

Registered number: 07165333

Global Banking School Limited

# Annual Report and Financial Statements

For the year ended 28 February 2023

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**GBS**  
GLOBAL APPLIED KNOWLEDGE

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# Foreword

*from*

**Prof. Ray Lloyd**

**Prof. Mary Malcolm**

It has been another remarkable year for GBS, a year not only of significant growth but also substantial change. Another year in which I need to express my thanks, and pay tribute, to all of the staff, who have been dedicated to delivering on our mission of providing transformative education to people who are unable to access higher education with more traditional providers.

Both academic and corporate governance have seen considerable change this year, following a commissioned external review. Academic Board has been reconstituted and has a new Academic Standards and Quality sub-committee which will, inter alia, monitor all of the conditions of registration. At the same time, our corporate governance has been completely redesigned, with the Executive Board being replaced by a Board of Directors with an independent chair, Professor Mary Malcolm. The review also established two new sub-committees, Audit and Risk Committee and Finance and Resources Committee. The former also having an independent chair, Professor Roger King.

We have made several key investments in our staffing to ensure that we can successfully support our students to achieve their desired outcomes, even as we become larger and more complex. These have included the recruitment to two new, senior positions, a Provost, and a Deputy Chief Executive Officer. We have also made efforts to strengthen our support for our students with a sizeable investment in our academic structures, including the appointment of two Dean level posts, the first responsible for employability and entrepreneurship and the second responsible for student retention. These latter two posts represented just part of our efforts to improve

student outcomes and increase the return on investment for our students. Other measures have included the addition of two Associate Deans to each faculty – one for Foundation Year and one responsible for assessment, as well as the introduction of a customer service team and a student communications team.

Investment has, of course, not just been restricted to staffing but has included all resource areas, most significantly in three areas: estates, IT systems and learning materials. In relation to estates, we are delighted to announce the inauguration of our new campus in Birmingham, Norfolk House. It boasts excellent facilities and convenient transportation links, being within a two-minute walk of New Street Station. We are now well established at five locations across England – Leeds, Birmingham, East London, West London, and Manchester – with multiple buildings in the first three of these. In the latter two we have been able to expand our available space within existing buildings and this year, in particular, we greatly expanded our capacity in Greenford, West London with the successful execution of a significant interior construction project of the West Wing of our campus. In response to our growing student demand in Leeds, we developed and reworked the building to accommodate new classrooms, which could accommodate 400 more students. To facilitate this expansion, we have a temporary building located near the campus for non-student facing staff, until we acquire a second permanent building in Leeds, which will further bolster our capacity to support the growing needs of our student community in the long term.

We have prioritised a major IT systems project undertaken to improve the quality of our programme and student records in our Student Record Management system (Thesis) and related applications. This included automated synchronization of student status and group changes between Thesis and our other core systems, Zoho (CRM), Eventmap (timetabling), and Moodle (VLE), eradicating the dependency of manual updates. We have also invested in additional IT infrastructure to support campus growth, digital IT labs for students and secure printing across all campuses for GDPR compliance.

The investment in our learning resources has been a strong focus, with our libraries tripling the collection within the last year as we now hold 17,121 physical copies with 1,621 unique titles and 107,788 eBooks titles in our library catalogue. A focussed recruitment plan for the library department has meant we now have staffing to fully serve our students, who need support at both the evenings and weekends. The great advancements in this area were duly recognised as our library team received two awards nominations, Times Higher Education Outstanding Library Team Award 2022, and LILAC Conference Information Literacy Award 2023. Our learning resources and technology team have enhanced their processes and have successfully halved the time in which in student query tickets are resolved. The investment into learning resources was recognised in the NSS results with an average of 85% student satisfaction in this area.

All of this investment has been undertaken to keep pace with the significant growth in student numbers that we have seen over the last year. From March 2022 to February 2023, we saw student numbers rise from 12,288 to 21,747, an increase of 77%. The continued growth of student numbers is testament to the growing reputation we are developing for the quality of what we offer and our commitment to caring for our students. We can offer our students an opportunity to study where others cannot, by fitting around their busy lives, not expecting them to fit around us.

