGRATED REPORT 2024

Financial Statements for the  
year ended 31 July 2024



**BECOME  
UNSTOPPABLE**



University of  
**Salford**  
MANCHESTER

# WHAT WE DO

Welcome to our 2023-24 integrated report. We were delighted to welcome Professor Nic Beech as Vice-Chancellor at the beginning of the academic year. This year has also been an opportunity for us to be clear about our current strengths and reflect on how we can realise the potential of the University of Salford in a newly challenging operating environment.

During the current year we have begun to refine our purpose – to enrich lives – and are generating new ideas and knowledge that contribute towards a more sustainable, equitable, healthy, creative and prosperous society. Competition has become a defining feature of higher education in recent years, especially in student recruitment, in research funding and in university rankings.

Unsurprisingly, elements of competition filter through to internal structures, creating silos and lost opportunities to add greater value for stakeholders. Truly working to enrich lives challenges us to look at ourselves and how we work with each other, both across University activities and with our broad range of partners. Collaborative advantage – achieving things together that we could not achieve alone – is redefining how we do things at Salford.

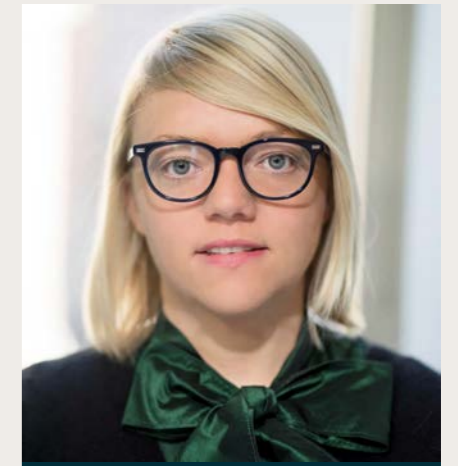
We believe we can only realise the potential collaborative advantage

offers if we develop as a connected community. To us, this means building a culture where every student and colleague knows they matter by championing opportunity and inclusion for all. In this year's integrated report we are proud to showcase how collaborative advantage is already becoming our default way of working and is enriching lives.

We are nationally recognised for our inclusive approach to working with industry and there are great opportunities to show what happens when this approach is brought to bear on the big issues that face society: issues such as health inequalities, socio-economic inclusion and productivity, sustainable development, and advancing digital and technical progress. Our new corporate strategy, focusing on innovation and how collaborative advantage supports our longer-term goals, will be finalised early in the 2024-25 academic year. We look forward to sharing further details next year.



Award winning singer and musician Caroline Redman Lusher's Rock Choir perform at the awarding of her Honorary Doctorate at summer graduation.



The 2023 Alumni Lifetime Achievement Award went to Jeanette Gamble, who graduated in 2000 with a BSc in Business Information Systems. Jeanette went on to become one of global investment bank Morgan Stanley's youngest female Managing Directors, and has since used her expertise and influence to break down gender barriers within the world of tech.

In collaboration with Goldsmiths University of London, we were awarded up to £2.2 million in funding for a groundbreaking initiative aimed at advancing research in hearing.



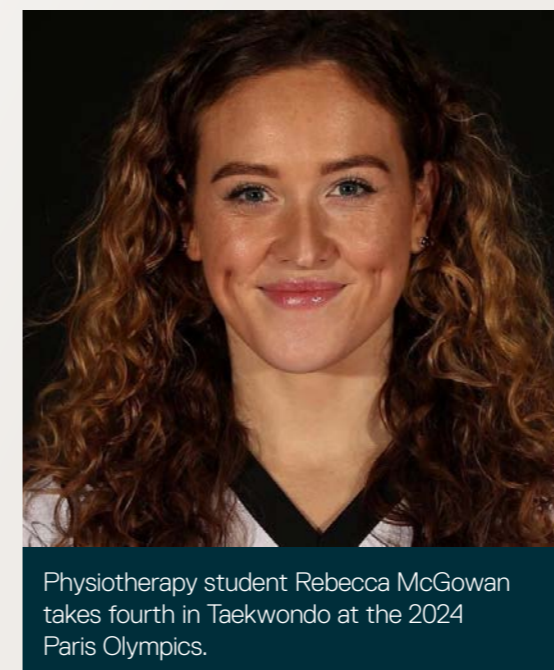
'Embrace' by artist Kelly Ma arrives on campus as part of the Six Places in a Different Light sculpture trail to spread the message of mental health support in Greater Manchester.

Our Centre for Sustainable Innovation launched Know Digital, a platform aimed at business leaders and those new to digital to help both audiences better understand how to work with new technology like artificial intelligence, cyber security, immersive technology and industrial digitalisation and will be available online 24/7.

## HIGHLIGHTS FROM OUR COMMUNITY

## CONTENTS

04 / Vice - Chancellor and Student Union President	52 / Independent auditor's report
06 / Our University	56 / Statements of comprehensive income and expenditure
08 / Our strategy	58 / Statements of changes in reserves
10 / Performance	60 / Statements of financial position
12 / Managing risk	61 / Statement of cash flows
16 / Operational review	62 / Accounting policies
32 / Public benefit	68 / Critical accounting estimates and judgements
34 / Financial performance	70 / Notes to the accounts
40 / Governance	
48 / Council responsibilities	



Physiotherapy student Rebecca McGowan takes fourth in Taekwondo at the 2024 Paris Olympics.

Taylor Cross, an enthusiastic student of the University of Salford Business School, was awarded the prestigious Ethel Harwood Memorial Prize for her exceptional performance during her placement year at GPT Waste Management Limited.



Professor Andy Miah, Chair in Science Communication and Future Media, delivered a prestigious Royal Institution Christmas Lecture at the York National STEM Learning Centre.

*The pace of change, development and improvement will increase, and I know that our University of Salford community is more than up to this challenge.*



## A MESSAGE FROM OUR VICE- CHANCELLOR

This year has been a time of change, both within the University and across the external environment, a new Government brings new opportunities, new challenges and new focus on our purpose and our work. Whilst the new Government is now in place, the sector's key issues around long term funding, inflationary pressures, and student and staff wellbeing remain. We aim to bring the same innovative and collaborative mindset that we have in research and teaching to being business-like and values-led in how we operate and navigate the external environment.

It has been a privilege for me in my first year at Salford to meet with over 2,000 members of staff, many students, trades unions, businesses and key partners such as Salford City Council. It has been a delight to join such a diverse, inclusive and purposeful community, and we aspire to being evermore inclusive. We are in the process of refreshing our strategy and all our partners, students and staff are playing key roles in developing the vision of how we want to shape our future.

It has been a year of excitement with the launch of our Centre for Sustainable Innovation, the Craig Easton project and the achievement of an Ofsted Good rating to name but a few moments that you can read more about in this report. We have also been developing our physical and digital environment and we are now embarking on the next wave of our campus connectivity plan - our new health clinic and Greater Manchester Institute of Technology buildings are moving from the drawing board to the construction phase - and changing our systems to meet the needs of our students and staff, both now and in the future.

This summer we took the opportunity to include speeches from our recent graduates within our graduation ceremonies. It was inspiring to hear about their experiences during their time with us, and the ongoing impact that studying at Salford is having on their lives.

Our new academic year starts with a renewed focus on our overarching aim, innovating to enrich lives. For some time our core focus has been on industry and now is the time to broaden this to place more emphasis on inclusivity and social purpose. This will be done through the lens of four key themes: building prosperity and equity, enabling healthier living, improving the environment and sustainability, and developing cutting edge creative and innovative practice.

I am looking forward to seeing our students, colleagues and partners bring all of this to life. The pace of change, development and improvement will increase, and I know that our University of Salford community is more than up to this challenge.

University of Salford SU President, Alvina Imran (centre), alongside Student Officers (from left) Sara Sara, Adnan Sabir, Ahmad Ali and Alishba Malik.

*As Student Union President, I'm proud to be part of the vibrant community we've built at the University of Salford. It's the spirit of unity, ambition, and creativity that makes Salford such a special place to learn and grow.*

*Salford isn't just a university; it's a diverse and supportive community where every voice is heard. We push boundaries, embrace innovation, and are committed to making a positive impact. Our dedication to diversity, inclusivity, and respect is at the heart of everything we do, creating a campus where everyone feels welcome and empowered.*

*Living and studying in a city full of culture and opportunities, we are proud to call ourselves Salford students. Let's keep celebrating the values that bring us together and make our time here truly unforgettable.*





# OUR UNIVERSITY

Our comprehensive portfolio covers areas of the arts, media, creative technologies, business, health, society, science, engineering and the environment. Through expert and industry-informed insight we provide our students and graduates with the necessary skills, experience, social capital, civic engagement, confidence and resilience to improve the lives of local and global communities. Our researchers tackle issues across: environmental change; the need to move to a sustainable model for the economy; achieving net zero; technological transformation; political splintering; conflict; security; maintaining and improving social cohesion and human connection; and meeting increasing physical and mental health needs.

Our professional services teams enhance student learning, from academic and study support to hands-on technical instruction and specialist services. They also facilitate high impact research, manage relationships with partners and customers, and provide the expertise that keep our activities running. We work in partnership with the University of Salford Students' Union (SU) who represent nearly 27,000 students studying at our Salford campus, advocate in their interests and work with us to remove barriers to learning and success. Collaboration with the SU is instrumental to the achievement of our strategic ambitions and we value their expertise in informing, shaping and leading on activities that improve the Salford student experience. Read about our major new joint initiative to combat student loneliness on [page 19](#).



## OUR IMPACT

**Great things happen when we work together. In this report we are proud to share some of the many ways in which we are achieving more for our students, colleagues, partners and community through collective efforts to create positive change.**

Every member of our University community matters and we know our colleagues can be at their best when they are supported to be themselves at work. We are incredibly proud to be recognised as a leading national champion for lesbian, gay, bi, trans and queer (LGBTQ+) rights in the workplace in [Stonewall's Top 100 Employers](#)

[List for 2024](#) and to have maintained our Stonewall Workplace Equality Index Gold Award.

In line with our way of working through collaborative advantage, we have partnered with the Royal College of Nursing Foundation to create the UK's first chair in Adult Social Care Nursing. The groundbreaking role will help to shape the future of research and education in adult social care nursing across the UK and aligns with our focus on healthy living.

We are thrilled to have been shortlisted for five Green Gown Awards this year in recognition of some of the diverse ways we are engaging with the issues and challenges arising from climate change. The nominations

span innovative educational experiences, individual student excellence, our world leading Energy House 2.0 research facility and philanthropic activity. Read more about one of the shortlisted initiatives, Production Managing the Planet, on [page 17](#).

Great things happen in many ways beyond national accolades. Often, a simple expression of thanks is a powerful recognition that our actions, whether individually or as a team, make a positive difference. This year more than 1,000 colleagues have sent thank you cards to the people they work with.

The impacts our actions have on the City of Salford and the Greater Manchester region are many and varied. We are pleased to be able to share some of the findings of our latest Social and Economic Impact Report in [Public Benefit](#).



**26,900**  
students

**2,750**  
full-time equivalent  
colleagues



**218,000+**  
alumni across the world

**4,500**  
international students



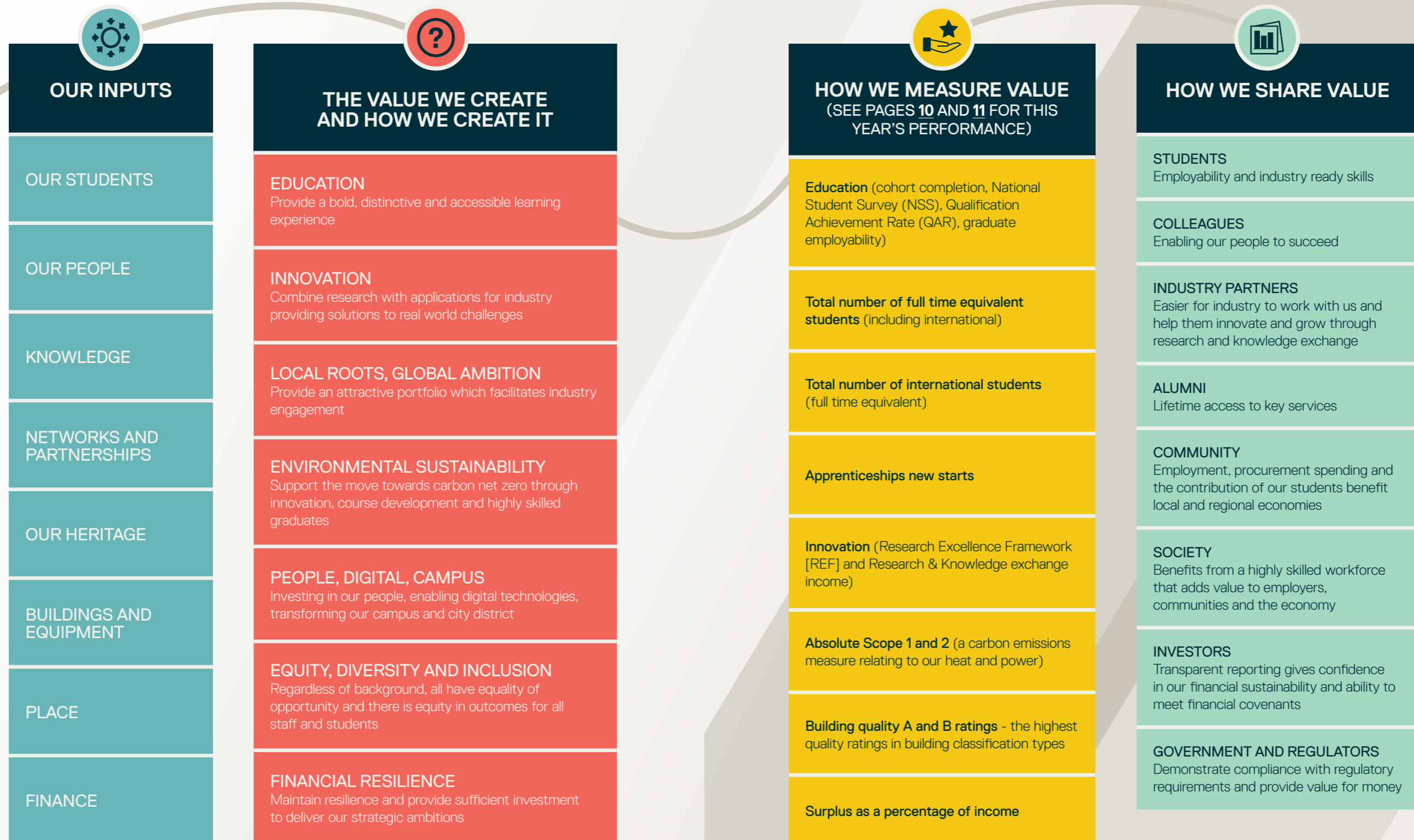
**80%**  
of students are from groups  
otherwise under-represented in HE



# OUR STRATEGY

Our 2022-27 Corporate Strategy sets out how we intend to build on successes to date and aligns our business model around our core activities of education, innovation and knowledge exchange, enabled by our people, values and campus. The model below shows how our activities create value by delivering outputs and outcomes that benefit our

students, colleagues, the local community, employers and partner organisations. Our business activities are safeguarded by governance procedures and directed by our strategic objectives, resource allocation and risk management. We measure success through performance against key indicators.



# PERFORMANCE

We are developing a new five-year corporate strategy with revised performance indicators. For this year, assessment of our performance reflects progress towards the annual targets of the current 2022-23 to 2026-27 corporate strategy.

## OUR ACADEMIC PRIORITIES

### EDUCATION

National Student Survey Teaching on my course	
2023	83%
2024	83%
Target	86%
Progress	—

### EDUCATION

National Student Survey Assessment and Feedback	
2023	80%
2024	81%
Target	83%
Progress	—

### EDUCATION

National Student Survey Organisation & Management	
2023	70%
2024	71%
Target	75%
Progress	—

### EDUCATION

Graduate employability UK full time 1st degree graduates in professional employment or further study (%)	
2023	74%*
2024	77%**
Target	77%
Progress	✓

\*2020-21 graduates \*\*2021-22 graduates

### INNOVATION

Research & knowledge exchange income (£'000s)*	
2023	£16,244
2024	£15,500
Target	£16,100
Progress	—

## OUR COMMUNITY

### STUDENT POPULATION

Total number of full-time equivalent students (including international)	
2023	26,221
2024	24,189
Target	24,700
Progress	—

### STUDENT POPULATION

Total number of international students (full-time equivalent)	
2023	4,243
2024	4,553
Target	4,694
Progress	—

### STUDENT POPULATION

Apprenticeships new starts	
2023	615
2024	570
Target	561
Progress	✓

## OUR CAMPUS

### ENVIRONMENTAL SUSTAINABILITY

Scope 1 & 2 carbon emissions Reduction in absolute emissions	
2023	69%
2024	71%
Target	71%
Progress	✓

### ESTATE QUALITY

Proportion of A and B rated buildings, the highest building classification types	
2023	92%
2024	92%
Target	90%
Progress	✓

### FINANCIAL RESILIENCE

Underlying Operating Surplus as a percentage of income	
2023	7.1%
2024	7.1%
Target	5%+
Progress	✓

#### KEY

- ✓ Target met or exceeded
- Performance is within 5% of target
- ✗ Performance is >5% below target



# MANAGING RISK

## OUR APPROACH TO RISK

We closely monitor the external environment and internal performance to identify risks that could affect our achievement of corporate objectives and the value created for our stakeholders. Key risks and their mitigating actions are recorded in a corporate risk register which is reviewed and reported on in accordance with the Risk Management Policy.

*We remain financially secure and able to make investments to deliver our strategic ambitions.*

### SECTOR OPERATING ENVIRONMENT

This was a particularly challenging year for the English higher education sector. Concerns about the financial stability of universities, while voiced by those inside and closely associated with the sector for some time, became widely covered in mainstream media. Analysis of registered providers' financial returns by the regulator, the Office for Students (OfS), showed a deterioration in the short to medium-term financial outlook, with 40 per cent of providers expecting to be in deficit in 2023-24. The improving picture in respect of pensions liabilities over the last twelve months was not enough to offset the financial risks exacerbated by the economic environment, frozen fees for domestic undergraduates and the UK becoming a less attractive study destination in key international markets. While the sector overall is in a weakening financial position, we remain financially secure and able to make investments to

deliver our strategic ambitions. See [Financial Performance](#).

Inflation continued to erode what remains of the government teaching grant and the real terms value of student loans. Student maintenance loans will rise by just 2.5 per cent in the 2024-25 academic year; modelling suggested students in England will be nearly £2,000 worse off than if loans had

kept pace with inflation for the last three years. More students were undertaking paid employment amid growing indications that financial worries were an increasingly significant factor in students withdrawing, or considering withdrawing, from their course. We introduced new bursaries and changes to existing financial support schemes and provided campus discounts and financial wellbeing to help our student community. Cost of living payments totalling £1.9 million were made to our student community this year.

Changes in government policy presented new risks. New visa rules prohibited dependants from accompanying international postgraduate taught students to the UK from 1 January 2024. The impact of the changes started to become evident in a significant reduction in international student arrivals reported across the sector: a survey by Universities UK indicated a 44 per cent year-on-year decrease in international enrolments for courses starting in January 2024.

Retention of the Graduate Visa Route, following a review by the Migration Advisory Committee, together with confirmation from the Labour Education Secretary that the UK welcomes international students, partially mitigate risks to the UK's competitiveness as a study destination. However, economic volatility in large recruitment markets such as Nigeria is contributing to a downturn in demand for UK higher education and increasing financial pressures on parts of the sector. We have outperformed the sector in international recruitment. Learn more in [Local Roots, Global Ambition](#).

Regulatory developments this year centred on free speech and the new responsibilities awarded to the OfS under the Higher Education (Freedom of Speech) Act 2023.



*Ninety-seven per cent of higher education providers participating in the Government's Cyber Security Breaches Survey 2024 had identified breaches or attacks in the preceding 12 months*

Extensive preparations were made across the sector to meet new regulatory requirements while also complying with legal responsibilities across other activities. The Labour Government stopped the implementation of the Act before the regulatory measures took effect due to concerns the legislation

was potentially damaging to student welfare. How we secure freedom of speech is set out in [Governance](#). In the coming year we expect greater regulatory focus on financial sustainability in the sector in accordance with government guidance.

According to the UK National Cyber Security Centre, between 40 and 50 per cent of UK universities can expect to experience data loss or service disruption through cyberattack each year. Ninety-seven per cent of higher education providers participating in the Government's Cyber Security Breaches Survey 2024 had identified breaches or

attacks in the preceding 12 months. Forty-three per cent of higher education institutions reported experiencing a breach or attack at least weekly. There is a particular focus by nation state actors on academic research that has a potential dual use for civilian and military purposes.

### RISK APPETITE

We have a clear risk appetite framework that guides our decisions and helps us create educational, social and financial value in line with our [Value Creation Model](#). It also protects us from potential risks. Our risk appetite framework is supported by ongoing improvements in control assurance, review and reporting processes.

Our approach to corporate and operational risk prioritises the protection of our core business and values, reflecting a 'minimalist' risk appetite. We adopt an 'open' approach to projects that are consistent with our mission and vision, and where the potential benefits and risks are fully understood. We balance the pursuit of new opportunities to achieve our strategic goals with the need to protect our core activities; our strategic risk appetite is 'cautious'.

### PRINCIPAL RISKS AND UNCERTAINTIES

Pages 14 to 15 set out what we believe are our most significant risks and uncertainties. We provide relevant context and explain the main actions we are taking to mitigate potential adverse impact and take advantage of opportunities. Each risk is assigned a status based on our assessment of probability and impact. We also indicate whether the risk's movement over the last year has increased, decreased or remained static.



# PRINCIPAL RISKS AND UNCERTAINTIES



RISK	WHY IT MATTERS	HOW WE MANAGE THE RISK	RISK STATUS
<p><b>CYBER AND INFORMATION SECURITY</b></p> <p>Our operating model relies on our digital capacity and capability. A significant impact or loss due to an external attack, an internal party's action or data leakage would have major business continuity implications for one or more parts of the organisation.</p>	<p>Universities continue to be attractive targets for cyber security attacks due to their extensive and varied digital infrastructures, data processing capacities and substantial digital storage requirements. Academic research that has a potential dual use for civilian and military purposes is a particular focus for nation state actors.</p> <p>Operational disruption could adversely affect the student experience, damage our reputation and partnerships, cause a breach of GDPR compliance and result in financial penalty.</p>	<p>We continue to implement controls to further reduce the number of vulnerabilities across our estate. Work completed or begun in this reporting period includes:</p> <ul style="list-style-type: none"> <li>Changing how software is delivered to our end user computer devices, significantly reducing exposure across the estate and lowering the opportunity of a successful attack</li> <li>Security review of existing technology suppliers</li> <li>Data centre migration to the cloud to allow additional security control and segregation of systems</li> <li>Testing and continual improvement of the cyber incident management process</li> </ul>	<p><b>HIGH</b> (unchanged from last year)</p>
<p><b>RESEARCH STANDING</b></p> <p>A significant proportion of our research income is derived from the periodic Research Excellence Framework (REF) exercise. If we are unable to maintain the intended trajectory for our REF plan, our quality related income stream and ability to attract and retain research talent may be adversely affected.</p>	<p>Our research power is a measure of the quality of research we produce and the volume of staff undertaking that research during the REF period. To achieve our ambitions we need to further improve in both areas.</p> <p>Our research standing is directly linked to income, our attractiveness to high quality researchers and our reputation in both league tables and among our peers.</p>	<p>We have a clear plan of development towards REF 2029. This is informing our actions around investment, support for existing staff and infrastructure, and recruitment of staff. Development and support of our academic community and expanding our talent pool will grow the proportion of colleagues returned to the REF. This includes new schemes to create opportunities for groups currently underrepresented in academia (<a href="#">see page 20</a>).</p>	<p><b>HIGH</b> (new risk)</p>
<p><b>STUDENT RECRUITMENT</b></p> <p>A material decrease in the number of new students studying with us would result in significant financial challenges.</p>	<p>Like most UK universities, our most significant income stream is the fees paid by students, whether directly or via student finance. We operate in an increasingly destabilised sector, leading to aggressive competition. Failure to meet planned recruitment targets and associated income impacts our long-term financial sustainability and in turn limits opportunities for investment in strategic priorities.</p>	<p>We tailor mitigations to protect and grow our existing core markets for both home and international students at undergraduate and postgraduate level. These include outreach work with schools and colleges, and maintaining an attractive portfolio of courses and study options. We continue to work closely with external partners to attract students into shortage occupations and explore the development of alternative routes into these professions.</p>	<p><b>MEDIUM</b> (new risk)</p>
<p><b>CHANGES IN GOVERNMENT POLICY</b> (including Education policy)</p> <p>Government policy shapes the purpose of universities, the main activities they undertake and how those activities are funded. Sudden or major policy shifts can therefore impact how well our corporate strategy aligns with governmental aims. Significant misalignment could lead to redundant activities, reduced income and financial instability</p>	<p>UK universities have become increasingly reliant on income from international students to compensate for the continued decline in the unit of resource for domestic undergraduate students. Removal of the dependant visa for international postgraduate students from 1 January 2024 has contributed to a major decline in demand from key countries. Such sudden effects present risks to universities' financial stability and ability to adapt their business model.</p> <p>In a more positive policy environment under Labour, universities are seen as central to driving national economic growth and productivity.</p>	<p>Our planned student growth is not based solely on overseas recruitment. Expansion of our apprenticeships and higher technical qualifications, particularly through the Greater Manchester Institute of Technology, are strategic strands of our mitigation and align with Labour's ambitions for a skilled workforce.</p> <p>We have identified areas of strength to exploit research and innovation opportunities arising from the Industrial Strategy.</p> <p>A refreshed corporate strategy, to be launched in 2024-25, will accelerate our ability to contribute to economic and societal priorities.</p>	<p><b>MEDIUM</b> (decrease from last year)</p>
<p><b>STUDENT EXPERIENCE, ATTAINMENT &amp; OUTCOMES</b></p> <p>We set stretching targets in pursuit of giving students an excellent experience. These targets are described in the <a href="#">Performance</a> section.</p> <p>Failure to meet or make appropriate progress towards these targets can affect our reputation (e.g. in national league tables), student recruitment and compliance with regulatory requirements for student outcomes.</p>	<p>Poor student outcomes result in lost opportunities for students and lost income for the University. The consequent adverse impact on our reputation and league table position could affect our ability to recruit in a challenging environment, our long-term financial sustainability, and opportunities for investment in strategic priorities.</p> <p>There are also risks to our financial position and reputation if our pace and scale of improvement fall behind those of the sector or our competitor universities.</p>	<p>Our achievement of an overall Silver award in the 2023 Teaching Excellence Framework demonstrated a consistent level of achievement above nationally calculated benchmarks in key student outcomes metrics. We have continued to build on this success with consistent or improved performance across all categories of the National Student Survey in 2024 and a further increase in the proportion of graduates entering highly skilled employment or further study.</p> <p>Ofsted inspection of our apprenticeship offer in early 2024 graded our provision 'Good' overall and in each of the assessed elements.</p> <p>Our work with the Students' Union is intended to mitigate the range of risks to students' experience presented by loneliness (<a href="#">see page 19</a>).</p>	<p><b>MEDIUM</b> (decrease from last year)</p>



# OPERATIONAL REVIEW

## EDUCATION

Our focus on preparing our students for the future through applied, real-world learning has delivered increasing success in recent years. This year has seen a further increase in the number of Salford graduates gaining professional level employment within fifteen months of completing their studies. With 77 per cent of our 2021-22 graduates going on to highly skilled work or further study, we have outperformed the sector median by 3 percentage points, based on OfS outcomes metrics and continue to look at how we can improve student outcomes. We have risen by 20 places compared to other UK higher education providers, now ranking 52nd out of 122 for this metric.

Our 2023 report recognised that while we have seen sustained progress in our performance, the time was right to start developing a new approach to higher education at the University of Salford. We signalled a desire to build on our educational heritage, traditions and strengths in a way that clearly speaks to our purpose as a force for social good, and which ensures each student feels valued as an individual with their own needs and aspirations.

Conversations with our students, colleagues, students' union and key external stakeholders over the course of this year have been instrumental to us refining our thinking. Our ambitious aim is to position the University of Salford as globally renowned for excellence in life enriching education that delivers social mobility for students and civic prosperity for society. Following further cross-institutional discussions during the summer, a multi-year business case and implementation plan will be finalised in the first half of the 2024-25 academic year.

Delivering the individual and social impact of our emerging vision for education demands that we prioritise *how* we do things just as much as *what* we do. We have already made significant progress towards making internal collaboration our default way of giving students an excellent educational experience.

### NEW WAYS OF COLLABORATING WITH STUDENTS ARE SHAPING THE EDUCATIONAL EXPERIENCE

In March 2024 we significantly boosted our student voice capacity when we welcomed four new Student Voice and Engagement Officers. The business-partner model sees the officers spend much of their time on campus speaking with students to better understand nuanced student needs across the University and enhance our qualitative research capability. We want all students to know they are stakeholders in their university's present and future; by increasing on-campus visibility of how we place students at the

*I became attracted to the role of Equity Ambassador as I wanted to be a part of improving the student experience for current and future students and ensuring all students feel heard, supported and treated fairly. I'm from a mixed ethnic background, and as an Equity Ambassador, I hear and work with students' feedback. I enjoy going out on campus approaching students and asking them questions about university life. The role has helped me feel more confident in myself and I have learnt a lot about student life and facilities on campus.*

Hannah

heart of decision making, we hope to create an exciting new dynamic that exemplifies collaborative advantage.

Co-creating with students to ensure that all our learners have a similarly positive experience and similar levels of success regardless of their backgrounds is a core principle of our [Equity, Diversity and Inclusion Statement of Ambition](#).

A new Equity Ambassadors programme is supporting the Statement of Ambition from a student perspective to actively address the systematic barriers and the inequities faced by learners from marginalised groups. All our Ambassadors are current students who have relatable, lived experiences which aids them in understanding the needs of our student community as well as being able to help shape policies and initiatives that resonate with their peers.

The decision to prioritise strategic investments in student voice initiatives has shown early positive results. In the 2024 National Student Survey (NSS) our positivity score for student voice has increased by four percentage points to 74 per cent and we have closed the gap to the sector average.



### A CIVIC LEARNING EXPERIENCE

The benefits of a higher education accrue to both the individual and society. As a proud signatory to the [Greater Manchester Civic University Agreement](#) we are determined that our new vision for education at Salford will see students choosing to study with us actively engage with issues affecting our city and graduate equipped to create positive societal change.

Our recently established Sustainability Office is already making impressive progress to embed interaction with environmental, social and economic challenges in the curriculum. In developing a strategic approach to Education for Sustainable Development we are participating in the SOS-UK Responsible Futures programme, a framework and accreditation mark which facilitates partnership working between universities and student unions and provides a toolkit of actions and ongoing support. Early actions include a student-led curriculum mapping in Salford Business School to establish a baseline of sustainability content. The

hugely positive results showed that over 90 per cent of modules incorporate at least one UN Sustainable Development Goal and cover wider aspects of sustainability learning.

Production Managing the Planet is an innovative approach to incorporating vlogging, practical production planning, technology, and critical thinking to embed sustainable practices into creative higher education. Delivered as part of several undergraduate and postgraduate film and television production courses, the initiative encourages media professionals of the future to take action on sustainability. Students engage in personal reflection, learn about working sustainably from industry professionals, and complete a qualification in sustainable practice accredited by Bafta Albert, the leading sustainability organisation for the screen industries. The initiative has been shortlisted in the 2024 Green Gown Awards Next Generation Learning and Skills category.

*I'm attracted to being an Equity Ambassador because I get to champion fairness and inclusion. I organize events, facilitate discussions, and collaborate with others to promote equality. I also learn communication, leadership, and social justice in this role.*

Mohammed



## LIZZIE KING, STUDENT RESEARCHER

Lizzie King completed an undergraduate degree in Visual Arts in 2014. She returned to Salford in 2022 to study an MA in Contemporary Fine Art on a part-time basis due to poor health and continuing disability. As the recipient of the first graduate scholarship from the University's Art Collection, Lizzie received a year of mentoring, coaching and professional development. Reflecting on her experiences at Salford, Lizzie notes the importance of the support that she received from colleagues across the School of Arts, Media and Creative Technology.

"I was fortunate during my undergraduate degree to meet so many staff members who supported me and kept up a good relationship with me. I became unwell during my undergraduate degree and a few years after graduating became seriously ill. During this time, I had the support from these people which kept my artistic career afloat and kept my spirit up. I am also the first in my family to attend university so having this advice has been especially helpful to me.

Eight years after I completed my undergraduate degree my health had improved, and I returned to the University to complete a postgraduate degree due to the strong relationships I have at Salford. The staff in the School of Arts, Media and Creative Technology have become an extended family for me, they are my community. I received the Create award for my research into sustainable photographic methods in 2023 and the Green Impact award for Student Leadership for

running a Sustaining Photography project which shared sustainable practice with students and staff."

More recently Lizzie has been a student researcher on a multi-institution Quality Assurance Agency (QAA) project looking at [staff-student partnership working](#) which has given her new skills and showcased her creative talent.

"I have always enjoyed research and thought it was something that I could be good at. When I saw an advert in my emails for a student researcher, I felt that someone from an arts course would not be the chosen candidate but decided to go for the post anyway. Much to my delight, I was chosen for the job.

I was fortunate to hear numerous staff talk about their experiences of working in partnership with students. They spoke honestly and from the heart, which was truly insightful and at some points emotional. Together with another student I analysed this data and identified key themes and quotes which were compiled into the final QAA report. The importance of building trust came through strongly in the research and I used my photographic skills to capture some of the spaces on our campus where staff and students could spend time together to develop that trust. These photographs alongside key quotes were published in the [QAA report](#) to illustrate the research findings and to help others in how they think about partnership.

This role has given me other amazing opportunities including helping to write two academic papers about this research, speaking at an academic conference and being invited to be involved in further academic research writing. I have really valued the opportunity to gain insight on how to write at this level, and it is something that will no doubt benefit my career in the future."

## STUDENT LONELINESS

During 2023-24 the University and Salford Students' Union (SU) have committed to jointly addressing the issue of student loneliness on campus. Here, the SU talks about why openness on the impact of loneliness is so important and how collaboration across the University will help to achieve the vision of a ground-breaking loneliness strategy.

We have all felt the impacts of being isolated from others, particularly through the Covid 19 pandemic, and unfortunately it is still an issue that many students and young people face. Loneliness is not the fault of any student, the University or the students' union, but rather a larger social issue that requires addressing across government, civil society and educational institutions such as Salford.

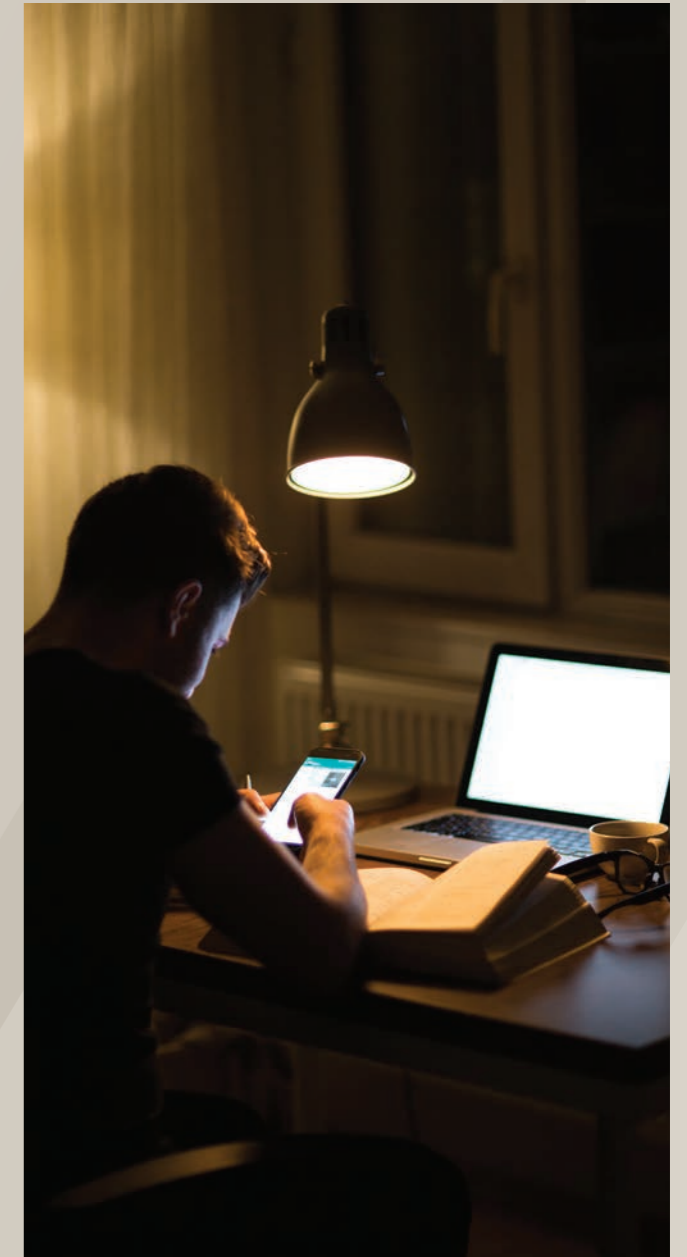
Research by the SU identified loneliness as a key barrier to students' learning and we've now begun to realise the impacts of loneliness on our student population, including on mental and physical health, as well as on their academic potential.

### *Research by the SU identified loneliness as a key barrier to students' learning and we've now begun to realise the impacts of loneliness*

In the past year colleagues in the SU have led on the co-creation of a Tackling Loneliness Strategy, designed to create a coherent network of activity working in partnership across all University teams to address this issue. We believe this is the first strategy of its type in the country, if not the world. Salford SU colleagues have also spoken at national and international conferences raising awareness of loneliness as well as our efforts to reduce or even eradicate it.

On the back of this work, we have commenced a Peer Assisted Learning pilot programme within our Business School. This aims to create connection and learning support across each academic year. Our Digital IT team are developing a new student app that will be brought online within the next year, which will have functionality to connect students to extracurricular events and activities. The SU has also developed a sector-leading online training module, enabling students to explore loneliness and be signposted to sources of support.

Over the coming year the University and the SU will continue to develop the strategy and monitor the performance of our interventions. Our core aims are to support a sense of student connection and create systems for addressing loneliness whilst educating students on loneliness and its impacts. There will be



a core focus on addressing the stigma of loneliness in young people, providing support to minoritised and marginalised groups who are more affected by this issue. We will also consider improvements we can make to our built environment and design our courses with social connection in mind. At the same time we will review our organisational systems in order to support social connection and offer direct interventions for those students who face significant challenges.

This is a practice-led, research-informed and whole-of-institution approach to addressing this intractable problem and we look forward to a day where all students on campus are connected to one another, feel that they belong to the university community, and that they matter to each other and every colleague.

# INNOVATION



Over the past year, we have concentrated on fostering an inclusive and innovative culture within our research and knowledge exchange activities. We are diversifying our talent pipeline, opening new, supported pathways into academia that bridge the gap between underrepresented groups and research careers.

We understand the value of collaborative advantage and actively support the co-production of research and the exchange of knowledge with external stakeholders. This ensures our work addresses real-world problems and generates solutions that are both applicable and beneficial to society.

Through these approaches, we are developing more comprehensive and impactful solutions, and enriching our research with a wider array of perspectives and ideas.



## OUR DRIVE FOR HIGH IMPACT OUTCOMES IS HELPING LOCAL BUSINESSES

Since opening its doors in 2023, our groundbreaking North of England Robotics Innovation Centre (NERIC) has been busy serving as a hub for small to medium-sized enterprises (SMEs) looking to design, test and validate opportunities in this rapidly growing area. The team has partnered with a diverse range of SMEs across Greater Manchester operating in engineering, music therapy, decarbonisation and food manufacturing on their robotics journey.

Based in Oldham, Greater Manchester, Ripple Group are highly successful retail design specialists providing end-to-end services, from designing commercial interiors to manufacturing and installation. An area of focus for Ripple is to explore methods of automation for repetitive tasks, the logistics for moving around equipment and innovation in the design process and labour-intensive tasks. NERIC conducted extensive research for the business to identify which robots and robotics processes could be deployed to automate routine tasks and move equipment around seamlessly. Our recommendations are helping the business to make informed decisions to drive growth and operational efficiencies.

*“At Ripple, we make it part of our mission to explore technologies, techniques and ideas that contribute to our growth and success to deliver the very best for our clients.”*

*Whilst exploring and researching initiatives to further improve upon the efficiencies within our manufacturing facility, we approached NERIC for expert advice. Soon enough, we're on a journey into robotics and automation. The team has given us a fantastic understanding of the world of robotics, demystifying any previous and often unwarranted concerns surrounding the subject.*

*It's been a great process working with the team and we can't wait to continue the journey with them.”*

Daniel Wolfenden, Design and Marketing Director



## CHAMPIONING OPPORTUNITY AND INCLUSION

Diverse perspectives and inclusive practices enable us to produce stronger research and knowledge exchange outputs that are relevant to our communities and deliver benefits to society. Over the past year we have implemented targeted development programmes and introduced scholarships to encourage individuals from underrepresented groups to pursue research careers to leverage the advantages of being truly collaborative.

Our Widening Participation (WP) Summer Research Programme, launched in 2023, gave second year undergraduates from underrepresented backgrounds the opportunity to gain experience in postgraduate study. Students spent the summer undertaking a paid research project with supervision from a lead academic researcher. The scheme aimed to bridge the gap between underrepresented groups and research careers, enabling students to experience research first-hand in a supportive environment. By placing student wellbeing and developing a sense of belonging and confidence at the heart of the programme, we hoped the students would feel research was an activity and environment they could be part of, should they wish to be.

*‘The summer research project has completely changed any reservations I had on pursuing a career or further education in research. The project has not only amplified my confidence in my chosen field of study but has provided valuable transferable skills that will aid me in reaching my goals.’*

Student participant

Student feedback has been overwhelmingly positive. During a celebration event, students explained how their confidence had grown, that research degrees and careers no longer seemed impossible, and how valuable the experience was. We are able to expand the scheme in 2024 thanks to a generous legacy donation from a former student, Brian Oldroyd.

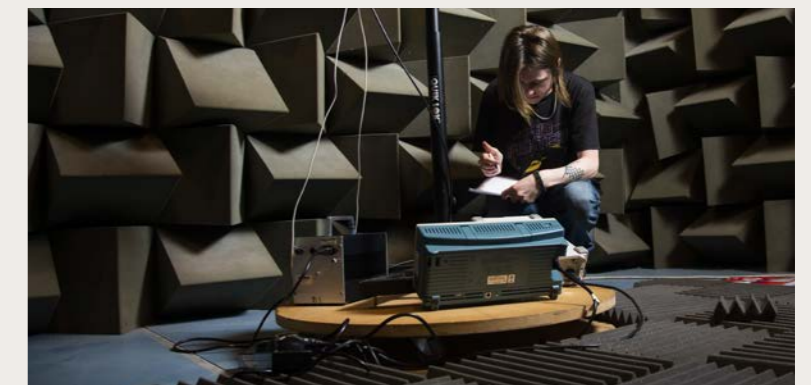
In recognition that barriers to postgraduate study and careers occur at many points, we have also funded fifteen research Masters degrees and ten PhD scholarships targeted at underrepresented groups, providing our WP Summer Programme students with a direct line of sight to an accessible next opportunity. We look forward seeing the results of a longitudinal study to monitor the impact of the interventions in years to come.



*‘I am very grateful to have had the opportunity to be involved in the research summer internship, allowing me to develop skills and explore my interest in research.’*

Student participant

## CREATING HEALTHY ENVIRONMENTS



A 2023 House of Lord's Science and Technology Committee report called noise a 'neglected pollutant' that is harmful to humans but not well understood. Environmental noise from cars, planes and other transport, and neighbourhood noise from industry, entertainment, construction and other sources combine to have a significant effect on population health. Major government investment will enable us, our university partners and industry to work together on research exploring how we can create a more healthy and less noisy environment.

Our world-leading acoustics laboratories will be home to a new national doctoral training centre in Sustainable Sound Futures. We are delighted to be working with the Universities of Sheffield, Bristol and Southampton and over 50 project partners to combine our collective expertise to create quieter products and buildings, and better noise regulations and standards.

# LOCAL ROOTS, GLOBAL AMBITION



## CHAMPIONING OPPORTUNITY

The 2023-24 academic year marked another successful year in the delivery of our apprenticeship portfolio. Responding to demand from employers in key industry sectors, a new apprenticeship programme in construction, Construction Site Supervisor, was launched to help address workforce skill needs across Greater Manchester and the North West.

Ensuring that our apprenticeship programmes remain responsive to industry's changing high level skill requirements continues to underpin the growth and expansion of our portfolio. Effective engagement with employers enabled us to be successful in securing over £500k of funding from the OfS to expand capacity and increase the number of students on Level 6 apprenticeships. In addition to developing new apprenticeship provision in partnership with employers from the construction and health sectors, the funding will be used to widen access and increase participation in apprenticeships from underrepresented groups.

We continue to invest in the quality of our apprenticeships, providing high levels of support and services to apprentices and their employers. A full Ofsted inspection of our apprenticeship provision in February 2024 resulted in the award of a Good grade across all the areas assessed.

## WELCOMING A NEW GENERATION OF LEARNERS

We were delighted to see the first cohorts of students start their technical education with the Greater Manchester Institute of Technology (GMiOT), and in December we welcomed learners, course leaders and tutors from all our partner organisations to campus for a wonderful inaugural student conference. The conference theme of Artificial Intelligence (AI) enabled attendees to discover how Generation AI are making use of creative tools to reimagine our digital and physical worlds, while learners explored future career paths with employer partner GCHQ and experienced competitive gaming using the latest virtual reality headsets.

A learning experience that embraces new technology and extensive employer experience is what makes a GMiOT course distinctive. A new technical qualification in Social Media Content Creation is the product of co-creation with THG Studios, an initiative made possible with the support of Michael Scott, Executive Creative Director of THG Studios and chair of our Arts, Media and Creative Technology Industry Advisory Board. Students know that their course meets employer needs and develop professional skills through visiting THG's commercial studios, working on an employer set brief and using industry equipment and software to develop their project.

Our first submissions to the Institute for Apprenticeships and Technical Education are paving the way for all GMiOT Level 4 and 5 provision (equivalent to years 1 and 2 of an undergraduate degree) to be approved as Higher Technical Qualifications that meet the knowledge and skills needed by the employers. To meet high student demand for an alternative pathway into healthcare, direct entry to Nursing Associate foundation degree is being added to the GMiOT portfolio from September 2024. Other exciting work continues, with new programmes planned for 2025 in engineering, data science and creative technologies.

The GMiOT has already established itself as a key player across Greater Manchester and the national network of IoTs, and with the support and enthusiasm of employers the partnership is poised to grow and develop further in 2024-25.



## NAVIGATING CHALLENGES AT HOME AND ABROAD

This has been another difficult year for universities that recruit international students. Major international markets have realigned and economic conditions, including currency devaluations in Nigeria, Pakistan and Egypt, have affected demand, particularly when combined with the increased cost of study and living in the UK. Immigration continued to dominate domestic government policy, while migration data began to show the impact of removing the dependant's visa for most international postgraduate students.

While most providers reported a fall in international enrolments for 2023-24 intakes, particularly in postgraduate taught enrolments, we recorded increased enrolments in both September 2023 (20 per cent) and January 2024 (12 per cent). Our success stems from an attractive location and campus, successful brand recognition in our largest markets of India and Nigeria and strong relationships with our agent network. We are a strong recruiter from Sub-Saharan Africa, South Asia and the Middle East North Africa region, where the students are well qualified, price sensitive and seek degree opportunities that make a high value impact on their future career.

Positive messaging from the new UK Government which recognises the value of international students, both whilst studying in the UK and the benefits of soft power arising from international alumni, is welcome. It is too early to know if a period of stability in international recruitment will follow and we continue to monitor developments.

## COLLABORATING TO DRIVE HIGH STANDARDS

We are an active participant in conversations between the higher education sector and the Government on student immigration policy. We were a primary signatory to the Agent Quality Framework (AQF), a collaborative initiative for UK universities, education agents and other stakeholders to provide rigour in international recruitment practices. Through our work with BUILA, UKCISA and the British Council, our International Office led on the development of the AQF with the next stage comprising a national risk management framework to benchmark key recruitment indicators.

We have a strong record as a trusted sponsor for international students. Our 2023 Basic Compliance Assessment reported a visa acceptance rate of 98.8 per cent and course completion rate of 97.4 per cent.



## OUR PARTNERSHIP WITH **BANGLADESH**

Our wider strategic mission to work with governments, education and industry partners to enhance our overall global impact has delivered significant progress this year, particularly in our education and research projects with Bangladesh.

Greater Manchester has a large Bangladeshi community of over 70,000 while our University is home to nearly 120 students who have travelled from Bangladesh to study subjects including nursing, public health, data science and IT, business and environment.

As one of the UK's largest providers of nursing, midwifery, and allied health education, colleagues have been working with the Bangladeshi Government to explore how we can support workforce development and capacity building across medical and health education to improve the population's health outcomes.

In just over two years we have delivered projects and outcomes that are addressing the country's priorities. Together with the International Nursing College we launched a teacher training and research methodology programme to share knowledge and practice with nursing education and medical education teachers across Bangladesh. We are the first UK university to deliver this

type of training with a Bangladesh Nursing College which also involves Salford colleagues delivering a series of masterclass sessions.

In 2024-25 we will welcome our second cohort of scholarship students to Salford to continue their nursing education. These pioneering students, graduates of the International College of Bangladesh, will further develop their professional practice on our MSc Nursing, learning new skills to transfer to their home country.

Our work has now extended from health to digital to respond to Bangladesh Vision 2041, the country's strategic plan to transform into a technologically advanced and sustainable society. A new partnership with Ethics Advanced Technology Ltd Innovation Hub is enabling us to explore joint research initiatives involving the use of AI and data science to improve the delivery of community and rural healthcare, and tackle challenges in agriculture and food production.



*“Such an amazing, interesting event! I think this is an excellent opportunity for first-year students to explore and play around with what we want to pursue. Overall, I loved meeting the American members of my group and hopefully, we'll stay in touch and maybe even meet up in person one day!”*

Salford Biomedicine participant

## GLOBAL CITIZENSHIP

We aim to provide international opportunities to all our students and believe that developing global citizens can, and should, take many varied forms. Colleagues have been busy working across the University and with their international peers to create innovative learning experiences for students at home and abroad. Dr Matthew Jones and Dr Pika Miklavc from our Biomedicine department describe their exploration of Collaborative Online International Learning in partnership with Wayne State University in Detroit, USA.

The two-day event involved 35 Salford and 20 Wayne State students and sought to develop laboratory, communication and presentation skills associated with biomedicine-based degree programmes. On day one, the students from both universities video streamed the delivery of mini-classes on practical laboratory skills gained within their respective degree programmes, developing their ability to effectively communicate their knowledge to an international audience using digital technologies.

Students then worked together as international teams to design and present scientific posters showcasing the differences in culture, higher education and laboratory practices between the UK and the USA. The task not only developed their ability to work as a team but also key time management and organisation skills to complete the task within a time limit, aligning to real world requirements. This initial project lays the foundations for further expansion and embedding this type of learning in course design to establish a future facing international curriculum.

The event was popular with students and staff on both sides of the Atlantic. As a result of this success, the team are working on expanded delivery for 2025 with the University of Applied Sciences Ruhr West, Germany.



*“The dedication, teamwork, and shared passion of these groups have surpassed geographical boundaries, fostering a global community focused on education and innovation.”*

Mary Anne Stewart, Assistant Professor and Clinical Coordinator for the Medical Laboratory Science Programme at Wayne State University



# ENVIRONMENTAL SUSTAINABILITY

**Tackling the climate emergency requires a whole institution approach that integrates sustainability considerations across all our activities.**

In addition to the major initiatives outlined below, our wonderful Sustainability Team have driven significant increases in colleague, student and local community engagement in a wide range of activities and campaigns. Of particular note is the team's collaboration with our student community. Beyond their extensive work on Education for Sustainability (see page 17), the team partnered with the Students' Union to recruit one of our graduates to a new role to expand collaboration on sustainability initiatives such as the SOS-UK Responsible Futures programme. In addition, more than 3,000 tonnes of carbon were saved, and over 400 unwanted items found new owners, thanks to the efforts of a graduate intern who re-launched our online re-use portal.

“  
*Decarbonising our campus buildings is fundamental to achieving our carbon reduction targets.*  
”

REDUCTION IN ENERGY USE		REDUCTION IN WATER USE	
2023	19%	2023	0%
2024	25%	2024	9%
Target	25%*	Target	20%
Progress	✓	Progress	✗
*by 2030			
REDUCTION IN TOTAL WASTE, EXCLUDING CONSTRUCTION WASTE		PROPORTION OF WASTE RECYCLED	
2023	38%	2023	48%
2024	27%	2024	47%
Target	12%	Target	55%
Progress	✓	Progress	✗

**KEY**  
 ✓ Target met or exceeded  
 — Performance is within 5% of target  
 ✗ Performance is >5% below target

## PERFORMANCE

Energy performance in 2023-24 has been strong, with a reduction against baseline of 25 per cent. We are already ahead of future targets and are currently reviewing our goals to ensure we remain ambitious in our efforts to further reduce energy consumption. Key factors behind this performance are the electrification of buildings, improvements in our building management system controls and completion of energy efficiency projects. These projects are funded through an energy-gain share scheme where identified energy savings are invested in new initiatives.