The impressive growth in student numbers has been accompanied by a similar, indeed a proportionately greater increase in staff numbers. These have risen from 634 to 1,281 over the same period, an increase of 102%. Recruiting, onboarding, and retaining more than 50 new staff each month is a remarkable achievement and a great credit to everyone involved.

Our unwavering commitment to our students' welfare and development has been duly recognised, evident in the outstanding National Student Score (NSS) of 91% for overall satisfaction. This achievement significantly surpasses the sector average of 76%. It is worth noting that such commendable results have been consistently maintained over the past

three years, with overall satisfaction scores exceeding 90% in each instance. Furthermore, we take immense pride in the fact that we have not received a single complaint at the Office of the Independent Adjudicator for Higher Education, reflecting the dedication to excellence in student experience.

We do not, of course, rest on our laurels. Just as this year comes to an end, we have begun a new, and significant partnership with Oxford Brookes University (OBU). The initial intake will be to BSc Health, Wellbeing and Social Care and we will be adding a BA (Hons) Global Business and Entrepreneurship in the summer. We look forward to a successful and enduring partnership with OBU, one that allows us to offer our students even more high-quality opportunities.

At the heart of our institution's vision lies the commitment to providing accessible and high-quality education. We remain deeply devoted to fostering an inclusive educational environment that welcomes students from diverse backgrounds, offering an opportunity for those who may not have traditionally pursued higher education. In doing so, we cultivate an atmosphere of intellectual curiosity and personal growth, ensuring that our mission of changing lives through education remains steadfast.

As we reflect on the achievements of the past year, we look forward to further enriching the lives of our students, embracing innovation, and advancing our mission to make a difference to the lives of our students whilst also making a lasting impact on higher education in the UK.

***Prof. Ray Lloyd - CEO***  
***Prof. Mary Malcolm - Chair of the Board***





# Student Outcomes

- **Since starting in 2010** GBS has enabled thousands of students to graduate with an HND, Bachelor's degree or higher. We believe that nothing helps elevate people better, and achieve social mobility more effectively, than advancing in education.
- **We are proud** to have achieved a score of at least **90%** for the last three years in the **National Student Survey (NSS)** scores.
- **We are proud** to have been nominated as **Training Provider of the Year** in the 2023 Education Awards.

# Our Values

- Our key values are that we **care for our students**, we **cherish diversity** and **appreciate and reward high performance** across our organisation.
- We are proud to have a near **50:50 male/female split** across the organisation with half of our Board of Directors being female, as is our Independent Chair of our Board of Directors. We are also extremely proud of the **significant diversity** across our organisation.





Global Banking School Limited

# Annual Report and Financial Statements

## Company Information

|                            |   |
|----------------------------|---|
| <b>Directors</b>           | A Erdenetsogt<br>L Falcone<br>S Kotta<br>Professor R Lloyd<br>Professor M Malcolm<br>Dr V Rana  |
| <b>Registered number</b>   | 07165333  |
| <b>Registered office</b>   | 891 Greenford Road<br>Greenford<br>London<br>UB6 0HE  |
| <b>Independent auditor</b> | Blick Rothenberg Audit LLP<br>Chartered Accountants & Statutory Auditor<br>16 Great Queen Street<br>Covent Garden<br>London<br>WC2B 5AH |

Global Banking School Limited

# Strategic Report

For the year ended 28 February 2023



## Introduction

Global Banking School (GBS) is a higher education provider offering a range of industry-focused courses across five locations in East London, West London, Manchester, Birmingham and Leeds. We work in partnership with several leading UK universities to deliver vocational undergraduate and postgraduate programmes in accounting, business and management, construction, entrepreneurship and healthcare.

The School aims to help students thrive in today's competitive job market; offering excellent links to employers and a focus on one-to-one academic and career support and guidance in addition to our specialist courses. We take an inclusive approach to recruiting students, with an aim of widening access to higher education among groups currently underrepresented in the sector.

GBS is registered with the Office for Students and has been reviewed by the Quality Assurance Agency.

## 1. GBS's Vision and Mission

GBS's Vision: Changing lives through education that makes a fundamental difference to living standards and access to learning.

GBS's Values:

1. We care for our students
2. We care for each other
3. We always want to learn and improve
4. We want to make a significant contribution to our communities
5. We value our entrepreneurial spirit
6. We appreciate and reward high performance
7. We cherish diversity
8. We operate ethically and professionally

## 2. Strategic Plan 2021-24

The GBS Strategic Plan 2021-24 provides the key elements that guide our work and deliver our ambitions.

GBS aims to develop and diversify the portfolios as we have successfully launched programmes in the areas of digital technologies and construction management and will be extending into entrepreneurship in the next financial year in order to bring high quality educational opportunities to more UK students. This year GBS has seen an extension of campus provision in Manchester, Leeds and West London. East London and Birmingham have benefited from additional campuses to complement existing provision. GBS is aiming to support pedagogic research and research that supports the communities that we serve.



## 3. High-Quality Academic Experience

GBS is proud of its excellent history of results in the National Student Survey (NSS). In the 2022 survey, the most recent available, our students rated us 91% for the headline score of "overall satisfaction with the quality of my course", compared to a mean average of 77% for the sector. In the category sections, we led the industry with above 90% in areas of teaching and delivery, learning opportunities, assessment and feedback, and academic support. This is a remarkable score and demonstrates our values at work, particularly we care for our students, and we operate ethically and professionally. It is essential that our students continue to be at the heart of everything that we do. We are delighted that the results bring to life the culture we see every day across all our campuses.

## 4. Statement by the Directors on Performance of their Statutory Duties in Accordance with S172(1) of the Companies Act 2006

### The Likely Consequences of Any Decision in the Long-Term

The directors believe that they have acted in the way they consider, in good faith, to promote the long-term success of the School. The annual financial budgeting cycle requires the long-term impact of strategic decisions to be considered. The Board and executive management interact regularly and executive management attends Board and Committee meetings to discuss performance, opportunities, risks and implications of potential new developments.

### The Interests of the Company's Employees

The directors believe our people to be our greatest asset and the interests of our employees are always considered. The directors take care over the wellbeing and environmental awareness of employees. We provide a number of welfare programmes, aiming to promote and protect workers' wellbeing, health and safety. During the year, there were numerous examples of programmes to support employee wellbeing

and good mental health, including a series of mental health seminars, regular lunch and learn sessions with the CEO to facilitate employee engagement with the senior leadership team, and, regular events to recognise and support new employees. We also use other formal and informal processes to communicate and engage with employees, including an intranet and digital learning tools.

GBS is committed to supporting, developing and promoting equality and diversity in all of its practices and activities and aims to establish an inclusive culture free from discrimination and based upon the values of dignity, courtesy and respect. GBS supports and develops its staff through providing all with access to facilities, personal and career development opportunities and employment on the basis of equality. GBS is committed to creating and sustaining a positive, supportive and excellent teaching and learning environment for its students. GBS is committed to providing fair, equitable and mutually supportive learning and working environment for both our students and our staff. These are set out in the Equality and Diversity Policy of the School.

### **The Need to Foster the Company's Business Relationships with Suppliers, Customers, and Others**

The directors aim to work in partnership with suppliers to ensure that they reflect similar values and behaviours to those promoted by the School.

The School puts our students at the centre of everything we do. The directors ensure that all employees are very much focused on our relationship with our students and consistently strive to provide high-quality programmes of study and excellent customer service.

### **The Impact of the Company's Operations on the Community and Environment**

We are committed to ensuring that our employees and individuals in the communities affected by our activities are treated with dignity and respect. Our principal activity as a School is focused on a positive impact to community through widening access to higher education among groups currently under-represented in the higher education sector.

The directors are mindful of environmental issues and seek to minimise the impact of the School's activities on the environment. The majority of energy utilisation and greenhouse gas emissions are generated through our nine campuses. Our environmental impact is discussed further in our Streamlined Energy and Carbon Reporting disclosures made within the Directors' Report.

### **The Desirability of the Company Maintaining a Reputation for High Standards of Business Conduct**

The School expects its directors, employees, and contractors to exercise reasonable judgment when conducting business. Anti-bribery and data protection policies are in place which all employees are expected to read, understand and comply with, and online learning packages are provided where appropriate.