Decarbonising our campus buildings is fundamental to achieving our carbon reduction targets: an 81 per cent reduction in scope 1 and 2 carbon emissions by 2030 and net zero carbon by 2038. This year we developed a Buildings Decarbonisation Plan to accelerate existing decarbonisation projects to the scale needed to achieve our ambitious goals. The 'whole-building approach' considers a range of energy efficiency measures to reduce overall heat and electrical demand as well as informing the replacement of existing fossil fuel reliant systems with low carbon alternatives. An interactive net zero carbon roadmap model will support implementation by shaping the planning of our net zero carbon journey in response to the development of our campus.

Scope 3 emissions continue to account for most of our carbon footprint. A Responsible Procurement Plan will be developed during 2024-25 to reduce the proportion attributable to our supply chain.

Our water usage increased this year due to new buildings being in full operation, a significant underground leak and essential maintenance works on the sports centre swimming pool. Increased attention to water saving activities is planned for the next academic year.

Reducing the amount of waste produced and reusing materials wherever possible have been our waste management priorities this year, resulting in less material being recycled. A review of our waste strategy to reflect a circular economy approach is planned for 2024-25.

## STUDENT PROJECT LEADS CAMPUS INNOVATION

Decarbonising our heritage buildings presents specific challenges due to the listed status and restrictions imposed on the alteration of fabric. An undergraduate student project brought together our Energy House experts and Salford City Council's Conservation team to explore potential options using Joule House as a case study. Research on the grade II building over the last twelve months demonstrated that it can be heated effectively on lower boiler flow temperatures, not only saving gas but confirming heat pump readiness. Different methods of secondary glazing and airtightness were also evaluated and modelled to show the scale of improved energy performance. These methods will be replicated in our other heritage buildings.

## CLIMATE RESILIENCE

We have completed early risk and adaptation appraisals on our planned new developments to evaluate future climate change impacts on the buildings. We have designed in measures to address heat island effects by using green infrastructure and selecting materials with high solar reflectance values. This year we will add to this with an assessment of climate risk and adaptation measures on our existing campus.

# JOULE HOUSE

# PEOPLE

Our People Plan helps to set the direction for the environment we want to create for our colleagues: a great colleague experience enables a great student experience. We value difference – in backgrounds and perspectives – and celebrate the differences that make us unique as individuals and as a University.

## WELLBEING IS AT THE HEART OF EVERYTHING WE DO

We have made good progress against this strand of our People Plan in 2023-24, driven by listening to what is important to colleagues. A new colleague engagement survey launched this year: a 63 per cent participation rate and 78 per cent engagement rate are both above the sector average. Colleagues told us that that teamwork, relationships with colleagues and a sense of community make Salford a special place to work, but that we could be better at communication and further streamline how we make decisions.

We have harmonised annual leave for all colleagues, engaged over 400 individuals in benefits roadshows and pension briefings, and updated our Family Friendly and Time Away From Work policies to better support personal circumstances.

*I joined the University in January as Colleague Wellbeing Manager. This brand-new role really signalled to me a commitment to supporting colleagues to be safe, healthy and well both physically and psychologically.*

*I've been reviewing our wellbeing offer and meeting lots of colleagues who are passionate about this topic, from our fabulous team of Mental Health First Aiders to the organisers of successful activities across Men's Health Week.*

*Signing up to the University Mental Charter with Student Minds is an important step towards developing an integrated, whole institution approach to wellbeing. It's exciting to be working with the student wellbeing team on the charter framework – it's early days but I can see how working collectively is going to deliver benefits to our whole campus community.*



Lucy Heffron, Colleague Wellbeing Manager

## PERFORMANCE, DEVELOPMENT, REWARD AND RECOGNITION

Our drive for high impact outcomes relies on us being an attractive employer to a diversity of talent and creating an environment in which colleagues develop and thrive.

We recognise that our colleague community is not yet as diverse as our student community and we are working to change that. We launched our new [employer brand](#) which showcases the career journeys, expertise, wellbeing, diversity and achievements of some of our people. We are proud of, and grateful to, the amazing colleagues who shared what being part of our University means to them.

Our Colleague Forum, comprising representatives from across the University, holds us to account, ensuring that we're delivering the objectives of the People Plan in a meaningful way.

**'The Colleague Forum provides a brilliant platform that gives colleagues across the full University footprint a voice, a safe-space in which to be heard, and an arena for meaningful action and change to be initiated and driven forward from and through; and I am proud to represent and to be a part of this Forum.'**

**Colleague Forum member**

A review of our recruitment processes has also been carried out and we have deployed new training for colleagues involved in hiring. Our gender pay gap has decreased from 11.1 per cent in 2019 to 8.3 per cent this year. While there is still more to do, the gap is lower than the median for the sector (11.9 per cent) and the broader UK average of 14.4 per cent.

Our first University-wide Technicians Awards shone a light on the individuals and teams who are often unsung heroes. Technical colleagues are vital to our activities – they are involved in every piece of research, every innovation, and have in some way helped every student at Salford to learn and graduate.

## AN INCLUSIVE PLACE TO WORK AND STUDY, ROOTED IN EQUITY

**Our EDI Statement of Ambition: Delivering Change at Salford sets out our vision for positive transformation by 2028. In this first year of our five-year plan we have made strong progress in building the foundations to deliver our goals:**

- ✓ Inclusive leadership: Over the course of the year 44 of our senior leaders have taken part in Inclusive and Compassionate Leadership workshops.
- ✓ An EDI governance and operating framework ensures we have a coherent structure to develop

institutional interventions that address our Statement of Ambition (SoA) goals.

- ✓ A Community of Practice brings together EDI leads and champions to share practice, engage in learning and development, and identify approaches aligned with the SoA.
- ✓ EDI support structures are now in place following the appointment of our Inclusive Cultures Lead, Colleague Development Lead and Athena Swan Coordinator.

## MEASURING PROGRESS

An EDI Scorecard has been developed to monitor progress at institutional level and highlight associated risks.

This year has revealed a mixed picture of performance against our ambitions. We are disappointed that progress towards some of our student goals is slower than intended. Delivery against student EDI priorities are driven through our [Access and Participation Plan \(APP\)](#). We have carried out detailed work to target the root causes of differential outcomes for some students and to inform robust evaluation of the effectiveness of our work. We expect to see positive movement during the APP period.

In collaboration with the Students' Union we have invested in student voice initiatives that complement scorecard data with qualitative context. Our student Equity Ambassadors serve as grassroots researchers, working in a peer-to-peer capacity. They are gaining critical insights into areas where change is needed to improve equity and inclusion. Read more about our Ambassadors on [page 17](#).

Progress against all our colleague goals is tracking upwards. The number of female professors has risen this year, from 29 per cent to 35 per cent; the proportion of minoritised ethnic colleagues is increasing; and the gender colleague profile at higher grades now reflects that of the University. From 2024, our professorial promotions process emphasises the importance of collaboration and EDI, as well as leadership and sustained academic excellence.





Artists impression of the new Health and Society building

# A CONNECTED CAMPUS

**Our Campus Connectivity Plan aspires to create a vibrant and inspiring hub for learning, research and community engagement.**

Our new sector leading Esports lab is a fantastic example of the investment we are making to connect our students with evolving sector skills needs. The cutting-edge equipment enables students to host and broadcast sports competitions and will be instrumental in helping learners on our HND Esports Business Management course to move into this rapidly growing, high value industry. The suite of courses supported by the lab are offered by the GMIoT, enabling development of the facility to be supported by £120,000 of funding successfully procured from the Department for Education Higher Technical Education and Skills Investment Fund.

As our GMIoT portfolio develops the need for our new building increases to house technical education and training across the construction, engineering, computing, creative media, digital business and health sciences sectors. Planning permission was granted in September 2024 and we expect to break ground on the construction by the end of 2024. Consultation with our students, colleagues and local community was instrumental in identifying a location for the GMIoT that aligns with our commitment to environmental sustainability; the site selected preserves mature trees and an ecology survey reported a biodiversity net gain.

We also received planning permission for our new Health and Society Clinic Building, indicated above, with the build work expected to start in autumn 2024. More than a hundred academic, technical and professional services colleagues and industry partners provided input to the design brief and our local community engaged with the planning application. Further engagement is planned as the project progresses, including with equality, diversity and inclusion groups, community groups and those not currently using or benefitting from the healthcare system, to help us create an accessible, inclusive suite of allied health services. Alongside the clinical brief, the design team is working with our Occupational Therapist, Public Health and Nursing teams to ensure the nonclinical community spaces are used to benefit those most in need.

Deepening our understanding and empathy towards diverse accessibility needs is the underpinning philosophy of our innovative Empathy Lab. This unique space allows students and staff to experience firsthand the challenges faced by individuals with different conditions, including autism, ADHD, dyslexia, and vision impairment. The lab serves as a practical resource for learning about and experimenting with assistive technologies and strategies that enhance inclusivity, and aims to inspire positive changes in services, products, and content development.

Digital projects are delivering other major benefits to our activities. Over the last year we have started to

implement a new platform to provide a full end-to-end curriculum management system. The project will deliver efficiency and user experience improvements for academics and professional services teams involved in the curriculum process. In this first year, functionality improvements have been positively received by External Examiners who have used the platform to submit their independent reports on our academic standards and awards. Comments include: "I think the system is brilliant (and easy to use), well done all" and "this was a great report writing experience...this new system is a great improvement on the previous one."

The business improvements delivered by our Human Resources team have also been externally recognised by the Chartered Institute of Personnel and Development with a People Management Award for Best Initiative in People Analytics 2023. Our institutional dashboard draws together all our critical people related data in one, easily accessible place so that leaders at all levels have the best information to hand to support agile decision making. We have procured an integrated, enterprise solution to further enhance our HR and payroll operations. The new system will provide significant additional functionality, including the introduction of employee and manager self-service and the automation of all transactional HR and payroll activities. Implementation is on schedule to meet the planned go live date in April 2025.

*The business improvements delivered by our Human Resources team have also been externally recognised by the CIPD with a People Management Award for Best Initiative in People Analytics 2023.*



# PUBLIC BENEFIT

We are a university that engages with society to bring about benefit. As an exempt charity our governing body, Council, has due regard to Charity Commission guidance on public benefit in the course of overseeing the development and implementation of our strategy. We work in partnership with the people of Salford, Greater Manchester and the global community to advance education, inspire, empower and enrich lives. Through our civic commitment we bring value to our city region and respond to society's challenges in ways that are relevant to Salford and beyond.

We take our responsibilities seriously and recognise the impact of our services on students and the community. As part of our commitment to creating an inclusive educational community, all campus-based undergraduates receive £150 of Inspire funding each year to help with the cost of learning resources. Students from low-income

backgrounds and living in areas where participation in higher education is low, care leavers, estranged students and student carers receive additional financial support. [Page 12](#) summarises the additional support we've provided to students this year.

## ENRICHING THE LIVES OF OUR LOCAL COMMUNITY



### INTO SALFORD CENTRAL

In the 2022-23 academic year, IntoUniversity Salford Central - a partnership between the University of Salford, the University of Manchester and IntoUniversity - opened its doors to almost 1,000 local 7- to 18-year-olds, providing structured academic support and invaluable resources. From tailored curriculum workshops for primary pupils to Future Readiness projects for secondary students, our programmes have inspired a love for learning and equipped students with essential skills for success.

We have seen some incredibly positive results after just one year of operation. Sixty-six per cent of Salford Central students have progressed into higher education, compared to a local average of 20 per cent. We are delighted that 22 IntoUniversity students nationwide, including five from the Salford centre, will join us as undergraduates in 2024. Feedback shows that students gained confidence and developed a clearer understanding of their future educational pathways after taking part in workshops, university visits, and hands-on projects.

### COLLABORATING TO CREATE LOCAL JOBS

Following extensive consultation, Salford City Council published its [Employment and Skills Strategy 2023-2028](#) in autumn 2023. The strategy sets out how partners in Salford can work together to create a more inclusive labour market, helping more local people of working age share in the benefits of the city's growth.

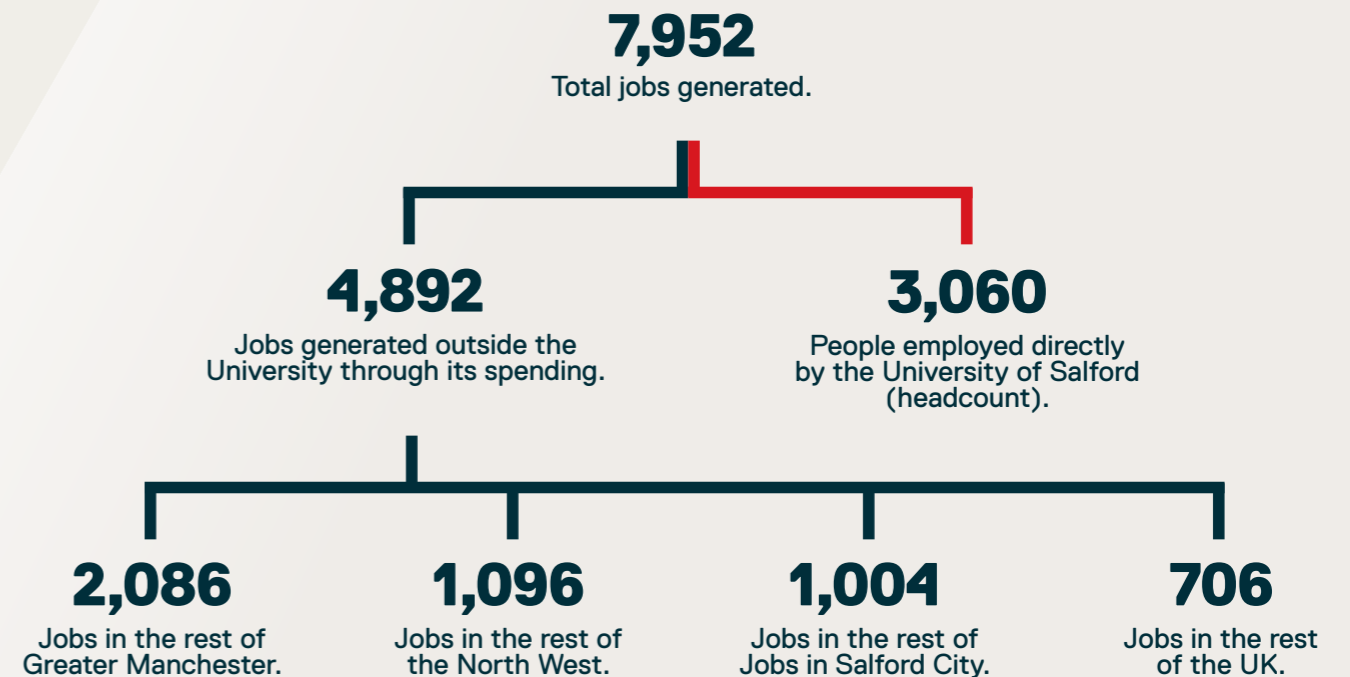
Having contributed to the development of the strategy, we are now playing a key role in its delivery. By working alongside key partners including the Council and Salford City College to target resources, we are helping more Salford residents to access the benefits of growth, and more employers are better able to access the skills they need to continue that growth. Initial activities have focused on sharing our internal expertise and resources in relation to employment, skills, careers advice and wellbeing at work to deliver enhanced benefits to Salford residents and employers. As a member of the Salford Work and Skills Board we will continue to have a role in overseeing the effective implementation of the strategy's objectives.

*Having contributed to the development of the city's Employment and Skills Strategy, we are now playing a key role in its delivery.*

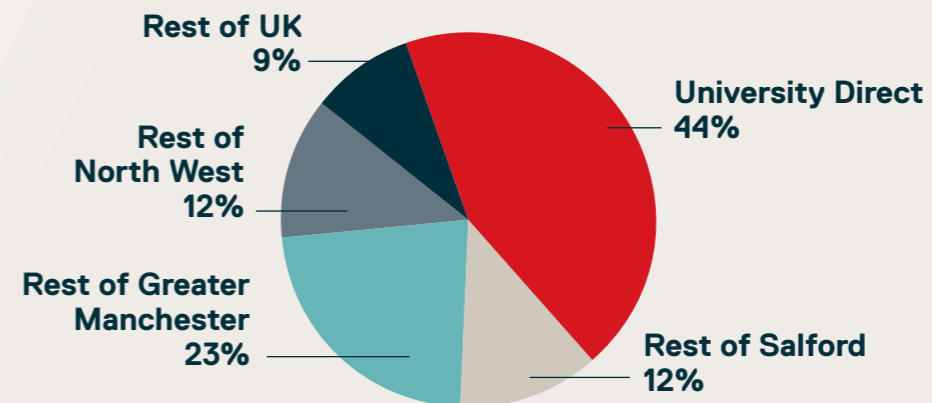
## GENERATING SOCIAL AND ECONOMIC VALUE FOR SALFORD, FROM SALFORD

*Our social impact data tells a strong story of the significant impact of the University on Salford, Greater Manchester and nationally. We are truly an anchor institution within our city and have a critical role to play to drive growth and prosperity through collaboration. We are proud to be a catalyst of local economic development through our output, Gross Value Added and job creation.*

**Julie Charge, Deputy Chief Executive & Chief Financial Officer**



### UNIVERSITY OF SALFORD OUTPUT IMPACT 2022-2023 TOTAL £617.4M



TO READ THE FULL REPORT VISIT



# FINANCIAL PERFORMANCE

## KEY FINANCIAL HIGHLIGHTS

### 2023-24

<b>£20.1M</b>	<b>£83.4M</b>	<b>£80.1M</b>	<b>£21.4M</b>	<b>£285.5M</b>
Underlying Operating Surplus	Surplus for the Year	Comprehensive Income for Year	Cash flow from operating activities	Net assets

### 2022-23

<b>£19.0M</b>	<b>£19.9M</b>	<b>£19.1M</b>	<b>£29.9M</b>	<b>£205.3M</b>
Underlying Operating Surplus	Surplus for the Year	Comprehensive Income for Year	Cash flow from operating activities	Net assets

## STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

### UNDERLYING OPERATING SURPLUS FOR THE YEAR

The University Council's process for reviewing the performance of the University is primarily to consider the underlying operating surplus and the controllable surplus as well as the cashflow generated from operating activities. These measures exclude the impact of movements on long term pension liabilities including Universities Superannuation Scheme (USS) and the Greater Manchester Pension Fund (GMPF) and movements on the early retirement provision in respect of former Teachers Pension Scheme (TPS) members and loan hedge movements which, while significant, cannot be controlled by management in the short term. In 2023-24 the University made an underlying operating surplus of £20.1m which is a strong performance in the current economic environment.

### NON-CONTROLLABLE MOVEMENTS

In 2023-24 the USS pension provision was released in full following the completion of the March 2023 valuation resulting in a £63.4m credit to the income and expenditure account. In 2023-24 there was an adverse movement of £0.1m on the TPS early retirement provision

due to a slight fall in corporate bond yields which increases the liability.

The overall impact of these non-controllable movements is to increase the surplus to £83.4m.

### TOTAL COMPREHENSIVE INCOME AND EXPENDITURE

The Total Comprehensive income was £80.1m after an adverse hedge movement of £0.7m and £2.6m on the GMPF scheme.



## INCOME AND EXPENDITURE IN £m

2023-24 and 2022-23 actuals and key variances to prior year

	2023-24	2022-23	CHANGE TO PRIOR YR
<b>INCOME</b>			
Tuition fee and educational contracts	221.0	212.3	8.7
Funding body grants	25.1	23.8	1.3
Research grants and contracts	8.2	6.7	1.5
Other income	21.2	20.2	1.0
Investment and donations income	9.1	5.4	3.7
<b>Controllable operating income</b>	<b>284.6</b>	<b>268.4</b>	<b>16.2</b>
<b>STAFF COSTS</b>			
Staff costs	(151.5)	(136.4)	(15.1)
Less non controllable gain	0.1	(0.9)	1.0
Other operating expenses	(93.1)	(92.7)	(0.4)
Depreciation	(16.8)	(15.5)	(1.3)
Interest and other finance costs	(3.2)	(3.9)	0.7
<b>Controllable operating expenditure</b>	<b>(264.5)</b>	<b>(249.4)</b>	<b>(15.1)</b>
<b>Day to day operating surplus and underlying operating surplus</b>	<b>20.1</b>	<b>19.0</b>	<b>1.1</b>
<b>IMPACT OF NON CONTROLLABLE AND EXCEPTIONAL ITEMS</b>			
Change in Universities Superannuation Scheme Deficit recovery plan	63.4	0.0	63.4
Other non controllable movements	(0.1)	0.9	(1.0)
<b>Surplus for the year</b>	<b>83.4</b>	<b>19.9</b>	<b>63.5</b>
Change in fair value of hedging financial instruments	(0.7)	3.5	(4.2)
Actuarial loss in respect of pension schemes	(2.6)	(4.3)	1.7
<b>Total comprehensive income for the year</b>	<b>80.1</b>	<b>19.1</b>	<b>61.0</b>

### CONTROLLABLE INCOME

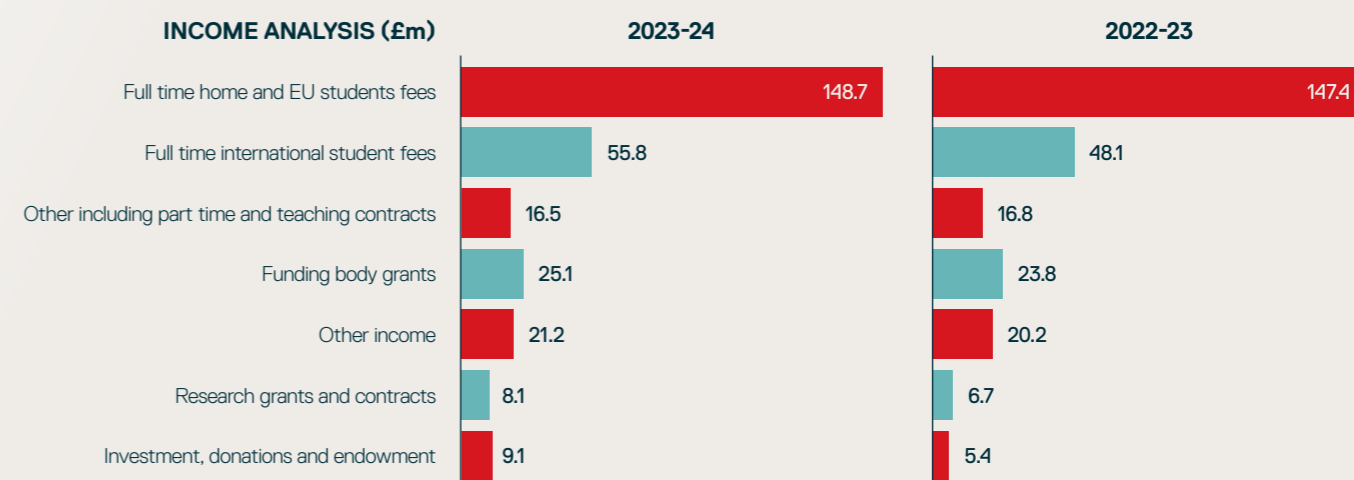
In 2023-24 total income increased by £16.2m (6.0%) to £284.6m.

Total tuition fees and educational contracts increased by £8.7m (4.1%) to £221.0m with International students increasing by £7.7 (16.0%) and Home and EU student fees increasing by £1.3m (0.9%).

The Funding body grants increased by £1.3m (5.5%) to £25.1m following an increase in specific grants from

Research England of £1.1m, recurrent grants of £0.6m from Office for Students (OfS) but partially offset by a fall in recurrent grants of £0.2m from Research England and Higher Education Innovation grants of £0.2m. Research grants and contracts increased by £1.4m (20.9%) to £8.1m while Other Income increased by £1.0m (5.0%) to £21.2m.

Investment, donations and endowment increased by £3.7m (68.5%) to £9.1m due to an increase in investment income reflecting the higher average interest rate during 2023-24.



## CONTROLLABLE EXPENDITURE

In 2023-24 total expenditure increased by £15.1m (6.1%) to £264.5m.

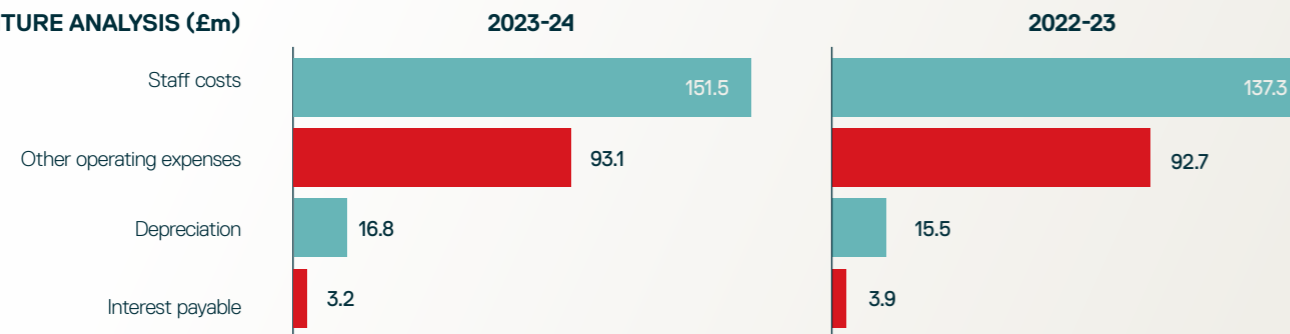
Staff costs increased by £15.1m (11.1%) to £151.5m. The rise in costs reflects a nationally agreed pay rise of 3% from August 2023, scale-based increases and an increase in employees of 241 to 2,751 FTE's. As a result, recurrent staff costs now account for 53.2% of income compared to 50.8% in 2022-23.

Other operating expenses rose by £0.4m (0.4%) to £93.1m. Key movements included a £2.5m increase in IT supplies, a

£2.1m increases in rates, rents and utilities with savings in premises, maintenance and repairs of £1.7m, in professional fees of £1.3m and £1.0m in equipment, furniture etc.

Depreciation has increased by £1.4m due to the full year impact of opening the Science, Engineering and Environment and the Robotics buildings as well as the investment in new equipment. Interest has fallen by £0.7m due to the release of the USS provision at the beginning of January 2024 following the completion of the March 2023 USS valuation.

## EXPENDITURE ANALYSIS (£m)



## STATEMENT OF FINANCIAL POSITION

At 31 July 2024 our Total net assets had increased by £80.1m to £285.4m reflecting the total comprehensive income outturn for 2023-24.

We continue to have healthy net current assets of £129.2m (£105.6m at 31 July 2023), with cash and short-term net investments of £168.8m (£149.4m at 31 July 2023) which is enough to cover 249 days of day-to-day expenditure (2023: 234 days). The rise in cash holdings is needed to fund the substantial capital expenditure required to complete the capital schemes that commenced during 2023-24. The waterfall chart below explains the rise in cash and investments over the last 12 months by analysing the cash flow statement.

At 31 July we have secured borrowing including derivatives and finance leases of £26.2m (£27.2m at 31 July 2023) which represents 9.2% (13.0% at 31 July 2023) of income and is below the forecast sector average of 29%. We continue to plan to finance future capital expenditure mainly through our cash holdings, internally generated resources including land sales, grants and external donations.