### **The Need to Act Fairly Between Members of the Company**

Global Banking School is a wholly owned subsidiary of Global Education Holdings Limited and the directors have regular and open dialogue with its representatives.



## 5. Employees

The School gives full and fair consideration to applications for employment made by people with disabilities, having regard to their particular aptitudes and abilities; continuing the employment of, and arranging training for employees who have become disabled while employed; and otherwise for the training, career development and promotion of people with disabilities.



## 6. Return on Student Investment

As our students make significant investment in their study, GBS makes substantial investments to provide our students with a high-quality learning experience that they consider “worth every penny”. For example, we provide the highest standards of IT and learning facilities including a library in every campus, with student success tutors and student welfare officers available for support.

### Investment in Student Management and Erp System and Other it Projects

GBS has invested £7 million in our cloud based student record system, Thesis, and ERP, Unit 4. The intent is to transform our student experience by providing a holistic view of every student and powerful insights that connect with and support them through their entire educational journey. The system has allowed

us to develop robust and integrated processes for student records which will enable us to personalise communication, respond faster to student needs and ultimately increase retention and graduation rates with intelligent tools and analytics. The Unit 4 / Thesis project supports us by providing significant automation for low value tasks with much advanced analytics and forecasting capabilities.

It also provides us with a wide range of modules including Procurement, Payroll, Financial Planning and Analysis, and Talent Management in order to drive efficiency, accuracy and improved people experience through all departments at GBS. In the current year the priority has been to ensure effective integration of Thesis with other key systems such as our virtual learning environment, Moodle, and our timetabling system. The work has involved further investment in staff capacity and capability to ensure that we are able to derive best value from these investments.

### Investment in Learning and Teaching Resources

GBS continues to invest in learning resources, including both online materials and hard copies in our ever expanding physical libraries. Students on all campuses have access to a library, containing core texts for all programmes as well as exploring different sources for online resources. The School has an agreement with EBSCO Information Services for unlimited user subscriptions for business related books.

### Campus Development

GBS has invested significantly in campus development to provide high-quality infrastructure and technology. Audio-visual and learning technologies support onsite and virtual teaching, alongside the computer labs, study zones and student community areas that have been developed in all our campuses. GEDU House, our new campus in Stratford, opened to students in June 2022 and we extended our provision in Birmingham, in February 2023. We have continued to expand facilities at our HQ in Greenford and in Manchester and to develop the Leeds campus which first opened to students in September 2021.

## 7. Principal Risks and Uncertainties Managing Risk and Uncertainty

The Board of Directors maintains an institutional risk register that shows the most significant areas of risk exposure. Each risk is documented with details of the nature of the risk alongside mitigation/treatment, and is monitored by the risk owners. Each risk item has an assessment for likelihood and impact (L/I) at both the gross level and at a residual level after the operation of the control mechanisms, with a time horizon of the next two years, and is assessed as low, medium or high.

### Student Outcomes

GBS' vision can only be achieved by delivering high quality student outcomes. Our focus on outcomes is reflected in four of the top risks in the Board of Directors risk register: Student Continuation; Student Experience; Academic Quality and Student Employability. These risks are mitigated through the use of specialist teams to support retention, student success and provide student services. Our teams mitigate these risks by monitoring student engagement and attendance and our student welfare officers and student tutors focus on student wellbeing and experience. Our student demographic is such that most would not be able to access traditional models of delivery of HE. With this in mind, all teaching is face to face and at times and locations that are accessible to our students. We have built our KPIs include measurements of continuation, completion, achievement and academic quality.

### Infrastructure

The Board risk register recognises the challenges in delivering high quality systems, staffing and estates, especially in the light of the growth in recent years. This is overseen by the Finance and Resources Committee on behalf of the Board and is achieved through developing and delivering plans in each area. We have established Registry and Marketing functions which will enhance our systems, processes and capabilities as we grow.

## 8. Financial Key Performance Indicators

GBS has successfully closed the 2022/23 financial year with £163.1m revenue and £36.2m million profit before taxation. Revenue has increased from £81.3m to £163.1m.