We have pension provisions totalling £11.2m (£73m at 31 July 2023). The university still has obligations to fund Teachers' Pension liabilities but no longer has an obligation to fund the USS pension scheme. (£63.9m at 31 July 2023). Affordability of pensions remains a key financial risk and since 1st August 2019 colleagues appointed on grades 1 to 6 are only eligible to join the University of Salford Pension plan which is a defined contribution scheme.

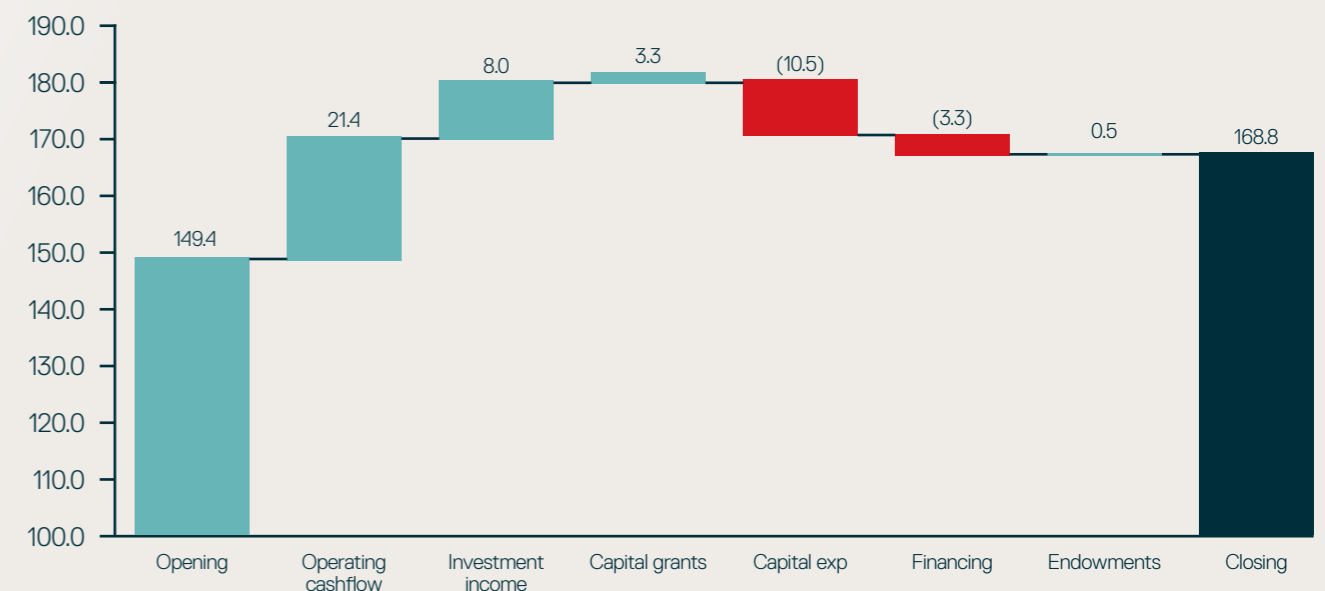


## EXTRACT OF THE STATEMENT OF FINANCIAL POSITION IN £m

Actuals at 31 July 2024 and 31 July 2023

	AS AT 31 JULY 2024	AS AT 31 JULY 2023
<b>NON-CURRENT ASSETS</b>	<b>221.6</b>	<b>226.9</b>
Trade and other receivables and stock	37.1	36.0
Investments and cash and equivalents	168.8	149.4
<b>CURRENT ASSETS</b>	<b>205.9</b>	<b>185.4</b>
Less creditors falling due within one year	(76.7)	(79.8)
<b>Net current assets</b>	<b>129.2</b>	<b>105.6</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>350.8</b>	<b>332.5</b>
Creditors amounts falling due within one year	(51.6)	(51.9)
Pension provisions	(11.2)	(73.0)
Other provisions	(2.6)	(2.3)
<b>TOTAL NET ASSETS</b>	<b>285.4</b>	<b>205.3</b>

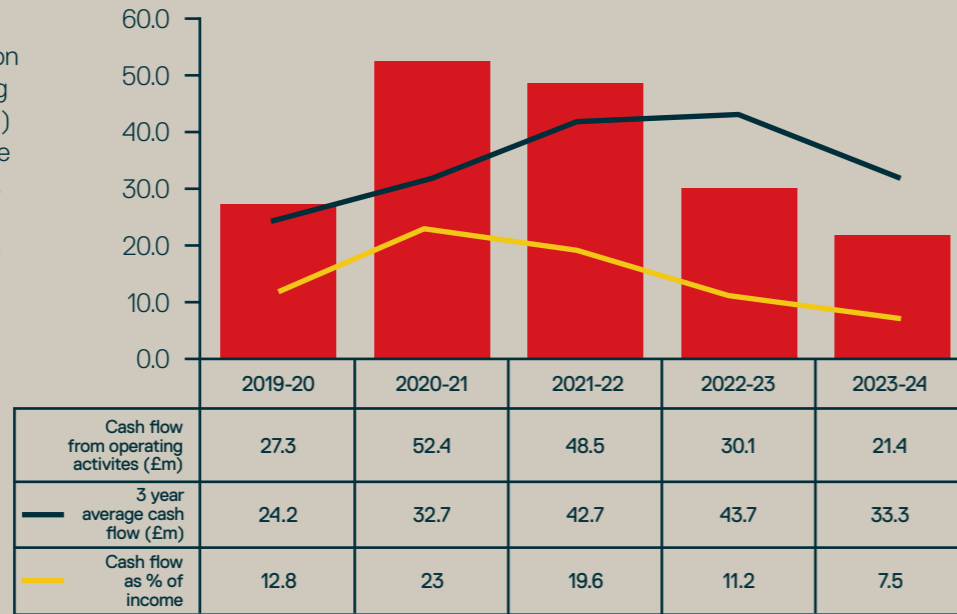
## MOVEMENTS IN CASH AND INVESTMENT BALANCES (£m) IN 2023-24



## CASH FLOW

Cash flow generation continues to be one of our key financial metrics, particularly in a time of volatile pension movements. Cashflow from operating activities was £21.4m (2022-23 £30.1) which is 7.5 % of income and is above the 5.2% the sector was forecasting. In recent years we have benefitted from rises in level of deferred income and international student income but this has now plateaued.

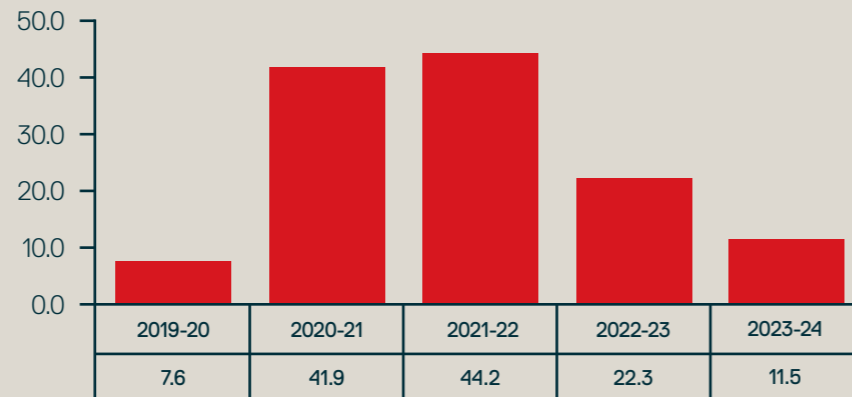
CASH INFLOW FROM OPERATING ACTIVITIES (£m)



## CAPITAL EXPENDITURE

We continue to invest in our estate and equipment, spending £11.5m. Schemes in 2023-24 included the commencement of the Institute of Technology, Health and acoustics buildings as well as expenditure on One Digital Campus and equipment.

CASH EXPENDITURE (£m)



## PAYMENT OF CREDITORS

The Late Payment of Commercial Debts (Interest) Act 1998 and Late Payment of Commercial Debts Regulations 2002 and 2013 requires institutions, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. We endeavoured to adhere to this policy during the year except where there were genuine reasons for dispute. Subject to the terms of individual contracts, where there are disputes on invoices, we only withhold payment on the disputed element of the invoice.

During 2023-24 the University paid 96% (2022-23: 98%) of invoices received within 30 days under Public Contract Regulation 113 that were undisputed. Under the legislation the University is required to report the value of notional interest due on invoices that are paid late and for 2023-24 this is £15,147 (2022-23 £4,071).

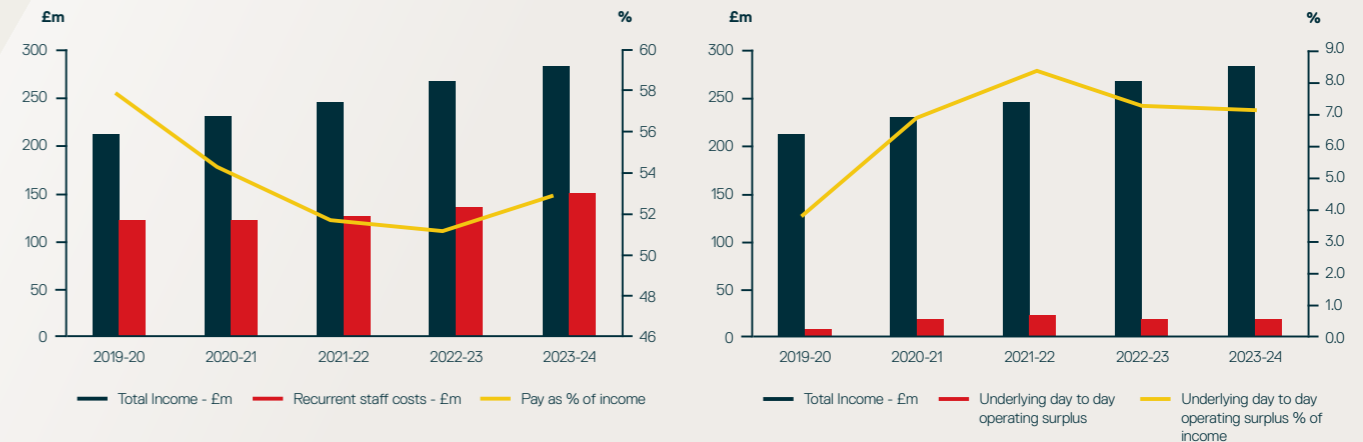
## PROFESSIONAL ADVISORS

Bankers	Lloyds Bank PLC
Investment Advisors	KW Wealth
Internal Auditor	PwC LLP
External Auditor	KPMG LLP

## CONCLUSION AND FUTURE PROSPECTS

### 5 YEAR TREND ANALYSIS

	2019-20	2020-21	2021-22	2022-23	2023-24
Total Income - £m	213.8	230.9	247.9	268.3	284.6
Recurrent staff costs - £m	123.8	124.6	127.6	137.3	151.4
Staff numbers - FTE's	2,262	2,318	2,289	2,510	2,751
Pay as % of income	57.9	54	51.5	51.2	53.2
International income	16.3	23.6	40	48.1	55.8
International income as % of income	7.6	10.2	16.1	17.9	19.6
Underlying operating surplus - £m	8.2	16.5	20.7	19	20.1
Underlying operating surplus as % of income	3.8	7.1	8.4	7.1	7
Cashflow from operating activities - £m	27.3	52.4	48.5	30.1	21.4
Cashflow from operating activities as % of income	12.8	22.7	19.6	11.2	7.5



Over the last 5 years the University has generated recurrent underlying surpluses as well as operating cash inflows of at least £21m. This follows an increase in international income from £16.3m to £55.8m which now accounts for nearly 20% of our total income. This track record of cash generation has allowed us to continue to invest in our students, staff and facilities.

The future prospects of the University are considered over a 5-year period with the financial plan for 2024-25 to 2028-29 approved by Council in July 2024. The financial plan includes annual Income & Expenditure statements, capital expenditure, cash flow and balance sheet statements and an assessment of loan covenant compliance at each year end. Part of the financial planning process includes scenario planning which stress tests key assumptions in respect of student recruitment, pay awards and pensions as well as the potential impact of external factors such as cost of living issues on student recruitment and retention. The scenario planning also included consideration of potential remedial actions and these scenarios are reviewed on an ongoing basis.

Whilst overall recruitment for 2024-25 has been slightly below target the University is again targeting a "controllable" surplus in 2024-25. The external

environment remains challenging with the university operating in a very competitive market for both home and international students and home undergraduate fees. The recent announcement about the inflationary rise of UG home fees is encouraging but in 2025-26 this will be largely offset by the increase in Employers National Insurance contributions announced in the October budget. Also, whilst inflation has fallen over the last 12 months there is still pressure to increase pay above inflation due to the recent cost of living challenges. Despite these pressures the University's underlying financial position remains sound and the University continues to plan to invest in improving the student experience with continued investment in infrastructure.

Based on this work and the ongoing review of the financial position during autumn student recruitment the accounts continue to be prepared on a going concern basis.

**Professor N Beech**  
Vice-Chancellor

13 December 2024

**Rt Hon. the Lord Bradley**  
Chair of Council

# GOVERNANCE

## CORPORATE GOVERNANCE STATEMENT

(IN RESPECT OF FINANCIAL YEAR 2023-24 AND THE PERIOD UP TO THE APPROVAL OF THE FINANCIAL STATEMENTS - 13 DECEMBER 2024).

This Statement describes how the University of Salford executes good governance, strategically drives a successful student experience and outcomes, and ensures management of risk and internal control; achieved through the University's constitution and its accountabilities for statutory and regulatory compliance.

The University is an independent corporation. Its university title and legal status derives from a Royal Charter granted in 1967. This Charter and accompanying document (the 'Statutes') set out the University's objectives, its powers, and framework of governance.

The University is a charitable trust but is exempt from registering with the Charity Commission as its principal regulator, established by the Higher Education and Research Act 2017, is the Office for Students (OfS). The OfS is obliged to promote compliance with charity law and works alongside the Charity Commission to do so.

The University has been successfully registered, with the OfS since September 2018 and under the Regulatory Framework for Higher Education in England, the governing body is responsible for ensuring compliance with general conditions laid out for ongoing regulation. The University is not subject to any specific conditions issued by the OfS. Changes to the Charter or Statutes can only be made with the approval of the OfS.

*The objects of the University shall be to advance education and knowledge by teaching and research, and in doing so to foster an academic environment which is enterprising and applied to business and the professions, for the benefit of society at large.*

### Charter, Section 3

The Charter established a supreme governing authority ('Council') and an academic authority ('Senate'). Each are granted defined functions and responsibilities (and for Council, a constitution is provided). Council adopts internal corporate rules (the 'Ordinances') and approves the Corporate Strategy, effectively setting an overall risk appetite for the University's ambitions.

The University is committed to observing the highest standards of governance. This will ensure integrity and objectivity in the transaction of business and wherever possible, be transparent (including in the public domain). In making this commitment, Council approved adoption of the Higher Education Code of Governance (2020)

published by the Committee of University Chairs (CUC), alongside the CUC's Higher Education Senior Staff Remuneration Code (2021) and the Higher Education Audit Committees Code of Practice (2020).

The HE Code of Governance adopts and builds on the Seven Principles of Public Life (often referred to as the 'Nolan Principles').

Together the Principles provide the ethical basis for both the personal and collective behaviours of Council, and for the proper conduct of business in the public interest and for public benefit.

To ensure personal responsibility for the Nolan Principles, Council approves annually a **Code of Conduct for Members of Council and Senior Officers**. To give practical effect to the Principles, a range of material policies approved, regularly reviewed and overseen by Council have been implemented, including:

- ✓ **Financial Regulations and Delegated Financial Authorities**  
These ensure effective accountability, regularity and propriety in the use of public or private funds, value for money, that funding is used in accordance with grant requirements, compliance with relevant legislation, and that our assets are safeguarded.
- ✓ **Counter Fraud Policy & Response Plan / Anti-Bribery Policy / Criminal Finance Act Policy**  
The ways that suspicion of theft, fraud, bribery, corruption or financial irregularity can be reported, and how these reports are dealt with.
- ✓ **Register of Interests, Gifts and Hospitality Policy (Declaration and Management Conflicts of Interest)**  
How interests (financial or otherwise), gifts and hospitality that might create a perceived, potential or actual conflict of interest are understood, declared and acted upon, (including logging on the Register of Interests and/or the Register of Gifts and Hospitality). Managing conflicts of interest is also actioned through the rules for Committees ('Standing Orders').
- ✓ **Whistleblowing Policy**  
The ways an employee can raise an issue which they believe to be in the public interest. This might be unethical, criminal, fraudulent or dangerous behaviour and the approach the University is bound to undertake in response to whistleblowing reports.

### The Nolan Principles

- 1 Selflessness
- 2 Integrity
- 3 Objectivity
- 4 Accountability
- 5 Openness
- 6 Honesty
- 7 Leadership

Committee on Standards in Public Life (1995)



There are also two value structures encompassing wider policy sets, processes, and component themes of the Corporate Strategy:

#### ✓ The Inclusive University

The range of policies and Statement of Ambition that recognise the University's commitment to equity, fairness, autonomy, dignity and respect in the workplace, and safety.

#### ✓ The Ethics Framework

The ethical considerations that underpin all University functions, decisions, and policies.

Council can be made up of a maximum of 24 members, the majority of whom must be independent. There are two student and two staff members, and a member representing Senate. The Vice-Chancellor is a member by virtue of their position ('ex officio'). Independent and staff members can serve a maximum of three terms of three years (i.e., no more than nine years in total), student members can serve a total of three terms of one year (but in practice are normally prevented from serving more than two years as they are appointed from the Student Officers of the University of Salford Students' Union), and the Vice-Chancellor stays appointed as long as they are employed in the position.

No member receives payment for their tenure but are eligible for reimbursement of out-of-pocket expenses (e.g., costs to travel to attend meetings). The role of Chair is offered on a compensated basis to reflect the additional time and responsibilities involved however the current Chair has waived payment. Members of Council are trustees for charitable law purposes.

Committee meetings held during 2023-24 were mainly held in person, with online attendance agreed by the Chair.

Council has ultimate responsibility for the affairs of the University and has established four permanent committees ('standing committees') to help discharge its duties and oversee activities on its behalf, and to consider or make recommendations on proposals seeking Council approval. Council and Senate have also jointly established a permanent committee with delegated authority to consider and approve recipients for honorary awards of the University.

Members may be appointed to one or more committees. Committees may also include co-opted members. These are members who either join a committee to provide a relevant skill or experience required to meet the committee needs or who are selected for their skills and as part of Council succession planning priorities. Co-opted members are not members of Council or trustees of the University. Each Committee has a written scope ('terms of reference') that is reviewed annually to ensure effective governance and controls are in place. Details of the functions, terms and membership are published on the University's website.

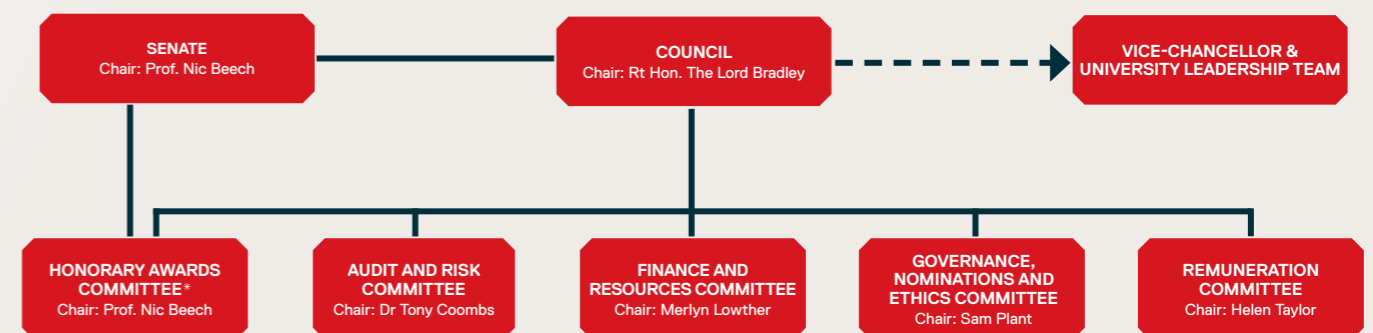
Decisions are made collectively by the members acting as a single body in the best interests of the University.

Council runs a dual assurance model. Alongside assurances received from committee oversight, six Lead Member roles have been established - each to provide individual assurance for a strategic area of business. Lead Members are appointed from the independent membership.

Council benefits from the services of the University Secretary, appointed by Council and reporting to the Chair, as their independent officer responsible for ensuring the proper conduct of Council business and governance integrity. The role holder provides advice to the Chair if conflict may arise between the Council and the Vice-Chancellor. At the University the role is undertaken as a dual appointment whereby the appointee is responsible to the Vice-Chancellor for their other duties as Chief Academic Services Officer. The University Secretary takes great care to maintain separation between duties.

The committees, committee responsibilities, members of Council, and appointments to committees during 2023-24 are provided in the tables below.

## UNIVERSITY GOVERNANCE AT A GLANCE



\*Joint committee of Council and Senate

**MEMBERSHIP OF COUNCIL UP TO AND INCLUDING 31 JULY 2024**

		TERM DURING 23-24	ARC	FRC	GNEC	HAC	REMCO	LEAD MEMBER
INDEPENDENT MEMBERS	Lord Keith Bradley (Chair)	3 <sup>rd</sup>		✓	✓	✓	✓	
	Merlyn Lowther (Deputy Chair)	2 <sup>nd</sup>		✓		✓	✓	
	Angela Adimora	2 <sup>nd</sup>		✓				
	Professor Dame Sue Bailey	2 <sup>nd</sup>				✓		
	John Bland	1 <sup>st</sup>	✓					
	Dr Tony Coombs	3 <sup>rd</sup>	✓					
	Phil Cusack	3 <sup>rd</sup>					✓	
	Ben Gallop	3 <sup>rd</sup>				✓		
	Stephen Gleave	1 <sup>st</sup>		✓				Estates
	Philip Green	2 <sup>nd</sup>	✓					IT
	Ian Moston	3 <sup>rd</sup>		✓				Finance
	Micheal Omoniyi	2 <sup>nd</sup>			✓			
	Cllr Teresa Pepper	1 <sup>st</sup>						
	Sam Plant	3 <sup>rd</sup>			✓			
	Alan Roff	2 <sup>nd</sup>		✓				
	Claire Sproston	1 <sup>st</sup>			✓		✓	
	Helen Taylor	2 <sup>nd</sup>					✓	HR
Dr Elsa Zekeng		✓				✓	EDI	
STAFF	Professor Helen Marshall <i>Vice-Chancellor until 31 August 2023</i>			✓	✓	✓		
	Professor Nic Beech <i>Vice-Chancellor from 01 October 2023</i>							
	Sara Das <i>from 20 October 2023</i>	1 <sup>st</sup>						
	Professor Peter McDermott <i>from 25 October 2023</i>	1 <sup>st</sup>			✓			
	Professor Katherine Yates	1 <sup>st</sup>						
STUDENTS	Simeon Anyalemechi <sup>#</sup>	2 <sup>nd</sup>			✓			
	Anuoluwapo Ubikitan <sup>#</sup>	1 <sup>st</sup>				✓		
	Alvina Imran <sup>#</sup>	1 <sup>st</sup>						
	Adnan Sabir <sup>#</sup>	1 <sup>st</sup>						
CO-OPTED MEMBERS (committees only)	Suzanne Robinson <i>from 01 March 2024</i>	1 <sup>st</sup>	✓					
	David McGovern <i>until 22 September 2023</i>	2 <sup>nd</sup>			✓			
	Nigel Wilcock	2 <sup>nd</sup>	✓					
JOINT COMMITTEE MEMBERS	Professor Simone Buitendijk	<i>Ex officio*</i>				✓		
	Lynne Barrow (Senate member)	1 <sup>st</sup>				✓		
	Jo Purves	<i>Ex officio*</i>				✓		

<sup>#</sup>due to alignment with the election of sabbatical officers of the Students' Union, student members' terms commence on 01 July and cease on 30 June

\*ex officio in their capacity as member of Senate

**NB:** The role of Lead Member for Environmental Sustainability was vacant during 2023-24

**KEY:**

- ARC – Audit and Risk Committee
- FRC – Finance and Resources Committee
- GNEC – Governance, Nominations and Ethics Committee
- HAC – Honorary Awards Committee
- REMCO – Remuneration Committee



**COUNCIL**

**Met 5 times in 2023-24**

Council approves a Statement of Primary Responsibilities, comprising twelve duties. This year the role of University Secretary has been included (see 9b. Governance and Management).

**1 / Strategic Development and Planning**

a) Shaping the development of and ultimately approving the University's vision, mission and strategic plan (including relevant sub-strategies in cognisance of the University's obligations to promote equality of opportunity for staff and students).

**2 / Monitoring Effectiveness and Performance**

a) Ensuring effective and proactive monitoring of the implementation of the strategic plan (and relevant sub-strategies); this includes confirming that there are effective key performance indicators, which wherever possible and appropriate, are benchmarked against other institutions.

b) Ensuring that there are in place appropriate arrangements for the management of the University, particularly through appointment of the Vice-Chancellor and other designated senior positions.

c) Ensuring that there are effective control and accountability mechanisms, including financial and operational controls and risk assessment and management.

d) Monitoring its own effectiveness as a governing body and reporting thereon.

e) Putting in place suitable arrangements for monitoring the performance of the Vice-Chancellor and other designated senior positions.

**3 / Academic Affairs**

a) Recognising and supporting Senate's role as the academic authority of the University, ensuring that there

is effective and satisfactory performance in relation to academic affairs, such as academic partnerships and collaborations, academic quality and the student experience, student recruitment and achievement, data provision and research integrity.

b) Ensuring, in conjunction with Senate, that the general welfare of students is assured.

c) Ensuring, in conjunction with Senate, that the principles of academic freedom are maintained.

**4 / Legal and Regulatory Commitments and Obligations**

a) Ensuring that the University meets its diverse legal and regulatory obligations (including those relating to health, safety and equality)

**5 / Finance**

a) Ensuring the solvency of the University and safeguarding its assets.

b) Shaping the development of and approving the financial strategy and the overall annual budget and ensuring its congruence with the overall University strategy.

c) Ensuring that the funds provided by the Office for Students (OfS) are used in accordance with the terms and conditions specified in the OfS terms and conditions.

d) Considering and approving annual accounts.

e) Ensuring that, subject to relevant legislation, appropriate arrangements are in place for the management and operation of such companies as are wholly or partly owned by the University.

f) Acting as a trustee for any property, legacy, endowment, bequest or gift in support of the welfare of the University.

**6 / Audit and Risk**

a) Directing and overseeing the University's arrangements for internal and external audit. This

includes ensuring an effective approach to risk management, control and governance (including ensuring the probity of the financial statements and the effective management and quality assurance of data submitted to funding bodies).

### 7 / Estate Management

- a) Shaping the development of, approving and subsequently reviewing an estates strategy that identifies the property and infrastructure requirements (including information technology requirements) needed to fulfil the objectives of the University's strategic plan.
- b) Providing for a planned programme of maintenance for the University's estate.
- c) Considering and approving all acquisitions and all disposals of land and property.