Cost of sales has improved proportionately compared to the historical average, relative to income, following efficiencies enjoyed from scaling up the business. Administrative expenses include £13.7m salaries, £11.9m rent and utilities and £2.3m in learning resources and information systems.

Total assets on our balance sheet increased to £90.5m — with fixed assets totalling £11m; cash £14.4m; and receivables £65.1m. The balance sheet reflects total net assets of £39.9m and retained earnings of £39.9m.

### Financial Viability

GBS continues to maintain positive retained earnings and a high current ratio.



## Financial Sustainability

The governance structure, diversification of portfolio and campus developments support our long-term financial sustainability.

As GBS has grown, and to ensure that we keep pace with our academic and growth ambitions, we have reviewed the effectiveness of our governance structures.

As a result, this year we have enhanced our corporate and academic governance structures. We have introduced a Board of Directors chaired by an independent director and supported by a Finance and Resources Committee and an Audit and Risk Committee. In academic governance we have established the Academic Standards and Quality Committee and the Research, Scholarly and Professional Practice Committee, both complementing the work of the existing Learning and Teaching Committee. All three committees report to Academic Board, which remains the academic authority of the School.

We have continued developing sustainable relationships with collaborative partners. We have also built a portfolio approach introducing new programmes including subjects in tourism, construction, accounting and financial management and education with variety of different terms; these are all the academic subject areas in demand from students local to our campus locations. GBS has five locations, including East London, West London, Birmingham, Manchester and Leeds. All these campuses are in areas that support GBS's widening participation agenda for student recruitment. Our locations help to ensure financial sustainability by accessing student markets that more traditional higher education providers find hard to reach. Our collaborative partnerships with universities through franchise/validation arrangements provide a choice of distinctive higher education provision to prospective students around our campus locations.

## Financial and Treasury Review

The School's financial instruments comprise cash and liquid resources, trade creditors, accrued income and accruals. The main risks arising from the School's financial instruments are: liquidity risk and credit risk.

Liquidity risk is the risk that the School will be unable to meet its financial obligations as they fall due. The risk is managed by the applications of measures to ensure timely recovery of funds owed to the School and forecasting cash requirements. The School generates sufficient liquidity through its operations as is reflected in its strong net current asset position.

Credit risk is the School's exposure to financial loss if a counterparty fails to meet its contractual obligations. The credit risk on bank balances has increased in the current economic climate with many UK financial institutions downgraded by the major credit agencies. The Group manages this risk by regularly reviewing its counterparties. The credit risk through trading operations arises principally on non-payment of course fees and is managed by the application of credit management measures.

## 9. Statement of Governance and Internal Control

The following statement is intended to provide an understanding of the governance and internal control applicable to GBS. The School is a private higher education provider regulated by the Office for Students (OfS).

### Governance

The School undertook a review of its governance during the 2022/23 academic and financial cycle, to ensure that it is fit for purpose and supports the effective delivery of the Strategic Plan and inform the Plan in preparation for the forthcoming five-year period. As a result, we have introduced a new Board of Directors led by an independent Chair, and a governance structure fit for a Public Interest Body.

GBS's governance is institutionalised through the application of clearly defined functions and responsibilities as follows:

The Board of Directors is responsible for the mission, strategy and reputation of the School. The Board is responsible for the effective oversight and scrutiny of the

management of the School and planning its future development. The Board exercises oversight of the finances and accounts of the School, including the institution's solvency and the safeguarding of its assets. The Board comprises individuals who have significant experience at senior level both within the higher education sector and within industry and commerce.

The Board of Directors has three sub-committees: the Academic Board (AB), the Audit and Risk Committee (ARC) and the Finance and Resources Committee (FRC).

The AB is the academic authority of the School. Acting with responsibility delegated by the Board of Directors, it oversees the academic activities of the School. It is responsible for the maintenance of academic standards and for the quality of the programmes of study and the student experience. It advises the Board of Directors on matters relating to teaching, scholarship, research and the professional activities of the School. It reports to the Board of Directors on the effectiveness of academic governance arrangements. Chaired by the Provost, its membership is drawn from GBS academic and professional services staff and includes student representatives and an independent member.