### 8 / Human Resource Management

- a) Shaping the development of, approving and subsequently reviewing the University's human resources strategy and policies, including remuneration policy.
- b) Ensuring the University has clear procedures for handling internal grievances and for managing conflicts of interest.
- c) Appointing the Vice-Chancellor and other senior designated positions and setting the terms and conditions for these posts.

### 9 / Governance and Management

- a) Ensuring that all students and staff have opportunities to engage with the governance and management of the institution.
- b) Appointing the Secretary to the Council and ensuring, where applicable, there is appropriate separation in lines of accountability.

### 10 / Ethics and Values

- a) Conducting its business in accordance with best practice in corporate governance and with the principles of public life as drawn up by the Committee on Standards in Public Life.
- b) Safeguarding the good name and values of the University and being responsible for the ethical governance of the University.
- c) Promoting a culture which supports inclusivity and diversity across the University.

- d) Protecting the principle of freedom of speech in line with legislation.

### 11 / Public Benefit

- a) Ensuring that, as an Exempt Charity, the University's obligations to demonstrate public benefit are met.

### 12 / Students' Union

- a) Ensuring that the Students' Union operates in a fair and democratic manner and is accountable for its finances.



Student experience continued to be the lead item of business at each meeting, providing the opportunity for Council to hear and discuss a range of individual 'lived experiences' with guest students. Scheduled business included reviews of key performance indicators, degree outcomes, gender pay gap, health and safety, and financial planning.

Biannual reports from the University of Salford Students' Union (SU) were received in the Autumn and Spring meetings, in accordance with Council's statutory duties under Section 22 of the Education Act (1994) to oversee aspects of the Union's performance and operation. Alongside performance and financial metrics, the reports outlined the SU's new strategic plan, its democracy review, and election results authorised by the SU-appointed returning officer.

#### This year Council also approved:

- / updated goals for the Equity, Diversity and Inclusivity (EDI) Statement of Ambition;
- / re-appointment of the Chair of Council for a third and final term;
- / the Freedom of Speech Code of Practice;
- / re-appointment of the University's internal and external audit service providers;
- / investments in the School of Health Sciences' health clinic, the School of Science, Engineering and Environment's acoustic research facility, and in campus catering provision;
- / (jointly with Senate) expansion to the range of honorary awards conferred by the University.

Minutes from meetings of Council are published on the University's website.

Council undertook two further sessions: a meeting with the newly appointed Vice-Chancellor followed by an update from Research Fellows and postgraduate research students on development of research at the University, and consultation on evolution of the Corporate Strategy and Campus Connectivity Plan.

## RISK GOVERNANCE

Council is accountable for risk at the University through adoption of a Risk Management Policy. It delegates responsibility for implementation of the Policy to the Vice-Chancellor and University Leadership Team. On behalf of Council, Audit and Risk Committee oversees effective delivery of risk management, including mitigation of risks, through independent scrutiny and verification.

## FREEDOM OF SPEECH

Council upholds the fundamental rights of freedom of speech, including academic freedom. Approved by Council, the University's Policy and latterly Code of Practice for Freedom of Speech positively promotes key principles and protects all involved. The academic freedom of staff applying for jobs or internal promotions is protected. Staff and students must be treated with respect and not denied the use of University premises on grounds connected with beliefs, views, policies, or objectives if such use is always within the law. Council, Senate, and the University Leadership Team work in partnership with the Students' Union to adopt a risk-based approach to managing external events, also fulfilling obligations under the Government's Prevent Duty, the Higher Education and Research Act (2017) and equalities legislation. Implementation of the Higher Education (Freedom of Speech) Act 2023 was suspended in July 2024; the Secretary for Education will consider longer-term options. A Freedom of Speech working group is delegated to monitor developments and ensure proposed iterations of the Code of Practice are fit for purpose and aligned to legislation.



## AUDIT AND RISK COMMITTEE

Met 6 times in 2023-24

Key responsibilities include:

- / reviewing risk management;
- / statutory and regulatory compliance, and effectiveness of internal controls;
- / providing an annual assurance report to Council, including consideration of the University's use of funds aligned to the OfS Value for Money strategy (2019).

The thematic meeting focus for 2023-24 was people and culture risk. Meetings are attended by the University's internal and external auditors.

## FINANCE AND RESOURCES COMMITTEE

Met 6 times in 2023-24

Key responsibilities include:

- / reviewing financial sustainability and recommending to Council on financial strategy and investment;
- / overseeing planning relating to physical and human resources;
- / Financial Regulations and policies.

The Committee attends Audit and Risk Committee's meeting to consider the financial statements.

## GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE

Met 5 times in 2023-24

Key responsibilities include:

- / overseeing and assuring Council of its governance arrangements;
- / approving the Modern Slavery Act Statement annually;
- / overseeing handling of whistleblowing reports;
- / overseeing arrangements for safeguarding under the Prevent Duty.

The Committee runs a task and finish group to interview candidates for membership of Council.

## REMUNERATION COMMITTEE

Met 5 times in 2023-24

Key responsibilities include:

- / reviewing the Vice-Chancellor's performance; approving pay and reward;
- / approving pay and reward for University Leadership Team;
- / overseeing settlement agreements; gender pay gap.

A member is invited to participate on selection panels for appointments to the University Leadership Team.

## SENATE

Senate draws its membership from the staff and student bodies of the University plus a small number of external co-opted members. Key responsibilities include:

- ✓ quality and enhancement of learning opportunities;
- ✓ academic practice and student experience;
- ✓ approving programmes and awards;
- ✓ developing research and innovation;
- ✓ regulating student admissions;
- ✓ safeguarding the quality and standards of awards;
- ✓ approving academic regulations and policies.

## VICE-CHANCELLOR AND THE UNIVERSITY LEADERSHIP TEAM

The Vice-Chancellor is appointed by Council as the Chief Executive Officer of the University. Under the terms and conditions of funding between the University and the OfS, the Vice-Chancellor is the nominated Accountable Officer and can be summoned to appear before the Public Accounts Committee of the House of Commons. Alongside the Vice-Chancellor there are 14 senior officers who make up the University Leadership Team (ULT):

- ✓ Deputy Vice-Chancellor & Provost
- ✓ Deputy Chief Executive and Chief Finance Officer
- ✓ Pro Vice-Chancellor, Academic Development
- ✓ Pro Vice-Chancellor, Research and Enterprise
- ✓ Pro Vice-Chancellor, Education and Student Experience
- ✓ Pro Vice-Chancellor & Dean, Salford Business School
- ✓ Pro Vice-Chancellor & Dean, School of Health and Society
- ✓ Pro Vice-Chancellor & Dean, School of Arts, Media and Creative Technology
- ✓ Pro Vice-Chancellor & Dean, School of Science, Engineering and Environment
- ✓ Associate Pro Vice-Chancellor, Equity, Diversity and Inclusion
- ✓ Chief Academic Services Officer & University Secretary
- ✓ Chief Infrastructure Officer
- ✓ Chief People Officer
- ✓ Chief Strategy and Data Officer

Collectively, ULT support the Vice-Chancellor to meet his responsibilities for effective management of the University, its performance, and delivery of the Corporate Strategy. ULT meets every two weeks to record decisions it has delegated authority for and to discuss and record recommendations on proposals to Council through the standing committees.



## STATEMENT OF INTERNAL CONTROL

(Corporate Governance) (in respect of financial year 2023-24 and the period up to the approval of the financial statements on 13 December 2024).

As the Council of the University of Salford, we are responsible for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, while safeguarding the public and other funds and assets for which we are responsible.

This is in accordance with the responsibilities assigned to the Council in the Charter and its accompanying Statutes and the Financial Memorandum with the Office for Students

The key elements of the Group's system of internal financial controls, which are designed to discharge the responsibilities include the following:-

- Clear definitions of the responsibilities of, and the authority delegated to, heads of academic and professional support service departments;
- A 5 year planning process with annual review;
- Regular reviews of academic and professional support service performance;
- Clearly defined and formalised requirements for approval and control of expenditure, with capital expenditure being subject to formal detailed appraisal and review according to approval levels set by the University Council;
- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the University Council. Supplementing the Financial

Regulations are policies designed to prevent and detect fraud, corruption, bribery and other irregularities as well as a Counter Fraud Response plan.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks (including business, operational, compliance and financial), to the achievement of policies, aims and objectives; to evaluate the nature and extent of those risks; and to manage them efficiently and economically. These procedures have been in operation throughout the year ended 31 July 2024 and up to the date of the approval of the financial report and accounts.

**We have undertaken the following actions in respect of our risk management strategy: -**

- In accordance with the approved Risk Management Policy, a Corporate Risk Register is maintained and reviewed. The Corporate Risk Register looks at all risks including financial, business, operational ( Schools, Professional Support and subsidiaries), projects and compliance and considers the likelihood of a risk occurring, the impact and threat and also mitigating action that is being taken to manage the risk.
- Charged the University Leadership Team with overseeing the management of risk.
- The University Leadership Team receive quarterly risk management and internal control updates and risk management is embedded in day to day operations at

both School and Professional Support levels.

We have ensured that our meeting calendar and agendas enable risk management and internal control to be considered on a regular basis during the year. Risk management is incorporated into the corporate planning and decision making processes of the institution.

We receive periodic reports from the Audit and Risk Committee concerning internal control, including recommendations of improvement and we require regular reports from managers on the steps they are taking to manage risks in their areas of responsibility, including progress reports on key projects.

In the academic year 2023-24, the University's internal audit service was provided by PricewaterhouseCoopers (PwC LLP) which operates to standards defined in the OfS Audit Code of Practice. The internal auditors submit regular reports which include an independent opinion on the adequacy and effectiveness of the system of internal control, together with recommendations for improvement and University's performance in delivering value for money. PwC LLP undertook 10 internal audit reviews during 2023-24 with 2 rated at "High risk" classification, 4 rated at "Medium risk" classification and 4 rated at a "Low risk" classification. A total of 35 recommendations were made of which 4 were graded high, 15 were graded medium and 16 low. PwC LLP undertook follow up work on previous recommendations in 2023-24 and concluded that 80% of audit recommendations had been implemented with the rest either in progress or no longer relevant. Based on the reviews undertaken during 2023-24, PwC LLP concluded that "Governance, risk management and control and value for money arrangements in relation to business critical areas is generally satisfactory. However, there are some areas of weakness and non compliance in the framework of governance, risk management and control and value for money arrangements which potentially put the achievement of objectives at risk." This opinion is the second highest of the four opinions available.

In 2023-24 the University's external audit was undertaken by KPMG LLP. The primary focus of external audit is to obtain reasonable assurance that the financial statements are free from material error and that funds from external sources including OfS have been applied in accordance with the terms and conditions of funding. In undertaking the audit, the external auditors review the internal controls that are relied upon in producing the financial statements and highlight weaknesses - no significant weaknesses were highlighted during the audit. The external auditors are not required to comment on University value for money during the audit but do provide benchmarking information on University's performance relative to other institutions.

Our review of the effectiveness of the system of internal control is informed by both the work of the internal and external auditors and the senior managers within the University who have responsibility for the development and maintenance of the internal control framework and by comments made by the external auditors in their management letter and other reports.



# STATEMENT OF COUNCIL RESPONSIBILITIES

## IN RESPECT OF THE INTEGRATED REPORT AND FINANCIAL STATEMENTS

The Council is responsible for preparing the Integrated Report and the Financial Statements in accordance with the requirements of the Office for Students' terms and conditions of funding for Higher Education Institutions and Research England's Terms and Conditions of Research England Grant and applicable law and regulations.

We are required to prepare Group and parent University financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Terms and Conditions of Funding further require the financial statements to be prepared in accordance with the requirements of the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction') and the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education.

We are required to prepare financial statements which give a true and fair view of the state of affairs of the Group and of the parent University and of their income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows for that period. In preparing each of the Group and parent University financial statements, we are required to:

- ✓ Select suitable accounting policies and then apply them consistently;
- ✓ Make judgements and estimates that are reasonable and prudent;
- ✓ State whether applicable UK accounting standards (and the 2019 Statement of Recommended Practice - Accounting for Further and Higher Education) have been followed, subject to any material departures disclosed and explained in the financial statements;
- ✓ Assess the Group and parent University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- ✓ Use the going concern basis of accounting unless we either intend to liquidate the Group or the parent University or to cease operations, or have no realistic alternative but to do so.

We are responsible for keeping adequate accounting records that are sufficient to show and explain the parent University's transactions and disclose with reasonable accuracy at any time the financial position of the parent University. We are responsible for such internal control as we determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to us to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

We are also responsible for ensuring that:

- ✓ Funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- ✓ Income has been applied in accordance with the University's statutes;
- ✓ Funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the terms and conditions attached to them;
- ✓ Ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; and
- ✓ Securing the economical, efficient and effective management of the University's resources and expenditure.

We are responsible for the maintenance and integrity of the corporate and financial information included on the University's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Rt Hon. the Lord Bradley**  
Chair of Council

13 December 2024



# CRAIG EASTON: IS ANYBODY LISTENING?

*Is Anybody Listening?* was a touring exhibition led by the University of Salford Art Collection, featuring alumnus Craig Easton's photography. Together with an engagement programme - *Our Time, Our Place* – the exhibition aimed to challenge stereotypes of Northern communities and empower young people to explore their heritage. The project included exhibitions across the North West, mentoring for emerging photographers, and activities encouraging participants to explore and document their local history.

## PROJECT PARTNERS:

- Lead: University of Salford Art Collection
- Open Eye Gallery, Liverpool
- LeftCoast, Blackpool
- Williamson Art Gallery & Museum, Birkenhead
- Blackburn Museum & Art Gallery

## IMPACT: BROADENING HORIZONS AND RAISING ASPIRATIONS OF YOUNG PEOPLE IN SALFORD

*“Before I came here I thought...I hate where I live, I never want to bring up my children here, but there's certain places like where we take pictures and it just looks really beautiful...it's made me take a different view on it.”*

Young person, Salford



Image: Craig Easton, Bank Top, 2020. Courtesy Craig Easton



Image: Craig Easton, Bank Top, 2020. Courtesy Craig Easton

- 221** Arts, culture and heritage professionals convened through 5 sector events
- £250K** Invested in Arts, Culture and Heritage across the North West
- 41,136** Exhibition Visitors
- 51** Young people participated in *Our Time, Our Place*
- £123K** Raised from the National Lottery Heritage Fund
- 4** Exhibitions in partner venues
- 7** Exhibitions in community spaces
- 3** Early career photographers mentored for 1 year

# THANKS TO YOU

**OVER £1.5m**

HAS BEEN GENEROUSLY DONATED AND PLEDGED IN THE LAST YEAR TO SUPPORT A RANGE OF CAUSES ACROSS CAMPUS, FROM SCHOLARSHIPS TO COMMUNITY OUTREACH PROJECTS AND DEVELOPING OUR WORLD-CLASS FACILITIES.



**£500K** milestone achieved thanks to our Friends of **Energy House 2.0**. Over the last three years we have been fundraising to accelerate our efforts towards net-zero at the world leading Energy House 2.0. The key mission of the network is to raise awareness and increase the facilities impact and activity

**8** student-focused projects through Salford Advantage Fund and REVIVE have been supported this year to benefit students, staff and alumni. These projects aim to enhance the student experience, academic development, and the university. They support students to thrive, with a focus on mental health, wellbeing, and employability.

- Co-creating a renovated employability curriculum with employers, students, and alumni as authentic partners
- Stronger Together - Film Production - Resilience, Partnerships and Peer-to-Peer Support
- Creative Exchange Week
- Urban Stage Collaboration
- The Progression Project
- Univision at least
- Business Career Connect: Networking & Insights Event
- University of Salford Heritage Trail



**£750k** has been generously donated and pledged in memory of a loved one to the university. This act of generosity not only honours the individual's legacy but also creates a lasting impact that will benefit future generations of students and the university.

In 2023 **£123K** of funding was secured from the National Lottery Heritage Fund for **“Is Anybody Listening? Our Time, Our Place”**, with alum Craig Easton. This project included a touring photography exhibition at galleries across the Northwest, alongside an engagement programme for young people. As the project draws to a close, over **41,000** people have now seen the exhibition, and 51 young people have worked with Craig, via mentoring, workshops and classes.

More than **£20K** has been raised to support our students who identify as care leavers or care experienced. Each eligible student will receive a £1,100 cash bursary annually for the minimum duration of their course. This substantial amount reflects your collective commitment to ensuring that every eligible student receives the assistance they need to pursue their educational goals with confidence.



**47** students and recent graduates have received a Donor-Funded Scholarship or Bursary for the academic year of 2023/24 so far, thanks to our generous supporters. Your contributions have made a significant impact on our students lives, enabling them to access valuable educational opportunities and resources.

*“Receiving the generous bursary has allowed me to reach new heights, purchase materials and learn new skills that I can take into the workplace. I am so lucky to have been awarded the bursary as acknowledgement for my hard work, this had benefited me by allowing me freedom to explore new concepts and ideas without the financial stress “*

**Matthew Turner**  
L6 Architecture student  
and recipient of the Roysia Foundation bursary

# INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF SALFORD

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### OPINION

We have audited the financial statements of the University of Salford ("the University") for the year ended 31 July 2024 which comprise the Consolidated and University Statement of Comprehensive Income and Expenditure, Consolidated and University Changes in Reserves, Consolidated and University Statement of Financial Position, Consolidated Cash Flow Statement and related notes, including the accounting policies in note 1.

#### In our opinion 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 2024, and of the Group's and the University's income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows, for the year then ended; and
- ✓ have been properly prepared in accordance with UK accounting standards, including *FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### GOING CONCERN

The Council has prepared the financial statements on the going concern basis as it does not intend to liquidate the Group or the University or to cease their operations, and as it has concluded that the Group and the University's financial position means that this is realistic. It has also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Council's conclusions, we considered the inherent risks to the Group's business model and analysed how those risks might affect the Group and University's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- ✓ we consider that the Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- ✓ we have not identified, and concur with the Council's assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or the University's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the University will continue in operation.

### FRAUD AND BREACHES OF LAWS AND REGULATIONS – ABILITY TO DETECT

*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- ✓ Enquiring of the Council and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Group's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- ✓ Reading Council, Audit and Risk Committee, Finance and Resource Committee and Remuneration Committee minutes.
- ✓ Obtaining a copy of the Group's risk register.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that Group management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related

to revenue recognition due to tuition fees being generally based on standard fee rates and are non-variable in nature. We do not believe there to be an incentive or pressure to manipulate this or other income streams that are material as amounts received either typically relate to a single specific financial year or the source transactions are non-complex, involving little judgement

We did not identify any additional fraud risks.

We performed procedures including:

- ✓ Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management, infrequent posters, entries posted and approved by the same user and unusual combinations relating to cash and borrowings.

*Identifying and responding to risks of material misstatement related to compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the Council and other management (as required by auditing standards), and discussed with the Council and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation), taxation legislation, pensions legislation higher education financial reporting related regulation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: compliance with Higher Education regulatory requirements of the Office for Students. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Council and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

We have reported separately on the University's use of funds in the section of our audit report dealing with other legal and regulatory requirements

Context of the ability of the audit to detect fraud or breaches of law or regulation

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

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### OTHER INFORMATION

The Council is responsible for the other information, which comprises the Operational review, Public benefit, Financial performance and Governance statement. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

### COUNCIL RESPONSIBILITIES

As explained more fully in their statement set out on [page 48](#), the Council is responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; 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 it either intends to liquidate the Group or the University or to cease operations, or has no realistic alternative but to do so.

### AUDITOR'S RESPONSIBILITIES

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the [FRC's website](#).

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

We are required to report on the following matters by the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction').

In our opinion, in all material respects:

- ✓ funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- ✓ income has been applied in accordance with the University's Statutes;
- ✓ funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- ✓ the financial statements meet the requirements of the Accounts Direction

Matters on which we are required to report by exception

We are required by the Accounts Direction to report to you where the University has an access and participation plan that has been approved by the Office for Students' director of fair access and participation and the results of our audit work indicate that the Group's and the University's expenditure on access and participation activities for the financial year disclosed in Note 10b has been materially misstated.

We are also required by the Accounts Direction to report to you where the results of our audit work indicate that the Group's and the University's grant and fee income, as disclosed in note 4 to the financial statements has been materially misstated.

We have nothing to report in these respects.

## THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the Council and in accordance with the Articles, Charters, Statutes or Ordinances of the University. Our audit work has been undertaken so that we might state to the Council those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the Council for our audit work, for this report, or for the opinions we have formed.

**James Boyle**  
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants  
1 St Peter's Square  
Manchester  
M2 3AE

18 December



# CONSOLIDATED AND INSTITUTION STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

## YEAR ENDED 31 JULY 2024

	Notes	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>Income</b>					
Tuition fees and education contracts	1	221,017	219,190	212,348	210,790
Funding body grants	2	25,133	25,087	23,824	23,824
Research grants and contracts	3	8,143	8,143	6,663	6,663
Other income	5	21,179	21,113	20,150	20,085
Investment income	6	7,994	7,989	4,537	4,536
Donations and endowments	7	1,106	1,106	859	859
<b>Total income</b>		<b>284,572</b>	<b>282,628</b>	<b>268,381</b>	<b>266,757</b>
<b>Expenditure</b>					
Staff costs	8	151,469	147,319	136,425	132,895
Change in USS deficit recovery plan	8a	(63,437)	(63,437)	-	-
Other operating expenses	10	93,092	95,393	92,684	94,502
Depreciation	12	16,818	16,818	15,519	15,519
Interest and other finance costs	9	3,187	3,215	3,860	3,871
<b>Total expenditure</b>		<b>201,129</b>	<b>199,308</b>	<b>248,488</b>	<b>246,787</b>
<b>Surplus / (Deficit) before other (losses) / gains</b>		<b>83,443</b>	<b>83,320</b>	<b>19,893</b>	<b>19,970</b>
Loss on disposal of fixed assets	12	-	-	-	-
<b>Surplus / (Deficit) before disposal of investments</b>		<b>83,477</b>	<b>83,354</b>	<b>19,893</b>	<b>19,970</b>
Gain on disposal of investment		6	-	-	-
<b>Surplus / (Deficit) before tax</b>		<b>83,449</b>	<b>83,354</b>	<b>19,893</b>	<b>19,970</b>
Taxation	11	-	-	-	-
<b>Surplus / (Deficit) for the year</b>		<b>83,449</b>	<b>83,320</b>	<b>19,893</b>	<b>19,970</b>
Actuarial (loss) / gain in respect of pension schemes	29	(2,597)	(2,597)	(4,270)	(4,270)
Change in fair value of hedging financial instruments	31	(730)	(730)	3,500	3,500
<b>Total comprehensive income for the year</b>		<b>80,122</b>	<b>79,993</b>	<b>19,123</b>	<b>19,200</b>

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Represented by:				
Endowment comprehensive (expenditure) / income for the year	676	676	(50)	(50)
Restricted comprehensive income / (expenditure) for the year	(86)	(86)	240	240
Unrestricted comprehensive income / (expenditure) for the year	79,532	79,403	18,933	19,010
	<b>80,122</b>	<b>79,993</b>	<b>19,123</b>	<b>19,200</b>
<b>Surplus / (Deficit) for the year attributable to:</b>				
University	83,449	83,320	19,893	19,970

The accompanying notes form part of the financial statements.



**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES**  
YEAR ENDED 31 JULY 2024

INCOME AND EXPENDITURE ACCOUNT						
	Endowment	Restricted	Unrestricted	Hedge reserve	Revaluation reserve	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 August 2022</b>	569	1,254	160,111	(3,397)	27,680	186,217
Surplus / (deficit) from the income and expenditure statement	(50)	240	19,703	-	-	19,893
Other comprehensive income / (expenditure)	-	-	(4,270)	3,500	-	(770)
Transfers between revaluation and income and expenditure reserve	-	-	2,890	-	(2,890)	-
<b>Total comprehensive income / (expenditure) for the year</b>	(50)	240	18,323	3,500	(2,890)	19,123
<b>Balance at 1 August 2023</b>	519	1,494	178,434	103	24,790	205,340
Surplus / (Deficit) from the income and expenditure statement	676	(86)	82,859	-	-	83,449
Other comprehensive (expenditure) / income	-	-	(2,597)	(730)	-	(3,327)
Transfers between revaluation and income and expenditure reserve	-	-	2,891	-	(2,891)	-
<b>Total comprehensive income / (expenditure) for the year</b>	676	(86)	83,153	(730)	(2,891)	80,122
<b>Balance at 31 July 2024</b>	1,195	1,408	261,587	(627)	21,899	285,462

The accompanying notes form part of the financial statements.

INSTITUTION STATEMENT OF CHANGES IN RESERVES						
	Endowment	Restricted	Unrestricted	Hedge reserve	Revaluation reserve	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 August 2022</b>	569	1,254	159,282	(3,397)	27,680	185,388
Surplus / (deficit) from the income and expenditure statement	(50)	240	19,780	-	-	19,970
Other comprehensive income / (expenditure)	-	-	(4,270)	3,500	-	(770)
Transfers between revaluation and income and expenditure reserve	-	-	2,890	-	(2,890)	-
<b>Total comprehensive income / (expenditure) for the year</b>	(50)	240	18,400	3,500	(2,890)	19,200
<b>Balance at 1 August 2023</b>	519	1,494	177,682	103	24,790	204,588
Surplus / (Deficit) from the income and expenditure statement	676	(86)	82,730	-	-	83,320
Other comprehensive (expenditure) / income	-	-	(2,597)	(730)	-	(3,327)
Transfers between revaluation and income and expenditure reserve	-	-	2,891	-	(2,891)	-
<b>Total comprehensive income / (expenditure) for the year</b>	676	(86)	83,024	(730)	(2,891)	79,993
<b>Balance at 31 July 2024</b>	1,195	1,408	260,706	(627)	21,899	284,581

The accompanying notes form part of the financial statements.



**CONSOLIDATED AND INSTITUTION STATEMENT  
OF FINANCIAL POSITION**  
YEAR ENDED 31 JULY 2024

	Notes	AS AT 31 JULY 2024		AS AT 31 JULY 2023	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>Non-current assets</b>					
Fixed assets	12	221,493	221,493	226,764	226,764
Investments	14	128	171	128	171
		<u>221,621</u>	<u>221,664</u>	<u>226,892</u>	<u>226,935</u>
<b>Current assets</b>					
Stock	15	341	341	140	140
Trade and other receivables	16	36,797	36,560	35,938	35,675
Investments	17	139,286	139,286	127,252	127,252
Cash and cash equivalents	24	29,522	29,288	22,136	21,782
		<u>205,946</u>	<u>205,475</u>	<u>185,466</u>	<u>184,849</u>
Less: Creditors: amounts falling due within one year	18	(76,708)	(77,161)	(79,786)	(79,964)
<b>Net current assets</b>		<u>129,238</u>	<u>128,314</u>	<u>105,680</u>	<u>104,885</u>
<b>Total assets less current liabilities</b>		<u>350,859</u>	<u>349,978</u>	<u>332,572</u>	<u>331,820</u>
Creditors: amounts falling due after more than one year	19	(51,601)	(51,601)	(51,940)	(51,940)
<b>Provisions for liabilities</b>					
Pension provisions	20	(11,162)	(11,162)	(72,951)	(72,951)
Other provisions	20	(2,634)	(2,634)	(2,341)	(2,341)
<b>Total net assets</b>		<u>285,462</u>	<u>284,581</u>	<u>205,340</u>	<u>204,588</u>
<b>Restricted reserves</b>					
Income and expenditure reserve - endowment reserve	22	1,195	1,195	519	519
Income and expenditure reserve - restricted reserve	23	1,408	1,408	1,494	1,494
<b>Unrestricted reserves</b>					
Income and expenditure reserve – unrestricted		261,587	260,706	178,434	177,682
Revaluation reserve		21,899	21,899	24,790	24,790
Hedge reserve	31	(627)	(627)	103	103
<b>Total reserves</b>		<u>285,462</u>	<u>284,581</u>	<u>205,340</u>	<u>204,588</u>

The accompanying notes form part of the financial statements.

The financial statements were approved by the Council on 13 December 2024 and were signed on its behalf on that date by:

**Rt Hon. the Lord Bradley**  
Chair of Council

**Professor Nic Beech**  
Vice-Chancellor

**Mrs Julie Charge**  
Deputy Chief Executive and  
Chief Finance Officer

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
YEAR ENDED 31 JULY 2024

	NOTES	YEAR ENDED	YEAR ENDED
		31 JULY 2024	31 JULY 2023
		£'000	£'000
<b>Cash flow from operating activities</b>			
Surplus / (Deficit) for the year before taxation		83,449	19,893
<b>Adjustment for non-cash items</b>			
Depreciation	12	16,818	15,519
(Increase) / Decrease in stock		(201)	(109)
(Increase) in debtors		(504)	(7,193)
(Decrease)/Increase in creditors		(4,430)	5,839
Decrease in pension provision		(65,843)	(1,256)
Increase in other provisions		293	535
<b>Adjustment for investing or financing activities</b>			
Investment income	6	(7,994)	(4,537)
Interest payable	9	3,187	3,860
New endowments		(666)	-
Loss on disposal of fixed assets		-	-
Profit on disposal of investments		(6)	-
Deferred capital grant release		(2,698)	(2,458)
<b>Cash flow from operating activities</b>		<u>21,405</u>	<u>30,093</u>
Taxation		-	-
<b>Net cash inflow from operating activities</b>		<u>21,405</u>	<u>30,093</u>
<b>Cash flows from investing activities</b>			
Placement of deposits		(11,934)	(26,516)
Investment income		7,982	4,374
Receipts from disposal of fixed assets		-	-
Receipts from disposal of investments		6	-
Payments made to acquire fixed assets		(10,568)	(22,275)
Deferred capital grants received		3,332	6,323
		<u>(11,182)</u>	<u>(38,094)</u>
<b>Cash flows from financing activities</b>			
Interest paid		(1,644)	(1,705)
Repayments of amounts borrowed		(1,663)	(1,663)
Endowment cash received		470	-
		<u>(2,837)</u>	<u>(3,368)</u>
<b>Decrease in cash and cash equivalents in the year</b>		<u>7,386</u>	<u>(11,369)</u>
Cash and cash equivalents at beginning of the year	24	22,136	33,505
Cash and cash equivalents at end of the year	24	29,522	22,136

The accompanying notes form part of the financial statements.

# STATEMENT OF ACCOUNTING POLICIES

## FOR THE YEAR ENDED 31 JULY 2024

### 1 / ACCOUNTING CONVENTION

The Consolidated and Institution financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education issued 2019. They have also been prepared in accordance with the 'carried forward' powers and duties of previous legislation (Further and Higher Education Act 1992 and the Higher Education Act 2004) and the new powers of the Higher Education and Research Act 2017 during the transition period to 31 July 2019, the Royal Charter, the Accounts Direction issued by the Office for Students (OfS), the Terms and conditions of funding for higher education institutions issued by the OfS and the Terms and conditions of Research England Grant.

The Institution is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable UK laws and accounting standards.

### 2 / BASIS OF PREPARATION

The Consolidated and Institution financial statements have been prepared under the historical cost convention (modified by the revaluation of certain financial assets and derivative financial instruments).

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

The financial statements have been prepared on a going concern basis which the University Council consider to be appropriate for the following reasons.

The University prepares a 5 year financial plan which is updated and approved on an annual basis. The most recent plan was approved on the 5 July 2024 by the University Council. As part of the plan University Council considered the impact of several scenarios on the financial plan and Council adopted a stress testing framework against the plan. The stress testing impacts were measured against loan covenants and potential mitigating actions were identified to reduce expenditure.

Post approval of budget student retention and research and enterprise income has continued to be reviewed. After student enrolment the financial plan for the next two years has been updated and further scenario testing undertaken including plausible downsides in the worst case assessment.

The financial plan has included preparing monthly cash flow forecasts up until July 2026.

The University Council after reviewing the original 5 year financial plan and the groups updated financial plan after

student registration, is of the opinion that, having taken account a range of plausible downsides the group and university have adequate resources to continue for the foreseeable future. The University Council believe the group and University has sufficient funding in place to be compliant with its debt covenants even in downside scenarios.

Consequently, the Council are confident that the Group and University will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of financial statements and therefore have prepared the financial statements on a going concern basis.

The financial statements are prepared in sterling which is the functional currency of the group and rounded to the nearest £'000.

### 3 / EXEMPTIONS UNDER FRS102

The University has taken the exemption under section 3.3 of the SORP (1.12(b) of FRS 102) to not produce a cash flow statement for the Institution in its separate financial statements.

### 4 / BASIS OF CONSOLIDATION

The consolidated financial statements include the University and all its subsidiaries for the financial year to 31 July 2024.

The results of subsidiaries acquired or disposed of during the period are included in the consolidated statement of comprehensive income from the date of acquisition or up to the date of disposal. Intra-group transactions are eliminated on consolidation. Gains or losses on any intra-group transactions are eliminated in full. Amounts in relation to debts and claims between undertakings included in the consolidation are also eliminated. Normal trading transactions that are not settled by the Statement of Financial Position date are included as current assets or liabilities. Any gains or losses are included in the carrying amount of assets of either entity, the part relating to the Institution's share is eliminated.

The consolidated financial statements do not include the income and expenditure of the Students' Union as the University does not exert control or dominant influence over policy decisions.

### 5 / 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 for prompt payment, income receivable is shown net of the discount.

Bursaries and scholarships are accounted for gross as expenditure and not deducted from income. Education contracts are recognised when the University is entitled to the income, which is the period in which students are studying, or where relevant, when performance conditions have been met.

Investment income is credited to the statement of income and expenditure on a receivable basis

Funds the University receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the University where the University is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

### GRANT FUNDING

Government revenue grants including funding council block and research grants are recognised in income over the periods in which the University recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Grants (including research grants) from non-government sources are recognised in 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 statement of financial position and released to income as the conditions are met.

### 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 applied to the individual endowment fund.

There are four main types of donations and endowments with restrictions:

- 1 / Restricted donations - the donor has specified that the donation must be used for a particular objective.
- 2 / 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.

3 / 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.

4 / 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.

### CAPITAL GRANTS

Capital government grants in respect of buildings and equipment are treated as deferred capital grants. Such grants are credited to deferred capital grants and an annual transfer made to the Consolidated Statement of Comprehensive Income and Expenditure over the useful life of the asset, at the same rate as the depreciation charge on the asset for which the grant is awarded. Government research grants are also treated as deferred capital grants with the grants credited to deferred capital grants with an annual transfer made to the Consolidated Statement of Comprehensive Income and Expenditure over the life of the grant, at the same rate as the depreciation charge on the asset for which the grant is awarded. Where part of a capital grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Capital government grants in respect of land and other capital grants and donations from non-government sources are recorded in income when the University is entitled to income subject to any performance related conditions being met.

### 6 / ACCOUNTING FOR RETIREMENT BENEFITS

The four principal pension schemes for the University's staff are the Universities Superannuation Scheme (USS), the Greater Manchester Pension Fund (GMPF), University of Salford Pension Plan (USPP) and the Teachers' Pension Scheme (TPS).

USS, GMPF and TPS schemes are defined benefit schemes, which are externally funded and contracted out of the State Second Pension (S2P). Each of these funds is valued every three years by professionally qualified independent actuaries. USPP is a defined contribution scheme which is contracted out of S2P.

The USS and TPS are multi-employer schemes for which it is not possible to identify the assets and liabilities to the University due to the mutual nature of the scheme and therefore these schemes are accounted for as a defined contribution retirement benefit scheme.

A liability is recorded within provisions for any contractual commitment to fund past deficits within the USS scheme.

### DEFINED CONTRIBUTION PLAN

A defined contribution plan is a post-employment benefit plan under which the company 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



## STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

periods during which services are rendered by employees.

### MULTI-EMPLOYER SCHEMES

Where the University is unable to identify its share of the underlying assets and liabilities in a multi-employer

scheme on a reasonable and consistent basis, it accounts as if the scheme were a defined contribution scheme.

Where the University has entered into an agreement with such a multi-employer scheme that determines how the Institution will contribute to a deficit recovery plan, the University recognises a liability for the contributions payable that arise from the agreement, to the extent that they relate to the deficit, and the resulting expense is recognised in expenditure.

### 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 net position is recognised in the Statement of Financial Position in respect of each scheme and is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date. This net defined position 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.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are

charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as actuarial gains and losses.

The cost of the defined benefit plan, recognised in expenditure as staff costs, except where included in the cost of an asset, comprises the increase in pension benefit liability arising from employee service during the period and the cost of plan introductions, benefit changes, curtailments, and settlements. The net return is calculated by applying the discount rate to the net asset. This cost is recognised in expenditure as investment income.

Further detail is provided on the specific pension schemes in note 30 to the accounts.

### 7 / 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.

### 8 / FINANCE LEASES

Leases in which the University assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases. Leased assets acquired by way of finance leases and the corresponding lease liabilities are initially recognised at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

### 9 / SERVICE CONCESSION ARRANGEMENTS

Nominations held under service concession arrangements are recognised on the Statement of Financial Position at the value of guaranteed nominations as a "Service Concession – Right to Use an Asset" and a corresponding "Service Concession Obligation". The asset and liability are then recognised in the Statement of Comprehensive Income and Expenditure over the life of the guaranteed nomination.

### 10 / 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.

### 11 / 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 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 the Surplus or Deficit (except for differences arising on the retranslation of a financial liability designated as a hedge of the net investment in a foreign operation that is effective, or qualifying cash flow hedges, which are recognised directly in other comprehensive income). 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.

The assets and liabilities of foreign operations are translated to the Group's presentational currency, (sterling), at foreign exchange rates ruling at the Statement of Financial Position date. The revenues and expenses of foreign operations are translated at an average rate for the year where this rate approximates to the foreign exchange rates ruling at the dates of the transactions. Exchange differences arising from this translation of foreign operations are reported as an item of other comprehensive income.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation, while still retaining control, the relevant proportion of the accumulated amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while still retaining significant influence or joint control, the exchange differences shall be recognised in other comprehensive income and accumulated in reserves.

### 12 / FIXED ASSETS LAND AND BUILDINGS

Land and buildings are capitalised at cost on initial recognition.

After initial recognition land and buildings are subsequently measured at cost/deemed cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued at 31 July 2014, the date of transition to 2015 SORP, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Costs incurred in relation to land and buildings after initial purchase or construction, and post the 31 July 2014 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 up to 60 years on the amount at which the tangible fixed asset is included in the Statement of Financial Position less their estimated residual value.

Refurbishment costs are depreciated over 10 years.

Where an item of land and buildings comprise two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement of components is capitalised as incurred.

No depreciation is charged on assets in the course of construction.

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

### EQUIPMENT

Equipment, including computers and software, costing less than £50,000 (prior to 31 July 2013: £20,000) per individual item is written off in the year of acquisition. All other equipment including groups of related items costing more than £50,000 and equipment in respect of the fit out of new buildings is capitalised.

Capitalised equipment is stated at cost and depreciated over its expected useful life as follows:

- / Computer Equipment 3 years
- / Equipment acquired for specific research projects 2-5 years according to the period of the grant.
- / Other Equipment up to 20 years

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

### IMPAIRMENT

A review for potential indicators of impairment is carried out at each reporting date. If events or changes in circumstances indicate that the carrying amount of the property, plant and equipment may not be recoverable, a calculation of the impact is completed and arising impairment values charged against the asset and to the Statement of Comprehensive Income and Expenditure.

### BORROWING COSTS

Borrowing costs are recognised as an expense in the Consolidated Statement of Comprehensive Income and Expenditure in the period in which they are incurred.

### 13 / INTANGIBLE ASSETS

Intangible assets created within the business are not capitalised and expenditure is charged against profits in the year in which it is incurred.

### 14 / INVESTMENTS

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

Investments in associates and subsidiaries are carried at cost less impairment in the University's accounts. Investments in associates are also carried at cost in the consolidated accounts as the University group does not participate in the day to day management of such companies and the value of the holding is not material to the consolidated accounts. Current asset investments are held at fair value with movements recognised in the Surplus or Deficit.

### 15 / FINANCIAL INSTRUMENTS

The Institution has elected to adopt Sections 11 and 12 of FRS 102 in respect of the recognition and measurement of financial instruments. Financial assets and liabilities are recognised when the Institution becomes party

to the contractual provision of the instrument and they are classified according to the substance of the contractual arrangements entered into.

A financial asset and a financial liability are offset only when

## STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

there is a legally enforceable right to set off the recognised amounts and an intention either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

### FINANCIAL ASSETS

Basic financial assets include trade and other receivables, cash and cash equivalents, and investments in commercial paper (i.e. deposits and bonds). These assets are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future

receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest rate method. Financial assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the statement of comprehensive income.

For financial assets carried at amortised cost the impairment loss is the difference between the carrying amount of the asset and the present value of the estimated future cash flows, discounted at the asset's original effective interest rate.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures are initially measured at fair value, which is typically the transaction price. These assets are subsequently carried at fair value and changes in fair value at the reporting date are recognised in the statement of comprehensive income. Where the investment in equity instruments are not publicly traded and where the fair value cannot be reliably measured the assets are measured at cost less impairment.

Financial assets are de-recognised when the contractual rights to the cash flows from the asset expire or are settled or substantially all of the risks and rewards of the ownership of the asset are transferred to another party.

### FINANCIAL LIABILITIES

Basic financial liabilities include trade and other payables, bank loans, and intra-group loans. These liabilities are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or

less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

To the extent that the Institution enters into forward foreign exchange contracts which remain unsettled at the reporting date the fair value of the contracts is reviewed at that date. The initial fair value is measured as the transaction price on the date of inception of the contracts. Subsequent valuations are considered on the basis of the forward rates for those unsettled contracts at the reporting date. The Institution does not apply hedge accounting in respect of forward foreign exchange contracts held to manage cash flow exposures of forecast transactions denominated in foreign currencies.

Financial liabilities are de-recognised when the liability is discharged, cancelled, or expires.

### 16 / DERIVATIVES

Derivatives are held on the Statement of Financial Position at fair value. The University has adopted and complied with the requirements of hedge accounting and as a result movements in fair value are recorded within other comprehensive income.

### 17 / STOCK

Stock is held at the lower of cost and selling price less costs to complete and sell.

### 18 / 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 (maturity being less than three months from the placement date), highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

### 19 / INVESTMENTS

Investments includes certificates of deposit and corporate bonds as well as equity holdings.

Investments are a medium term investments (maturity being greater than 3 months from the placement date for certificates of deposit and corporate bonds)

### 20 / PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions are recognised in the financial statements when:

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



- (c) 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 probable 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 Statement of Financial Position but are disclosed in the notes.

### 21 / TAXATION

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is provided in full on timing differences that exist at the reporting date and that result in an obligation to pay more tax, or a right to pay less tax in the future. The deferred tax is measured at the rate expected to apply in periods in which the timing differences are expected to

reverse, based on the tax rates and laws that are enacted or substantively enacted at the reporting date. Unrelieved tax losses and other deferred tax assets shall be recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax assets and liabilities are not discounted.

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 (VAT). Irrecoverable VAT on expenditure (revenue and capital) 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.

### 22 / RESERVES

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

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

# CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the University's financial statements requires management to make judgements, estimates, and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income, and expenses. These judgements, estimates, and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and judgements are reviewed on an annual basis and the resulting accounting estimates will, by definition, seldom equal the related actual results.

## SIGNIFICANT JUDGEMENTS:

Management considers the areas set out below to be those where critical accounting judgements have been

applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities:

### (a) Income recognition (See Notes 1-5)

Judgement is applied in determining the value and timing of certain income items to be recognised in the financial statements. This includes determining when performance related conditions have been met, and determining the revenues associated with partially delivered courses and training where the activities have not been fully completed at the reporting date.



### (b) Useful lives of property, plant and equipment (See Note 12)

Property, plant and equipment at £22.15m represent nearly 52% of the Institution's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the Institution's reported performance. Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events.

### (c) Impairment of property plant and equipment (See Note 12)

The assets carrying value are reviewed each year end to consider obsolescence and physical damage and also whether future business plans require the carrying value of the assets to be impaired. External valuers have been used to assist in this process where appropriate.

### (d) Accounting for car parking at the Peel Park accommodation (See Note 12)

In autumn 2015 the University entered into a 45 year arrangement with Aberdeen Standard Investments (ASI) for the provision of car parking at the Peel Park accommodation. As the University assumes the risks and rewards of ownership this has been accounted for as a finance lease with a fixed asset net of depreciation to date of £3,796,000 (2022-23 £3,901,000) and liability of £5,461,000 (2022-23 £5,387,000) recognised on the Statement of Financial Position which is then accounted for in accordance with the finance lease accounting policies.

### (e) Accounting for service concession arrangements (See Note 13)

The University has an annual nominations arrangement with Campus Living Villages where it nominates rooms for students on the Peel Park accommodation within the University campus. As detailed in Note 13 the University accounts for this under a service concession arrangement reflecting the value of these nominations within the

Statement of Financial Position with the annual nominations then unwound in the Statement of Comprehensive Income and Expenditure the following financial year. At 31 July 2024 the University recognised an asset and liability of £9.04m.

In 2022-23 the University signed a Deed of Variation with Aberdeen Standard Investments (ASI) and Salford Village Limited allowing the University to develop up to 850 further student accommodation beds. Consequently in respect of academic years 23/24, 24/25, 25/26, 26/27 and 27/28, if the number of available units that are either reserved or allocated to a student or other occupant is fewer than

96% of the available lets for the relevant academic year, the University is required to reserve an additional number of available units in respect of the relevant academic year up to 16% of the total number of available units for these future years.

The University has nominated 100% of rooms for Peel Park Quarter in respect of 2024-25. No nominations have been made in respect of 2025-26 onwards, but for academic years 2018-19 onwards 100% of the rooms have been nominated and it is currently considered unlikely that future nominations will fall below 96% so no additional provision has been made for a potential 16% of available lets in respect of 2025-26, 2026-27 and 2027-28.

### (f) Accounting for hedge arrangements (See Note 21 and 31)

The University has a £20.13m derivative in place in order to fix the interest rate for the period of the loan. The University Council is satisfied that the conditions are met to account for this under hedge accounting so that movements are separately disclosed after surplus after tax within the Consolidated Statement of Comprehensive Income and Expenditure and a separate hedge reserve is created within reserves in the Statement of Financial Position.

## CRITICAL ACCOUNTING ESTIMATES:

### (a) Recoverability of debtors (See Note 16)

The University has a material level of exposure to the collection of trade and tuition receivables. The estimate for receivables of £12.58m is net of a bad debt provision. The University has bad debt provisions in respect of both student and commercial and research debt. The student bad debt provision is calculated on a specific basis according to where the student or the student sponsor is in the debt collection cycle with most debt over 12 months old provided for in full.

The commercial and research debt is also calculated on a specific basis according to where the debt is in the debt collection cycle with most debt over 12 months old provided for in full except for EU funded research grants where the recovery period is longer. The provision basis for both student and commercial and research debt is still considered appropriate in the current economic environment.

### (b) Accounting for retirement benefits

#### (i) Pensions - University Superannuation Scheme (USS) (See Note 20 (A) and 29 (i))

The University has previously recognised a provision for its obligation to fund any deficits arising within the USS. No provision was made at July 2024 following the completion of the 2023 actuarial valuation as from 1st January 2024 no deficit contributions are being made.

#### (ii) Pensions – Enhancement on termination – (TPS) See Note 21 (B)

The University has an £8.8m provision for enhanced pensions for former employees who were members of the TPS. Details of this liability are disclosed in Note 21 (B). This provision is based on management's estimate of the prevailing discount rate and life expectancy at the year end.

#### (iii) Pensions – Greater Manchester Pension Fund (GMPF) – See Note 20 (D) and 29 (ii)

The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. The assumptions are the responsibility of management and are set following advice received from a qualified actuary. The return on the Fund in market value terms for the period to 31 July 2024 is estimated based on actual Fund returns as provided by the Tameside Metropolitan Borough Council (Administering Authority) and index returns, where necessary.

The GMPF actuary has not updated the mortality assumption as at the last formal valuation of 31 March 2022 to reflect the potential effects of Covid-19. This is mainly because there remains uncertainty over the Covid-19 impact on long-term mortality rates for pension scheme members.

Note 29 (ii) indicates the impact of a change in assumptions.

On 25 July 2024, the Court of Appeal dismissed the appeal brought by Virgin Media Ltd against the June 2023 ruling handed down by the High Court relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. This confirms that, as the law currently stands, a plan amendment to a contracted-out scheme without appropriate actuarial confirmation could be void. It is currently not clear if there is any impact on the benefits in LGPS Funds, therefore it is not possible for the University to quantify the Defined Benefit Obligation impact, if any, that the Court Ruling may have and the accounts currently make no allowance for any impact.

At the 31st July 2024 the University's pension asset of £61.4m in respect of the Greater Manchester Pension Fund has not been recognised. The asset is not currently considered recoverable as the cash contributions for 2024-25 are forecast to be higher than the current service cost. At 31 July 2024 the unfunded obligations liability, which represent the cost of funding of previously granted added years, have not been offset against the pension asset as was the case in July 2023 as currently under the terms of the pension agreement there is no right of set off and these future unfunded costs will be paid for by future additional cash contributions.



# NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023		
	Notes	Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000

## 1 / TUITION FEES AND EDUCATION CONTRACTS

Full-time home and EU students		148,671	148,671	147,446	147,446
Full-time international students		55,768	55,768	48,052	48,052
Part-time students		8,503	8,503	8,444	8,444
Other teaching contracts		3,997	3,997	4,687	4,687
Short courses		2,997	1,170	2,684	1,126
Research Training Support Grant		1,081	1,081	1,035	1,035
		<u>221,017</u>	<u>219,190</u>	<u>212,348</u>	<u>210,790</u>

## 2 / FUNDING BODY GRANTS

### Recurrent grant

Office for Students		14,154	14,154	13,573	13,573
Research England		6,192	6,192	6,393	6,393

### Specific grants

Research England		1,687	1,687	551	551
Office for Students Special Initiatives and Hardship Funding		-	-	-	-
Higher Education Innovation Fund		1,416	1,370	1,566	1,566
Deferred capital grants released in year:					
Buildings		1,373	1,373	1,353	1,353
Equipment		311	311	388	388
		<u>25,133</u>	<u>25,087</u>	<u>23,824</u>	<u>23,824</u>

## 3 / RESEARCH GRANTS AND CONTRACTS

Research councils (UK)		1,840	1,840	1,357	1,357
Research charities (UK)		597	597	874	874
Government (UK and EU)		3,193	3,193	2,074	2,074
Industry and commerce (UK)		452	452	299	299
Knowledge Transfer Partnerships		345	345	517	517
Other		1,091	1,091	1,069	1,069
Deferred Capital Grants Released		625	625	473	473
		<u>8,143</u>	<u>8,143</u>	<u>6,663</u>	<u>6,663</u>

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023		
	Notes	Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000

## 4 / TOTAL GRANT AND FEE INCOME

Grant income from the Office for Students		15,712	15,712	15,248	15,248
Grant income from other bodies		16,889	16,842	14,446	14,446
Fee income for taught awards		216,939	216,939	208,630	208,629
Fee income for research awards		1,756	1,756	1,828	1,828
Fee income for non-qualifying courses		2,997	1,171	2,683	1,126
		<u>254,293</u>	<u>252,420</u>	<u>242,835</u>	<u>241,277</u>

Note 4 details the source of grant and fee income included in Note 1 to 3.

## 5 / OTHER INCOME

Residences, catering and conferences		11,805	11,765	10,820	10,779
Other Services Rendered		3,443	3,443	3,973	3,973
Other income		5,542	5,516	5,113	5,089
Deferred capital grants released in year:					
Buildings		174	174	159	159
Equipment		215	215	85	85
		<u>21,179</u>	<u>21,113</u>	<u>20,150</u>	<u>20,085</u>

## 6 / INVESTMENT INCOME

Investment income on endowments	22	5	5	2	2
Other investment income		7,977	7,972	4,372	4,371
Net return on pension scheme		12	12	163	163
		<u>7,994</u>	<u>7,989</u>	<u>4,537</u>	<u>4,536</u>

## 7 / DONATIONS AND ENDOWMENTS

New endowments		666	666	-	-
Donations with restrictions	23	349	349	734	734
Unrestricted donations / donations with performance criteria		91	91	125	125
		<u>1,106</u>	<u>1,106</u>	<u>859</u>	<u>859</u>

**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)**

	Notes	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>8 / STAFF COSTS</b>					
Salaries		114,714	110,903	99,254	96,009
Social security costs		12,417	12,133	10,786	10,546
Movement on USS past service cost on pensions		(1,883)	(1,883)	(1,040)	(1,040)
Enhanced Pension on Termination charge	21	447	447	336	336
Other pension costs	30	25,158	25,106	27,698	27,653
Early Retirement, Voluntary Severance, Redundancy and Mutual Consent Initiative		616	613	(609)	(609)
***					
		<u>151,469</u>	<u>147,319</u>	<u>136,425</u>	<u>132,895</u>

\*\*\* The category Early Retirement, Voluntary Severance, Redundancy and Mutual Consent Initiative includes:

- £243,000 payable or paid to 30 University of Salford staff including staff who were paid under mutual consent initiative (2023; £219,000 to 12 including staff who were paid under the mutual consent initiative);
- £236,000 in respect of the additional future pension cost of taking early retirement for 3 University staff who were members of the Local Government Pension Scheme (2023; £86,000 to 1 staff);

£138,000 increase in the provision for pension enhancements in respect of former staff who were members of the Teacher's Pension Scheme (2023; (£914,000) reduction). The increase in provision is due to a fall in discount rate used to calculate the provision and further details can be found in Note 21(B) Provision for liabilities ; (£4,000) saving on the actual cost of previous year retirements (2023; Nil saving); and £3,000 redundancy costs paid to members of staff who were employed by the subsidiary company Salford Professional Development Limited, (2023; Nil redundancy costs were paid.).