ASQC ensures that the School's quality assurance processes remain fit for purpose and meet internal and external requirements.



It monitors matters of standards and quality through annual and periodic monitoring of programmes and ensures that appropriate action is taken where issues arise.

RSPPC supports and promotes research, scholarly and professional activities at GBS. It oversees the integration of research and advanced scholarship into teaching and promotes research-related qualifications amongst academic staff.

### **Academic and Executive Leadership**

The Provost is the principal academic officer of the School and the Chief Executive Officer is the Accountable Officer for purposes of the Higher Education and Research Act 2017. The CEO has a key role in the development and implementation of the School's Strategic Plan, which includes the development of the programme portfolio and achieving degree awarding powers. The CEO is supported by GBS Senior Management Team which comprises academic and professional services leaders.

### **Statement of Internal Control**

As part of the governance review, both academic and corporate, the School took the opportunity to strengthen both internal controls and the oversight of these. In particular, the introduction of an independently chaired Audit and Risk Committee (ARC), reporting to an independently chaired Board of Directors plays a key role in this.

The Board of Directors, supported by the Senior Management Team, has the responsibility for maintaining a robust system of internal control that supports the achievements of the School's strategic objectives, and policies while making every reasonable endeavour to safeguard the public and other funds and assets in accordance with the responsibilities assigned in the regulatory framework for Higher Education in England. In particular, the regularity and propriety of the tuition fee received.

The Board's assurance about the effectiveness of the system of risk and internal control is informed by the work of the Senior Management Team within the School, led



by the CEO, who have responsibility for the development and maintenance of the internal control framework, scrutinised by the Audit & Risk Committee.

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, provide only reasonable, and not absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives; to evaluate the nature and extent of those risks; and to manage them efficiently, effectively and economically.

The School's approach is to minimise exposure to reputational, compliance and financial risk, while accepting a degree of managed risk in pursuit of its mission and objectives. It recognises that the appetite for risk varies according to activity undertaken but that controlled risk taking enables the School to take advantage of opportunities to generate further value for its stakeholders. The School maintains a Risk Register which is updated regularly and formally reviewed by the Board.

The system of internal control has been in place throughout the year ended 28 February 2023 and up to the date of approval of the financial statements and is consistent with OfS guidance.

The key elements of the internal risk control system, designed to discharge responsibilities set out above, include the following processes:

- Consideration at Board meetings of the strategic direction, plans and performance of the institution.
- Clear definitions of responsibilities of, and the authority delegated to, senior academic and professional staff.
- Comprehensive financial regulations associated with financial controls and procedures approved by the board.
- Maintenance of a School Risk Register covering corporate level risks, including the ability to comply with all OfS conditions of registration.
- Regular reviews of student recruitment, academic performance and financial results involving variance reporting and updates to the projected financial outturns.
- A short and medium term planning process supplemented by details of annual income, capital and revenue expenditure, and cash flows.
- Constant review of the School's policies, procedures and power delegated by the Board to other bodies and individuals.

The Board has taken reasonable steps to: (a) ensure that there are appropriate financial and management controls in place to safeguard funds from all sources, especially in relation to the regularity and propriety of the use of the tuition fees received; (b) safeguard the School's assets and prevent and detect fraud; (c) secure the efficient and effective management of the School's resources; and (d) ensure that the tuition fees received are used only for the purposes they have been granted in accordance with the existing regulations and legislation. The Board oversees the preparation of an annual report and accounts and lodges an annual report and accounts with Companies House, in addition to which the financial statement is presented to meet OfS requirements.

## 10. Access & Participation

GBS is committed to recruiting and supporting students from underrepresented groups, enabling them to meet their educational goals and career aspirations.

GBS is a provider of a range of higher education programmes; from foundation year, HNC/HND, Undergraduate Honours degree to Master's degree programmes.

GBS offers higher education programmes of study in partnership with other higher education providers through sub contractual arrangements. Our partner universities are Bath Spa University, Leeds Trinity University, Canterbury Christ Church University, Oxford Brookes University and the University of Suffolk.