**VICE CHANCELLOR'S REMUNERATION**

The adjacent table shows the costs of all Vice Chancellors. During 2023-24 the University had had two Vice-Chancellors. Professor Helen Marshall was Vice Chancellor until her retirement on the 30th August 2023. Her salary in 2023-24 and 2022-23 was as follows :

	2023-24	2022-23
	£'000	£'000
Salary of Vice-Chancellor (VC)	275	233
Performance related pay bonus	-	-
Benefits in kind	3	5
<b>Total</b>	<u>278</u>	<u>238</u>
Pension Contributions	-	-
<b>Total Emoluments</b>	<u>278</u>	<u>238</u>

Professor Helen Marshall's Benefit in Kind was in respect of private medical care.

From the 1st September to 30th September the Executive Director of Finance and Deputy Chief Executive picked up the responsibilities of Vice Chancellor alongside their existing role and received no additional remuneration.

From the 1st October 2024 Professor Nic Beech was appointed Vice Chancellor.

PROFESSOR HELEN MARSHALL	2023-24	2022-23
	£'000	£'000
Salary of Vice-Chancellor (VC)	27	233
Performance related pay bonus	-	-
Benefits in kind	3	5
<b>Total</b>	<u>30</u>	<u>238</u>
Pension Contributions	-	-
<b>Total Emoluments</b>	<u>30</u>	<u>238</u>

The University has a total group income of £284.6m and employs over 2,700 people. The Council has outlined "Our strategy" and "Operational Performance" earlier in the Integrated Report. In setting the base salary for the Vice-Chancellor, the Remuneration Committee has taken into consideration the depth, breadth and complexity of the role. The Remuneration Committee has undertaken benchmarking across the Higher Education sector, including comparative information relating to the relevant contribution and income groups. The Remuneration Committee also takes into consideration the challenges faced for attraction and retention in a competitive market.

PROFESSOR NIC BEECH	2023-24
	£'000
Salary of Vice-Chancellor (VC)	248
Performance related pay bonus	-
Benefits in kind	-
<b>Total</b>	<u>248</u>
Pension Contributions	-
<b>Total Emoluments</b>	<u>248</u>

The Remuneration Committee agreed with the respective Vice-Chancellor a series of performance objectives for the 2022-23 and 2023-24 academic years, covering the organisational, professional and personal areas of focus necessary to achieve the University's strategic objectives. The Remuneration Committee has delegated authority to make decisions, under the current senior pay framework, on annual non-consolidated pay bonuses between 0% and 5%. No additional performance payment was made in 2023-24. (Nil in 2022-23).

Further information in relation to the Total Remuneration package of the Vice-Chancellor and other senior postholders is available in the [Annual Remuneration Report](#).

The Vice-Chancellor's basic salary is 8.2 [2022-23; 6.6] times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University and its subsidiaries to its staff. The Vice Chancellor's basic salary is 6.8 times the median salary of the University but excluding the subsidiaries.

The Vice-Chancellor's total remuneration is 7.6 [2022-23; 6.0] times the median total remuneration of staff,

where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the University and its subsidiaries to its staff. The Vice Chancellor's remuneration is 6.3 times the median total remuneration of staff for the University but excluding the subsidiaries.

The University has adopted the OfS 2019-20 guidance in respect of calculating the median salary so has excluded agency staff and staff paid under the IR35 legislation from the respective calculations. The calculations also do not include some one-off staff payments where staff are paid for a specific piece of work which were not paid for on an hourly basis and staff on long term sick where they are no longer on full pay. The reasons for non inclusion of these groups in the median calculation are the University had not required the recording of the number of hours taken for individuals who are paid in accordance with the delivery of a piece of work and the University considers that inclusion of staff on long term sick who receive reduced pay would distort the calculation.

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

### 8 / STAFF COSTS (CONTINUED)

#### REMUNERATION OF HIGHER PAID STAFF (INCLUDING THE VICE CHANCELLOR)

Remuneration of higher paid staff, excluding any bonus payments. Pension contributions are shown before any salary sacrifice arrangements. The bandings do not include staff who joined or left part way through the year but would have received salary in these bands in a full year.

	2023-24	2022-23
	No.	No.
£100,000 to £104,999	2	-
£105,000 to £109,999*	1	4
£110,000 to £114,999	2	1
£115,000 to £119,999	3	1
£120,000 to £124,999	-	1
£125,000 to £129,999	1	3
£130,000 to £134,999	2	1
£135,000 to £139,999	1	2
£140,000 to £144,999	-	-
£145,000 to £149,999	1	-
£150,000 to £154,999	-	-
£155,000 to £159,999	-	1
£160,000 to £164,999	2	-
£165,000 to £169,999	-	-
£230,000 to £244,999	-	1
£245,000 to £249,999	1	-
	<u>16</u>	<u>15</u>

\* The 2023-24 number includes 1 member of staff employed by university subsidiary company (2022-23 number includes 1 member of staff employed by a university subsidiary company). The 2022-23 number has been restated to 4 from 3 reflecting the inclusion of payments in lieu of notice when calculating the bandings.

#### AVERAGE STAFF NUMBERS BY MAJOR CATEGORY:

	No.	No.
Academic including technicians	1,252	1,162
Administrative, including clerical and manual	1,499	1,348
	<u>2,751</u>	<u>2,510</u>

The "Administrative, including clerical and manual" category includes 107 staff [ 2022-23; 90] who were employed by Salford Professional Development Ltd (SPD) to provide agency staff largely to the University of Salford.



### KEY MANAGEMENT PERSONNEL

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University. Staff costs include compensation paid to key management personnel.

In 2022-23 the team consisted of Vice- Chancellor, Chief Operating Officer, Pro Vice- Chancellor (PVC) Student Experience, PVC for Academic Development, PVC Research and Innovation, Executive Director of Finance [and also acting as Deputy Chief Executive], Executive Director of Human Resources and Associate Chief Operating Officer.

In 2023-24 the team was as 2022-23 until the 5th September 2023 when it then consisted of Vice - Chancellor, Executive Director of Finance [and also acting as Deputy Chief Executive], Chief Operating Officer, Associate Chief Operating Officer, Pro Vice – Chancellor (PVC) Academic Development, PVC Research and Enterprise , PVC Student Experience and Education, Chief Infrastructure Officer, Chief Academic Services Officer & University Secretary, Chief People Officer, Chief Strategy and Data Officer, PVC and Dean of School, Arts, Media and Creative Technology, PVC and Dean of School, Health and Society, PVC and Dean of Salford Business School, PVC and Dean of School, Science, Engineering and Environment and Associate PVC

YEAR ENDED 31 JULY 2024	YEAR ENDED 31 JULY 2023
£	£
2,734,841	1,533,969

Equity, Diversity and Inclusion. The Chief Operating Officer and Associate Chief Operating Officer left the University Leadership Team at end of September 2023 and end of February 2024 respectively. The role of Executive Director of Finance changed to Deputy Chief Executive and Chief Finance Officer from the end of January 2024 and the Deputy Vice Chancellor and Provost joined the University Leadership Team from early January 2024.

### COUNCIL MEMBERS

In 2023 -24 the Chair of Council was paid £Nil (2022-23; £Nil) as the Chair of Council has waived his remuneration in respect of this role. No other council members have received any remuneration/waived payments from the group during the year (2022-23- none). The total expenses paid to or on behalf of council members was £6,015 in respect of 6 members (2022-23 – £3,522 in respect of 5 members). This represents travel, subsistence and course costs incurred in their role as Council member.

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
Notes	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

### 8a / CHANGE IN USS DEFICIT RECOVERY PLAN

Change in USS deficit recovery plan	(63,437)	(63,437)	-	-
-------------------------------------	----------	----------	---	---

### 9 / INTEREST AND OTHER FINANCE COSTS

Loan interest	1,279	1,279	1,369	1,369
Other	51	79	30	41
Finance lease interest	388	388	382	382
Net charge on pension scheme	1,469	1,469	2,079	2,079
	<u>3,187</u>	<u>3,215</u>	<u>3,860</u>	<u>3,871</u>

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

Notes	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

### 10 / OTHER OPERATING EXPENSES

#### 10a / ANALYSIS OF TOTAL EXPENDITURE BY ACTIVITY

Academic and related expenditure	148,774	147,003	138,802	137,172
Administration and central services	48,994	48,994	46,965	46,965
Premises	40,951	40,951	40,406	40,406
Residences, catering, and conferences (including service concession cost)	13,431	13,376	11,024	10,974
Research grants and contracts	8,147	8,147	6,665	6,665
Other expenses	(59,168)	(59,163)	4,626	4,605
	<u>201,129</u>	<u>199,308</u>	<u>248,488</u>	<u>246,787</u>

External auditors remuneration in respect of statutory audit services	142	124	138	120
---	-----	-----	-----	-----

#### External auditors remuneration in respect of non statutory audit services:

Grant and other audit related services	9	9	5	5
Taxation compliance services	1	1	1	1
Taxation advisory services	-	-	-	-

#### Operating lease rentals:

Land and buildings	3,757	3,757	3,772	3,772
Other	447	447	386	386

The external auditor's costs, in line with guidance, have been disclosed net of VAT though the University is largely unable to recover the VAT incurred.

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	Plan	Consolidated	Plan
	£'000	£'000	£'000	£'000
<b>10b / ACCESS AND PARTICIPATION</b>				
Access investment	3,032	3,337	3,158	1,592
Financial support	4,883	2,621	5,639	2,621
Disability support	856	596	823	589
Research and evaluation	179	100	99	100
	<u>8,950</u>	<u>6,654</u>	<u>9,719</u>	<u>4,902</u>

This note shows the Access and Participation investment as per the requirements of the OfS Monitoring return.

- (i) The Disability support excludes costs already allocated to Access investment and Financial support.
- (ii) £3,136,952 (2022-23 £3,093,000) of these costs are already included in the overall staff figures – see Note 8 (Staff costs).

Access and Participation is the investment undertaken in attracting and recruiting new students to the University (Access) for those students who are classified as Widening Participation (WP) such as BAME, disabled, low income backgrounds, care leavers, mature students etc. Information is collected through this monitoring return for the purposes of:

- Understanding whether providers have met the provisions of the Access agreements in force in 2023-24.
- Transparency, in the interests of students.
- Providers in receipt of the student premium, disabled student premium funding or both are expected to submit a monitoring return so that the university can demonstrate that the funds have been correctly accounted for and have been used appropriately.

Using student analysis data, the proportion of Home/EU students have been determined that are WP classified, and allocated this percentage (60%) [2022-23: 60%] to specific student-facing teams that undertake access activities, to determine an appropriate level of investment.

All disability spend is allocated to specific project codes, which have been used to determine the total investment the University has undertaken for its disabled students. These investments have mainly been within Estates and Student Services.

The University of Salford's Access agreement and 2023-24 Access and Participation Plan can be found at [here](#).

Whilst financial support was above plan by £2.3m, it was £0.76m lower than last year as a new student bursary scheme to tackle the cost of living crisis, which started in 2022-23, was being phased out in 2023-24.

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

### 11 / TAXATION

#### Recognised in the statement of comprehensive income

Current Tax expense	-	-	-	-
---------------------	---	---	---	---

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

### 12 / FIXED ASSETS

Consolidated and University	Freehold Land and Buildings	Leasehold Land and Buildings	Leased Assets	Equipment	Assets in the Course of Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or valuation</b>						
At 1 August 2023	287,019	22,335	4,745	53,592	3,120	370,811
Additions	353	(15)	-	2,398	8,811	11,547
Transfers	-	-	-	2,008	(2,008)	-
Disposals	-	-	-	(110)	-	(110)
<b>At 31 July 2024</b>	<b>287,372</b>	<b>22,320</b>	<b>4,745</b>	<b>57,888</b>	<b>9,923</b>	<b>382,248</b>
<b>Consisting of valuation as at:</b>						
Cost	287,372	22,320	4,745	57,888	9,923	382,248
<b>Depreciation</b>						
At 1 August 2023	93,123	10,629	841	39,454	-	144,047
Charge for the year	11,360	1,018	106	4,334	-	16,818
Disposals	-	-	-	(110)	-	(110)
<b>At 31 July 2024</b>	<b>104,483</b>	<b>11,647</b>	<b>947</b>	<b>43,678</b>	<b>-</b>	<b>160,755</b>
<b>Net book value</b>						
<b>At 31 July 2024</b>	<b>182,889</b>	<b>10,673</b>	<b>3,798</b>	<b>14,210</b>	<b>9,923</b>	<b>221,493</b>
At 31 July 2023	193,896	11,706	3,904	14,138	3,120	226,764

The land and buildings are valued at a mixture of deemed cost, following a revaluation at July 2014, and cost in respect of additions post 1 August 2014.

The freehold land and buildings includes several buildings; Centenary, Adelphi and Faraday House that are not currently in use. No depreciation has been charged in 2023-24 as the market value of these sites exceeds the book value.

### 13 / SERVICE CONCESSION ARRANGEMENTS

The University has one On-Statement of Financial Position arrangement where service delivery has commenced. In November 2013 the University entered into an agreement with Salford Village Limited which (at that time) was comprised of Equitix, Graham Construction, Kier Project Investment and student accommodation operator Campus Living Villages Limited (CLV) to build and run a 1,367 student accommodation village on the Peel Park Campus with the accommodation opened to students from Autumn 2015. The finance for this £85m development was provided by Standard Life Investments (now Aberdeen Standard Investments [ASI]) and CLV will run the accommodation until Summer 2060 at which date the University has the option to purchase the accommodation and head lease for £1. The University has the option to terminate the agreement from Autumn 2020 subject to payment of compensation to Salford Village Limited.

The University is ultimately responsible for the payments of rents under the underlease between Salford Village Limited and ASI (part of abrdn group), as, in the event of default by Salford Village Limited, ASI may demand payment from the University.

Under the terms of the agreement the University entered into an annual nominations agreement with Salford Living Village Limited. Following a review of the transaction this is to be accounted for in accordance with a service concession arrangement.

In December 2023 the University nominated 1,367 rooms in respect of academic year 2024-25 at a cost of £9,037,538. In line with concession accounting a notional current asset (right to use asset) of £9,037,538 and a notional concession liability of £9,037,538 has been created at 31 July 2024. These assets and liabilities will be unwound in "Residencies,

catering and conferences income" and "Other operating expenses" respectively in the Statement of Comprehensive Income and Expenditure in 2024-25.

In December 2022 the University nominated 1,367 rooms in respect of academic year 2023-24 at a cost of £8,511,000. In line with concession accounting a notional current asset (right to use asset) of £8,511,000 and a notional concession liability of £8,511,000 had been created at 31 July 2023. These assets and liabilities have been unwound in "Residencies, catering and conferences income" and "Other operating expenses" respectively in the Statement of Comprehensive Income and Expenditure in 2023-24.

In March 2023 the University entered into a deed of variation with ASI and Salford Village Ltd to allow it to have the option of a further residential arrangement of up to 850 beds. Consequently, in respect of academic years 2023-24,

2024-25, 2025-26, 2026-27 and 2027-28, if the number of available units that are either reserved or allocated to a student or other occupant is fewer than 96% of the available lets for the relevant academic year, the University is required to reserve up to 16% of available lets for these future academic years.

The University has nominated 100% of rooms for Peel Park Quarter in respect of 2024-25. No nominations have been made in respect of 2025-26 onwards, but for academic years 2018-19 onwards 100% of the rooms have been nominated and it is currently considered unlikely that future nominations will fall below 96% so no additional provision has been made for a potential 16% of available lets in respect of 2025-26, 2026-27 and 2027-28.

The University has currently paused the development of a business case to build additional accommodation beds.

### 14 / NON-CURRENT INVESTMENTS

	SUBSIDIARY COMPANIES	INVESTMENT IN SPIN OUTS	OTHER FIXED ASSETS INVESTMENTS	TOTAL
	£'000	£'000	£'000	£'000
<b>Consolidated</b>				
<b>At 1 August 2023</b>	-	128	-	128
Additions	-	-	-	-
Disposals	-	-	-	-
Impairment	-	-	-	-
<b>At 31 July 2024</b>	<b>-</b>	<b>128</b>	<b>-</b>	<b>128</b>
<b>University</b>				
<b>At 1 August 2023</b>	166	5	-	171
Additions	-	-	-	-
Disposals	-	-	-	-
Impairment	-	-	-	-
<b>At 31 July 2024</b>	<b>166</b>	<b>5</b>	<b>-</b>	<b>171</b>

### OTHER NON-CURRENT INVESTMENTS CONSIST OF:

	£'000	% Owned
Salsa Sounds Limited	-	37.36%
Optimum Imaging Limited	-	31.73%
Carbon Air Limited	103	9.04%
Incanthera Plc	20	0.92%
Salford Valve Company Limited	-	0.24%
University Loan to Health and Education Co-operative Limited	5	No Shareholding
	<b>128</b>	





**NOTES TO THE ACCOUNTS FOR THE  
YEAR ENDED 31 JULY 2024 (CONTINUED)**

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

**15 / STOCK**

Building Engineering Stores and Bakery and Brewery	341	341	140	140
--	-----	-----	-----	-----

**16 / TRADE AND OTHER RECEIVABLES**

**Amounts falling due within one year:**

Research grants receivables	2,107	2,107	2,266	2,266
Other trade receivables	12,580	12,412	12,867	12,651
Derivative	-	-	103	103
Other receivables	72	37	90	90
Prepayments and accrued income	13,000	12,966	12,101	12,054
Service concession -				
Right to use an asset	9,038	9,038	8,511	8,511
Amounts due from subsidiary undertaking				
	36,797	36,560	35,938	35,675

**17 / CURRENT INVESTMENTS**

Short term investment in shares and Corporate bonds	1,109	1,109	579	579
Certificates of deposit and corporate bonds	132,763	132,763	121,140	121,140
Short term deposits	5,414	5,414	5,533	5,533
	139,286	139,286	127,252	127,252

The short-term investment in shares and corporate bonds are investments in a number of ethical funds administered by our advisors KW Wealth. Short term deposits are held with banks and building societies operating in the London market and regulated by Prudential Regulatory Authority with three months or more maturity at the transaction date. Certificates of deposit and corporate bonds have a maturity up to 24 months at transaction date. The interest rates for £132,763,000 (2023: £121,140,000) of these deposits are fixed for the duration of the deposit at time of placement. For the remaining £5,414,000 (2023: £5,533,000) interest rates vary.

At 31 July 2024 the weighted average interest rate of these fixed rate deposits including certificates of deposit and corporate bonds was 5.11% (2023: 4.82%) per annum and the remaining weighted average period for which the interest rate is fixed on these deposits was 200 days (2023 234 days). The fair value of these deposits including certificates of deposit and corporate bonds was not materially different from the book value. The investments are placed in accordance with our [Treasury Management policy](#).

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000

**18 / CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

Secured loans	1,663	1,663	1,663	1,663
Service concession Obligations (note 13)	9,038	9,038	8,511	8,511
Trade payables	3,871	3,780	4,380	4,293
Student deposits in advance	14,763	14,763	15,872	15,872
Social security and other taxation payable	3,444	3,444	3,669	3,669
Other payroll creditors	1,924	1,924	2,531	2,531
Accruals and deferred income	39,104	38,223	40,105	39,081
Deferred capital grant	2,469	2,469	2,723	2,723
Student Union Deposit	432	432	332	332
Amounts due to subsidiary undertakings	-	1,425	-	1,289
	76,708	77,161	79,786	79,964

**DEFERRED INCOME** - Included within accruals and deferred income are the following items of income which have been deferred until specific performance related conditions have been met.

Donations	88	88	62	62
Research grants received on account	641	641	468	468
	729	729	530	530

**19 / CREDITORS: AMOUNT FALLING DUE AFTER MORE THAN ONE YEAR**

Deferred capital grant	27,045	27,045	26,422	26,422
Obligations under finance lease	5,461	5,461	5,387	5,387
Derivatives	627	627	-	-
Secured loans banks	18,468	18,468	20,131	20,131
	51,601	51,601	51,940	51,940

Analysis of secured and unsecured loans:

<b>Due within one year or on demand (Note 19)</b>	1,663	1,663	1,663	1,663
Due between one and two years	1,663	1,663	1,663	1,663
Due between two and five years	4,942	4,942	4,970	4,970
Due in five years or more	11,863	11,863	13,498	13,498
<b>Due after more than one year</b>	18,468	18,468	20,131	20,131
<b>Total secured loans</b>	20,131	20,131	21,794	21,794
Secured loans	-	-	21,794	21,794
	-	-	21,794	21,794

Lender	Amount	Interest rate	Borrower
Lloyds	20,131	6.02%	University
	20,131		

**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)**

**20 / PROVISIONS FOR LIABILITIES**

Consolidated and University	(A) Obligation to fund deficit on USS Pension	(B) Pension enhancement on termination	(C) Standardisation of Pension benefits of former University College Salford Staff Benefit Obligations	(D) Net pension liability in the GMPF	Total Pensions Provisions	Other	Total Other
	£'000	£'000	£'000		£'000	£'000	£'000
At 1 Aug. 2023	63,852	8,935	164	-	72,951	2,341	2,341
Additions		138	-	2,200	2,338	-	-
-						-	-
Interest on funds	1,469	447	-		1,916	-	-
Utilised in year	(1,884)	(705)	-		(2,589)	293	293
Disposals in year	(63,437)	-	1		(63,436)	-	-
Unutilised amounts reversed in 23-24	-	-	(18)		(18)	-	-
<b>At 31 July 2024</b>	<b>-</b>	<b>8,815</b>	<b>147</b>	<b>2,200</b>	<b>11,162</b>	<b>2,634</b>	<b>2,634</b>

**(A) USS DEFICIT**

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 income and expenditure account.

Following completion of the 2020 actuarial valuation, a new deficit recovery plan has been agreed of which more detail is given in Note 30 (i). This new deficit plan required deficit payments of 2% of salaries from 1 October 2019 to 30 September 2021, 0% from 1 October 2021 to 31 March 2022, payments of 6.2% of salaries from 1 April 2022 to 31 March 2024 and then payments of 6.3% from 1 April 2024 to 30 April 2038.



**(B) PENSION ENHANCEMENT**

The assumptions for calculating the provision for pension enhancements on termination under FRS 102, are as follows:

	Consolidated and University
Inflation Rate	2.8% (22-23 2.8%)
Interest Rate	4.8% (22-23 5.0%)
Net interest Rate	2.0% (22-23 2.2%)

The provision is for the enhanced pension benefits payable to retired staff who were members of the Teacher's pension scheme. The provision for the enhanced pension benefits payable to retired staff has been calculated using a net interest rate of 2.0% (2022-23 2.2%) The interest on funds has been calculated using an interest rate of 4.8% (2022-23 5.0%)

**(C)** The provision is for the standardisation of pension benefits for former University College Salford Staff so that current members of the TPS pension scheme receive the same ill health and death in service benefits as USS members.

**(D)** Net pension liability in respect of the Greater Manchester Pension Fund (GMPF). See Note 29 (ii) for further details.

**21 / FINANCIAL INSTRUMENTS**

A financial instrument is a contract that gives rise to a financial asset in one entity and a financial liability or equity instrument in another entity. Examples of financial instruments include cash, bank, debtors and creditors, investment and hedging instruments and loans.

**(a)** The University's activities expose it to a variety of financial risks. The main risks to the University's treasury activities are:

**(i) CREDIT AND COUNTERPARTY RISK (SECURITY OF INVESTMENTS);**

Credit risk arises as the University debt is primarily with the Student Loan Company as well as a large number of students and organisations across diverse sectors and geographical areas. This is managed through collecting student debt in instalments and regular communications with customers over outstanding debt.

Counterparty risk is managed through a Treasury Management Policy which has prudence as its primary goal and Finance review the long term rating of the counterparty by independent credit rating agencies before investing any monies with a bank or building society.

**(ii) LIQUIDITY RISK/ REFINANCING RISK (INADEQUATE CASH RESOURCES/ IMPACT OF DEBT MATURING IN FUTURE YEARS)**

As part of its budget process a detailed three year cash flow projection is produced to ensure that the University has adequate resources to meet future commitments. Finance then monitors actual performance against budget on a monthly basis.

**(iii) MARKET OR INTEREST RATE RISK**

The University is exposed to risk in terms of exposure to interest rate movements on borrowings and investments. Movements in interest rates have a complex impact on the University. For instance, a rise in interest rates would mean that for borrowing at variable rates the interest expense charged to the surplus or deficit would rise.

In order to mitigate this risk, the University "hedges" its interest risk using swaps which provide stability against interest rate fluctuations. The total balance below comprises hedging of the Lloyds Bank plc loan facilities through an interest rate swap and the University hedge accounts.

Consolidated and University	2024	2023
	£'000	£'000
Fair Value liability of derivative at 1 August	103	(3,397)
Change in fair value	(730)	3,500
Fair value (Liability) / Asset of derivative at 31 July	(627)	103

For Investments at variable rates the interest income credited to the surplus or deficit will rise so the University invests cash for a variety of different periods up until 24 months.

**(iv) INFLATION RISK (EXPOSURE TO INFLATION)**

The University is exposed to general economic inflation which then results in pay pressures. The University's ability to control this is limited but it manages this through prudent budget setting and inclusion of contingencies on capital projects.

**(v) FOREIGN EXCHANGE RISK.**

The university manages this by keeping the holdings of foreign currency to a minimum with holdings just sufficient to meet known liabilities.



**NOTES TO THE ACCOUNTS FOR THE  
YEAR ENDED 31 JULY 2024 (CONTINUED)**

**21 / FINANCIAL INSTRUMENTS (CONTINUED)**

The Group's income, expense, gains and losses in respect of financial instruments are summarised below:

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>FINANCIAL ASSETS</b>				
<b>Measured at undiscounted amount receivable</b>				
<i>Trade and other receivables</i>	27,759	27,522	27,324	27,061
<b>Measured at amortised cost</b>				
<i>Investments</i>	138,177	138,177	126,673	126,673
<i>Cash and cash equivalents</i>	29,522	29,288	22,136	21,782
<i>Stock</i>	341	341	140	140
<i>Right to use an asset under service concession arrangements</i>	9,038	9,038	8,511	8,511
<b>Measured at fair value through income and expenditure</b>				
<i>Investment in investment funds</i>	1,109	1,109	579	579
<b>Measured at fair value through Statement of Comprehensive Income</b>				
<i>Derivative financial assets</i>	-	-	103	103
<b>Equity investments measured at cost less impairment</b>				
<i>Non-current asset investments in unlisted equity instruments</i>	128	171	128	171
	<u>206,074</u>	<u>205,646</u>	<u>185,594</u>	<u>185,020</u>

**21 / FINANCIAL INSTRUMENTS (CONTINUED)**

**FINANCIAL LIABILITIES**

**Measured at undiscounted amount payable**

<i>Trade and other creditors</i>	63,538	63,991	66,889	67,067
----------------------------------	--------	--------	--------	--------

**Measured at amortised cost**

<i>Loans and finance leases payable</i>	20,131	20,131	21,794	21,794
<i>Obligations under finance lease</i>	5,461	5,461	5,387	5,387
<i>Obligations under service concession agreements</i>	9,038	9,038	8,511	8,511
<i>Deferred capital grants</i>	29,514	29,514	29,145	29,145

**Measured at fair value through Statement of Comprehensive Income**

<i>Derivative financial liabilities</i>	627	627	-	-
	<u>128,309</u>	<u>128,762</u>	<u>131,726</u>	<u>131,904</u>

The derivative balance shown above relates to a "receive floating, pay fixed" interest rate swap measured at fair value through income and expenditure. The floating rate swap is three month's LIBOR, with the fixed rate 6.02% (6.02% in 2022-23). The Group settles the swaps quarterly, with the difference between the fixed and floating interest rates settled on a net basis.

	YEAR ENDED 31 JULY 2023		YEAR ENDED 31 JULY 2024	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>INTEREST INCOME AND (EXPENSE)</b>				
Total interest income for financial assets at amortised cost	7,982	7,977	4,537	4,536
Total interest expense for financial liabilities at amortised cost	(1,667)	(1,667)	(1,781)	(1,792)
	<u>6,315</u>	<u>6,310</u>	<u>2,756</u>	<u>2,744</u>
On investments assets measured at fair value through income and expenditure	65	65	(8)	(8)
On hedging financial instruments through Statement of Comprehensive Income	(730)	(730)	3,500	3,500
	<u>(665)</u>	<u>(665)</u>	<u>3,492</u>	<u>3,492</u>



**NOTES TO THE ACCOUNTS FOR THE  
YEAR ENDED 31 JULY 2024 (CONTINUED)**

**22 / ENDOWMENT RESERVES**

Restricted net assets relating to endowments are as follows:

	RESTRICTED PERMANENT ENDOWMENTS	EXPENDABLE ENDOWMENTS	2024	2023
	£'000	£'000	Total £'000	Total £'000
<b>At 1 August 2023</b>				
Capital	3	334	337	337
Accumulated income	15	167	182	232
	18	501	519	569
New endowments	-	666	666	-
Investment income	-	5	5	2
Expenditure	-	(56)	(56)	(44)
	-	615	615	(42)
(Decrease) / Increase in market value of investments	2	59	61	(8)
<b>At 31 July 2024</b>	20	1,175	1,195	519
<b>Represented by:</b>				
Capital	3	987	990	337
Accumulated income	17	188	205	182
	20	1,175	1,195	519
<b>Analysis by type of purpose:</b>				
Scholarships and bursaries	-	511	511	210
Research support	-	336	336	3
Prize funds	16	-	16	15
General	4	328	332	291
	20	1,175	1,195	519
<b>Analysis by asset</b>				
Current asset investments			1,195	519



**23 / RESTRICTED RESERVES**

Reserves with restrictions are as follows:

	2024	2023
	Total £'000	Total £'000
<b>At 1 August 2023</b>	1,494	1,254
New grants/ research grants	6	19
New donations	349	734
Income	-	-
Expenditure – Revenue	(441)	(337)
Expenditure - Capital	-	(176)
	(86)	240
<b>At 31 July 2024</b>	1,408	1,494
<b>Analysis of other restricted funds /donations by type of purpose:</b>		
Prizes	30	31
Scholarships and bursaries	324	341
Research support	50	18
General	1,004	1,104
	1,408	1,494

**24 / CASH AND CASH  
EQUIVALENTS**

	AT 31 JULY 2023	CASH FLOWS	AT 31 JULY 2024
	£'000	£'000	£'000
<b>Consolidated</b>			
Cash and cash equivalents	22,136	7,386	29,522



**NOTES TO THE ACCOUNTS FOR THE  
YEAR ENDED 31 JULY 2024 (CONTINUED)**

**25 / CONSOLIDATED RECONCILIATION OF NET DEBT**

	£'000	
<b>Net Debt at 1 August 2023</b>	(13,453)	
Movement in cash and cash equivalents	7,386	
Repayment of amounts borrowed	1,663	
Finance Lease movement	(74)	
Derivative payment	-	
Other non cash changes	(1,257)	
<b>Net Debt at 31 July 2024</b>	(5,735)	
<b>Change in Net Debt</b>	7,718	
<b>Analysis of Net Debt</b>	<b>At 31 July 2024</b>	<b>At 31 July 2023</b>
	<b>£'000</b>	<b>£'000</b>
<b>Cash and Cash Equivalents</b>	29,522	22,136
<b>Borrowings: amounts falling due within one year</b>		
Secured Loans	(1,663)	(1,663)
Obligations under finance leases	-	-
Service Concession arrangements	(9,038)	(8,511)
	(10,701)	(10,174)
<b>Borrowings: amounts falling due after one year</b>		
Obligations under finance leases	(5,461)	(5,387)
Derivatives	(627)	103
Secured Loans	(18,468)	(20,131)
	(24,556)	(25,415)
<b>Net Debt</b>	(5,735)	(13,453)

**25 / CONSOLIDATED RECONCILIATION OF NET DEBT (CONTINUED)**

The University's treasury policy is to hold relatively low levels of cash but instead hold certificates of deposit and corporate bonds which, if required, can be easily converted to cash – See Note 17. The impact of this on overall funding is as follows:

	£'000	
<b>Net Funds at 1 August 2023</b>	113,799	
Movement in cash and current investments	19,420	
Repayment of amounts borrowed	1,663	
Finance Lease movement	(74)	
Derivative payment	-	
Other non cash changes	(1,257)	
<b>Net Funds at 31 July 2024</b>	133,551	
<b>Change in Net Funds</b>	19,752	
<b>Analysis of Net Funds</b>	<b>At 31 July 2023</b>	<b>At 31 July 2023</b>
	<b>£'000</b>	<b>£'000</b>
Cash and Cash Equivalents	139,286	22,136
<b>Current investments</b>	29,522	127,252
	168,808	149,388
<b>Borrowings: amounts falling due within one year</b>		
Secured Loans	(1,663)	(1,663)
Obligations under finance leases	-	-
Service Concession arrangements	(9,038)	(8,511)
	(10,701)	(10,174)
<b>Borrowings: amounts falling due after one year</b>		
Obligations under finance leases	(5,461)	(5,387)
Derivatives	(627)	103
Secured Loans	(18,468)	(20,131)
	(24,556)	(25,415)
<b>Net Funds</b>	133,551	113,799

**26 / CAPITAL AND OTHER COMMITMENTS**

Provision has not been made for the following capital commitments at 31 July:

	31 JULY 2024		31 JULY 2023	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Commitments contracted for	3,640	3,640	1,123	1,123



**NOTES TO THE ACCOUNTS FOR THE  
YEAR ENDED 31 JULY 2024 (CONTINUED)**



**27 / LEASE OBLIGATIONS**

**CONSOLIDATED**

Total rentals payable under operating leases:

	LAND AND BUILDINGS £'000	PLANT AND MACHINERY £'000	31 JULY 2023 £'000	31 JULY 2022 £'000
<b>Payable during the year</b>	3,757	447	4,204	4,158
<b>Future minimum lease payments due:</b>				
Not later than 1 year	3,740	196	3,936	4,001
Later than 1 year and not later than 5 years	14,777	784	15,561	14,744
Later than 5 years	24,186	196	24,382	27,822
<b>Total lease payments due</b>	<b>42,703</b>	<b>1,176</b>	<b>43,879</b>	<b>46,567</b>

**UNIVERSITY**

Total rentals payable under operating leases:

	LAND AND BUILDINGS £'000	PLANT AND MACHINERY £'000	31 JULY 2023 £'000	31 JULY 2022 £'000
<b>Payable during the year</b>	3,757	447	4,204	4,158
<b>Future minimum lease payments due:</b>				
Not later than 1 year	3,740	196	3,936	4,001
Later than 1 year and not later than 5 years	14,777	784	15,561	14,744
Later than 5 years	24,186	196	24,382	27,822
<b>Total lease payments due</b>	<b>42,703</b>	<b>1,176</b>	<b>43,879</b>	<b>46,567</b>

**28 / SUBSIDIARY UNDERTAKINGS**

The subsidiary companies (all of which are registered in England & Wales), wholly-owned or effectively controlled by the University, are as follows:

COMPANY	PRINCIPAL ACTIVITY	STATUS
University of Salford Enterprises Limited	Business Development, Consultancy and Investment management	100% owned
Salford Professional Development Limited	Delivery of training and provision of agency services which match students and graduates to jobs in the University and wider community.	100% owned
Skyscope Limited	Dormant at 31 July 2024	100% owned
Salford University Services Limited [formerly called Salford University Purchasing Services Limited]	Dormant at 31 July 2024	100% owned
University of Salford (Health Services Training) Limited	Dormant at 31 July 2024	100% owned
Salford Digital Futures Limited	Dormant at 31 July 2024	100% owned

The University of Salford Enterprises Limited (Company Registration number 02309360) is exempt from audit under the requirements of S479A of the Companies Act by virtue of the University of Salford guaranteeing all liabilities to which University of Salford Enterprises is subject to at the 31st July 2024 until they are satisfied in full.

**29 / PENSION SCHEMES**

Four schemes are currently in operation:

- / Universities' Superannuation Scheme (USS)
- / Greater Manchester Pension Fund (GMPF)
- / University of Salford Pension Plan (USPP)
- / Teachers Pension Scheme (TPS)

The three main schemes are USS, GMPF and TPS, which are defined-benefit schemes contracted out of the State Second Pension (S2P) the assets of which are held in separate trustee administered funds and USPP which is a defined contribution scheme contracted out of S2P.

The table below analyses expenditure on "Other pension costs" detailed in Note 8 by pension fund:

	YEAR ENDED 31 JULY 2024		YEAR ENDED 31 JULY 2023	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
USS	19,413	19,413	20,675	20,675
GMPF	3,072	3,072	5,096	5,096
TPS	216	216	229	229
USPP	2,405	2,405	1,653	1,653
Other	52	-	45	-
	<b>25,158</b>	<b>25,106</b>	<b>27,698</b>	<b>27,653</b>

**29 / PENSION SCHEMES (CONTINUED)**

**(i) UNIVERSITIES' SUPERANNUATION SCHEME (USS)**

The institution participates in the USS which is the main scheme covering most academic and academic related staff and senior professional service staff. The Scheme is a hybrid pension scheme, providing defined benefits (for all members) as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The institution is therefore 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. As required by Section 28 of FRS 102 "Employee benefits", the institution therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme and the deficit recovery contributions payable under the scheme's Recovery Plan.

Where a scheme valuation determines that the scheme is in deficit on technical provision basis (as was the case following the 2020 valuation), the trustees of the scheme must agree a Recovery Plan that determines how each employer within the scheme will fund an overall deficit. The institution recognises a liability for the contributions payable that arise from such an agreement (to the extent that they relate to a deficit) with related expenses being recognised through the income statement

The total cost charged to the Income and Expenditure account is for both Consolidated and University £19,103,000 (2023: £20,675,000) including PensionChoice.

Deficit recovery contributions due within one year for both Consolidated and University are £Nil (2023: £4,707,000)

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

Since the institution cannot identify its share of Retirement Income Builder (defined benefit) assets and liabilities, the following disclosure reflect those 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 adopt a statutory funding objective, which is 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. More detail is set out in [the statement of funding principles](#).

**CPI Assumption**  
3.0% p.a. (based on 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.

Benefits with no cap :  
CPI assumption plus 3bps

**Pensions increase**  
(Subject to a floor of 0%)  
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 assumption used relates 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:

**2023 Valuation**

**Mortality base table**  
101% of S2PMA "light" for males and 95% of S3PFA for females

**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.



**29 / PENSION SCHEMES (CONTINUED)**

The current life expectancies on retirement at age 65 are:

	2024 Valuation	2023 Valuation
Males currently aged 65 (years)	23.7	24.0
Females currently aged 65 (years)	25.6	25.6
Males currently aged 45 (years)	25.4	26.0
Females currently aged 45 (years)	27.2	27.4

**(ii) GREATER MANCHESTER PENSION FUND (GMPF)**

The University participates in the GMPF, which is an externally funded defined benefit pension scheme, which is contracted out of the State Second Pension, where contributions payable are held in a trust separately from the University. This was available to all professional service staff who were on grade 6 and below.

The last full actuarial valuation was performed as at 31 March 2022 and the results were rolled forward to the 31 July 2024 year end. Under the definitions set out in FRS 17, the GMPF meets the definition of a multi-employer defined benefit pension scheme. The actuary of the scheme has identified the University's share of its assets and liabilities as at 31 July 2024 using the roll forward methodology.

The pension scheme assets are held in a separate Trustee-administered fund to meet long-term pension liabilities to past and present employees. The trustees of the fund are required to act in the best interest of the fund's beneficiaries. The appointment of trustees to the fund is determined by the scheme's trust documentation. The trustees are responsible for setting the investment strategy for the Scheme after consultation with professional advisers.

During the accounting period, the University paid contributions to the pension scheme at a rate of 20.6%, falling to 19.7% from 1 April 2023,

The financial assumptions used to calculate scheme liabilities under FRS102 are:

	At 31 July 2024	At 31 July 2023
	%pa	%pa
Rate of increase in salaries	3.55%	3.8%
Rate of increase of pensions in payment for members (CPI)	2.75%	3.0%
Discount rate	5%	5.05%

The assumptions have been determined on the basis that the duration of the University's funded obligations is 19 years.

The most significant non-financial assumption is the assumed level of longevity. The recent changes in global and UK economic pressures and tightening of monetary policy have had a significant impact on asset markets and corporate bond yields, which are key to the FRS102 assessment of the net pension asset or liability.

In particular, AA corporate bond yields, used to set the FRS102 discount rate, have increased significantly, with corresponding falls in asset values. The markets have been exceptionally volatile and therefore both gross defined benefit obligations (liabilities) and assets have fallen.

The table below shows the life expectancy assumptions used in the accounting assessments based on the life expectancy of male and female members at age 65.



## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

### 29 / PENSION SCHEMES (CONTINUED)

The table below shows the life expectancy assumptions used in the accounting assessments based on the life expectancy of male and female members at age 65.

	Pensioner (male)	Non-pensioner (male) currently aged 45	Pensioner (female)	Non-pensioner (female) currently aged 45
At 31 July 2023	19.8	20.8	23.2	24.7
At 31 July 2024	19.8	20.7	23.1	24.6

- Future Pensioners (45 years from the last triennial valuation)
- Current Pensioners (65 years from last triennial valuation)

The above ages represent the latest Fund valuation at the Statement of Financial position date.

#### Scheme assets and expected rate of return for GMPF

The expected return on assets has been derived as the weighted average of the expected returns from each of the main asset classes (i.e. equities and bonds). The expected return for each asset class reflects a combination of historical performance analysis, the forward looking views of the financial markets (as suggested by the yields available) and the views of investment organisations.

	At 31 July 2024	At 31 July 2023*	Fair value as at 31 July 2022
	£'000	£'000	£'000
Equities	162,458	156,288	154,333
Government bonds	35,836	31,258	34,044
Property	21,502	17,861	20,426
Cash	19,113	17,861	18,157
<b>Total</b>	<b>238,909</b>	<b>223,268</b>	<b>226,960</b>

\* The assets are pre the surplus restriction.

The tables overleaf include, where applicable, disclosures for GMPF and ex-gratia pension combined to enable clear presentation. The ex-gratia pensions account for £2,200,000 (2023: £2,384,000) of the total liabilities of £179,744,000 (2023: £175,526,000).



### 29 / PENSION SCHEMES (CONTINUED)

YEAR ENDED  
31 JULY 2023

YEAR ENDED  
31 JULY 2023

£'000

£'000

#### Analysis of the amount shown in the Statement of Financial Position for GMPF

Scheme assets	238,909	223,268
Scheme liabilities - funded	(177,544)	(175,526)
Scheme liabilities – unfunded	(2,200)	(2,384)
Surplus pre restriction	59,165	47,742
Effect of surplus restriction (Assets ceiling)	(61,365)	(47,742)
<b>Deficit in the scheme</b>	<b>(2,200)</b>	<b>-</b>

At 31 July 2024 the ceiling has been restricted to the difference between the scheme assets and funded liabilities as the unfunded liabilities cannot be offset against the scheme assets.

Current service cost	3,072	5,096
Past service costs	236	86
Total operating charge:	<b>3,308</b>	<b>5,182</b>

#### Analysis of the amount charged to interest (payable) / credited to other finance income for GMPF and ex-gratia pensions

Interest cost	(8,794)	(7,757)
Expected return on assets	11,217	7,920
Interest adjustment on the effect of the asset ceiling	(2,411)	-
<b>Net return / (charge) to other finance income</b>	<b>12</b>	<b>163</b>

#### Analysis of other comprehensive (expenditure) / income for GMPF and ex-gratia pensions:

Return on assets excluding amounts in net interest	6,840	(5,300)
Other experience	(5,475)	(9,759)
Changes in financial assumptions	6,890	52,347
Changes in demographic assumptions	360	6,184
Surplus restrictions	(11,212)	(47,742)
<b>Total other comprehensive (expenditure) / income before deduction for tax</b>	<b>(2,597)</b>	<b>(4,270)</b>

#### HISTORY OF EXPERIENCE GAINS AND LOSSES – GMPF

31 JULY  
2024

31 JULY  
2023

31 JULY  
2022

31 JULY  
2021

31 JULY  
2020

#### Difference between actual and expected return on scheme assets:

Amount (£m)	6,840	(5,300)	13,423	32,539	(14,710)
% of assets at end of year	2.9	(2.4)	5.91	15.4	(8.4)

#### Experience (losses)/ gains on scheme liabilities:

Amount (£m)	(5,475)	(9,759)	(12,191)	3,794	11,057
% of liabilities at end of year	(3.0)	(5.56)	(5.50)	1.20	4.5



## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

### 29 / PENSION SCHEMES (CONTINUED)

	AT 31 JULY 2024	AT 31 JULY 2023
	£'000	£'000
<b>Cumulative actuarial gain / (loss) recognised as other comprehensive income for GMPF</b>		
Cumulative actuarial gains / (losses) recognised at the start of the year	76,487	80,757
Cumulative actuarial gains recognised at the end of the year	73,890	76,487
<b>Analysis of movement in surplus / (deficit) for GMPF</b>		
Surplus / (Deficit) at beginning of year	-	5,156
Contributions or benefits paid by the University	3,693	4,133
Current service cost	(3,072)	(5,096)
Past service cost	(236)	(86)
Other finance return / (charge)	12	163
Loss recognised in other comprehensive income post asset ceiling restriction	(2,597)	(4,270)
<b>Deficit at the end of year</b>	<b>(2,200)</b>	<b>0</b>

	YEAR TO 31 JULY 2024	YEAR TO 31 JULY 2023
	£'000	£'000
<b>Analysis of movement in the present value of GMPF</b>		
<b>Present value of GMPF at the start of the year</b>	(175,526)	(221,804)
Current service cost	(3,072)	(5,096)
Past service cost	(236)	(86)
Interest cost on defined benefit obligation	(8,794)	(7,757)
Actual member contributions (including notional contributions)	(1,149)	(1,160)
Actuarial gain	1,775	54,010
Actual benefit payments	7,258	6,367
<b>Present value of GMPF liabilities at the end of the year</b>	<b>(179,744)</b>	<b>(175,526)</b>

During 2023-24 the difference between current service costs and employer contributions in respect of funded contributions was £369,000 (2022-23; £1,196,000).

<b>Analysis of movement in the fair value of scheme assets</b>		
<b>Fair value of assets at the start of the year</b>		
Expected return on assets	11,217	7,920
Actuarial gain/(loss) on assets	6,840	(10,538)
Actual contributions paid by University in respect of funded benefits	3,441	3,900
Actual contributions paid by University in respect of unfunded benefits	252	233
Actual member contributions (including notional contributions)	1,149	1,160
Actual benefit payments	(7,258)	(6,367)
<b>Fair value of scheme assets at the end of the year</b>	<b>238,909</b>	<b>223,268</b>

GMPF's assets do not include any of the University's own financial instruments, or any property occupied by the University.

### 29 / PENSION SCHEMES (CONTINUED)

	YEAR TO 31 JULY 2024	YEAR TO 31 JULY 2023
	£'000	£'000
<b>Actual return on scheme assets</b>		
Expected return on scheme assets	8,806	7,920
Asset (loss)/ gain	6,840	(10,538)
	<u>15,646</u>	<u>(2,618)</u>

The following table highlights the sensitivities regarding the assumptions used to measure the scheme liabilities.

CHANGE IN ASSUMPTIONS AT 31 JULY 2024	APPROXIMATE % INCREASE TO DEFINED BENEFIT OBLIGATION	APPROXIMATE MONETARY AMOUNT (£'000)
0.1% decrease in Real Discount Rate	2%	3,453
1 year increase in member life expectancy	4%	7,190
0.1% increase in the salary increase Rate	0%	130
0.1% increase in Pension increase Rate (CPI)	2%	3,392

Estimated contributions for GMPF in the Financial Year 2024-25 are £3,539,000 (2023-24 £3,523,000).

Since the 1 August 2019 new staff joining the University will no longer be eligible to join GMPF scheme but will be able to join the University of Salford Pension Plan instead.

#### (iii) UNIVERSITY OF SALFORD PENSION PLAN (USPP)

The University of Salford Pension Plan is a defined contribution scheme that is administered by Aviva and was launched on the 1 April 2019. From 1 August 2019 all staff who were on grade 6 and below are automatically enrolled into USPP. The University of Salford pays fixed amounts to a separate legal entity Aviva and has no legal or constructive obligation to pay further amounts. The amounts charged to the Statement of Comprehensive Income & Expenditure represent the contributions payable to Aviva.

The University contribution rate is 9% with the University also matching an individual's contributions up to 4%.

#### (iv) TEACHERS' PENSION SCHEME (TPS)

The Teachers' Pension Scheme (TPS or scheme) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended), and the Teachers' Pension Scheme Regulations 2014 (as amended). These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

#### The Teachers' pension budgeting and valuation account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – contributions from members, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Acts.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

#### Valuation of the Teachers' Pension Scheme

The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2020. Following the results of the valuation TPS employers contributions will increase from 23.68% to 28.68% from 1 April 2024.

A copy of the latest valuation report can be found by following this link to [Teachers' Pension Scheme website](#).

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 JULY 2024 (CONTINUED)

### 30 / CONTINGENT LIABILITIES

In December 2023 the University entered into a nomination agreement with Campus Living Villages Limited (CLV) where the University guarantees 100% occupancy (744 beds) at the John Lester and Eddie Colman accommodation for the period from September 2024 to either June 2025 or August 2025, depending on the room type, at a cost of £4.3mm. CLV will continue to enter into tenancy agreement directly with the student and collect the monies from the student with the University only liable if the accommodation is not 100% occupied or the student defaults on the payment.

No provision has been made at the year end as the risk of a material liability arising is considered unlikely.

The Department for Education has agreed to provide a grant of £7.7m to part-fund the Greater Manchester Institute of Technology building on the University campus and at 31 July 2024 £0.8m has been drawn down. Under the terms of the grant the building must be used for 30 years and the equipment for 5 years post practical completion and if these terms are not met then the DfE has the right to recover funding on a sliding scale of 5 years for the equipment and 30 years for the build. No provision has been made at the year as the risk of repayment is considered unlikely.



### 31 / HEDGE RESERVE MOVEMENTS

Consolidated and University	£'000
At 1 August 2023	103
Loss in fair value of hedging financial instruments	(730)
<b>At 31 July 2024</b>	<b>(627)</b>

### 32 / RELATED PARTY TRANSACTIONS

The University council members are the trustees for charitable law purposes. Due to the nature of the University's operations and the compositions of the Council (being drawn from local public and private sector organisations) and Senior Leadership Team, it is inevitable that transactions will take place with organisations in which a member of the Council or Senior Leadership Team may have an interest. All such transactions are conducted at arm's length and in accordance with the University's Financial Regulations and usual Procurement procedures.

The University undertook transactions with the following private organisations, public sector bodies, charities and not

for profit organisations to which Council members, members of the Vice Chancellor's Executive Team and Deans of School had connections. Only transactions or balances over £50k and where a member of University key management personnel holds a senior role influencing the running of the related party are listed below

The University has taken advantage of the exemption within FRS102 Section 33 "Related Party Disclosures" and not disclosed transactions with wholly owned group entities.

	Income recognised within the financial statements	Expenditure recognised within the financial statements	Balance due to the University recognised within the financial statements	Balance due from the University recognised within the financial statements
Advance HE	110	158,209	-	14,700
British University of Bahrain	555,458	-	-	-
Greater Manchester Integrated Care Board	86,021	-	-	-
Hasilwood Management Services Ltd	-	80,545	-	-
Manchester University NHS Foundation Trust	51,533	-	-	-
Salford City Council	129,267	87,487	10,240	-
UM Association Ltd	-	585,513	-	-

### 32 / RELATED PARTY TRANSACTIONS (CONTINUED)

#### ADVANCE HE

Advance HE is a member-led, sector-owned charity that works with institutions and higher education across the world to improve higher education for staff, students and society. One member of the ULT is on the board of directors and another is a committee member.

#### BRITISH UNIVERSITY OF BAHRAIN

The British University of Bahrain is a private university located in the Kingdom of Bahrain. Established in 2018 in partnership with the University of Salford, it awards undergraduate British degrees. A member of council is on the Governors board.

#### GREATER MANCHESTER INTEGRATED CARE BOARD

Greater Manchester Integrated Care Board works with NHS organisations across Greater Manchester to form provider collaboratives in the borough. One member of council is a non-executive director for GM ICB.

#### HASILWOOD MANAGEMENT SERVICES LTD

Hasilwood Management Services Ltd provides insurance acquiring services to UM Association Ltd. One member of ULT is a director of Hasilwood Management Services Ltd.

#### MANCHESTER UNIVERSITY NHS FOUNDATION TRUST

Manchester University NHS Foundation Trust was formed on 1st October 2017 following the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM). The University provides training course and collaborates in research projects. One council member is a non-executive director of the Trust.

#### SALFORD CITY COUNCIL

Salford City Council provide services to people who live, work and visit Salford. Services will include schools, family services, highways, housing, recreation and sport, environmental health and building and development control. The University provides social work training and pays rates. Two council members are Councillors of Salford City Council.

#### UM ASSOCIATION LTD

UM Association Ltd provides insurance services to universities and higher and further education colleges and institutions. One member of ULT has declared an association with UM Association Ltd.

Other related parties have been identified however there have been no transactions with these parties in the year. In addition to the above The Salford University Students' Union is an independent organisation largely funded by the University.

The financial transactions between the two organisations can be summarised as: -

	2023-24	2022-23
	£'000	£'000
Annual Grant Paid to Students' Union from University	1,282	1,234
Grants to student union for specific projects	115	144
Payments made to the Students' Union from the University for services provided	106	60
Payments made to the University from Students' Union for services provided	(57)	(63)

At 31 July 2024 Students' Union had £432,000 (2023: £332,000) invested with the University of Salford as detailed in Note 19. At 31 July 2024, the University had a creditor with the Students' Union of £4,566 (2023: £6,037) and a debtor with the Students' Union of £535 (2023: £5,334).





University of  
**Salford**  
MANCHESTER

**BECOME  
UNSTOPPABLE**