GBS is a Pearson approved centre for the delivery of BTEC higher nationals. GBS will admit prospective students to all GBS provision through a fair and transparent admissions process, who wish to undertake a programme of study offered by GBS and meet

the requisite entry requirements, through either formal qualifications or recognised life and work experiences, or through recognition of prior certificated learning at Level 4/5 in the UK Framework for Higher Education Qualifications (FHEQ).

GBS recruits and admits students from around its four main geographical locations in London, Birmingham, Leeds, and Manchester. GBS is highly successful in recruiting students living in areas of relatively low higher education participation, low household income and socioeconomic status. Many students are mature (over 25 years of age) and have been away from education for significant periods of time. Students are also from a variety of backgrounds.

GBS will continue to recruit students around established geographical locations and expects to maintain the profile of mature students from a variety of ethnic backgrounds who have been away from education for a significant time.

## Directors' Indemnities

The company has made qualifying third party indemnity provisions for the benefit of its directors which remain in force at the date of this report.

This report was approved by the board and signed on its behalf.



**Professor M Malcolm**  
Chair

Date: 25/07/2023



**Professor R Lloyd**  
Director

Date: 25/07/2023

Global Banking School Limited

# Director's Report

For the year ended 28 February 2023

The directors present their report and the financial statements for the year ended 28 February 2023.

## Principal Activity

The principal activity of the company is the provision of educational courses to university students.

## Results and Dividends

The profit for the year, after taxation, amounted to £29,436,080 (2022 - £12,772,817). The directors declared dividends of £5,700,000 (2022: £3,244,750) during the year to Global Education Holdings Limited.

## Directors

The directors who served during the year were:

- A Erdenetsogt (*appointed 28.03.2022*)
- L Falcone (*appointed 6.12.2022*)
- S Kotta (*appointed 28.03.2022*)
- Professor R Lloyd (*appointed 28.03.2022*)
- Professor M Malcolm (*appointed 6.12.2022*)
- Dr V Rana

## Matters Covered in the Strategic Report

As permitted by s414c(11) of the Companies Act 2006, the directors have elected to disclose information, required to be in the directors' report by Schedule 7 of the 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008', in the strategic report.

## Streamlined Energy and Carbon Reporting (SECR)

In line with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report). Regulations 2018 the company's energy use and greenhouse gas (GHG) emissions are set out below:

The data relates to UK emissions for the 12-month period from 1 March 2022 to 28 February 2023.

Total energy consumption of 5,407,329 kilowatt hours (kWh)

| Scope                       | Emissions Source                             | 2023 (CO2e) |
|-----------------------------|--|-------------|
| 1                           | Combustion of fuel for purposes of transport | 14.36       |
| 2                           | Purchased electricity                        | 1,043.99    |
| Total gross emissions       |  | 1,058.35    |
| Emissions per staff members |  | 1.14        |

Note: CO2e refers to tonnes of carbon dioxide equivalent.

## Methodology

We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). The 2022 UK Government GHG Conversion Factors for Company Reporting published by Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy are used to convert energy use in our operations to emissions of CO2e. Carbon emission factors for purchased electricity calculated according to 'location based grid average' method. This reflects the average emission of the grid where the energy consumption occurs. Data sources include billing, invoices and energy consumption information provided by the landlords where the arrangement is such that the School is recharged for utilities. For transport data where actual usage data (e.g. litres) was unavailable conversions were made using average fuel consumption factors to estimate the usage.

## Intensity Ratio

We have chosen to report our gross emissions against average number of employees for the year as it is the most appropriate measure for the company's business sector.

## Energy Efficient Action

The directors of the company are committed to reducing the environmental impact of our operations.



## Disclosure of Information to Auditor

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This report was approved by the board and signed on its behalf.



.....  
**Professor M Malcolm**  
Chair

Date:



.....  
**Professor R Lloyd**  
Director

Date:

Global Banking School Limited

# Director's Responsibilities Statement

For the year ended 28 February 2023

**The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.**

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.



In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

Global Banking School Limited

# Independent Auditor's Report to the Members of Global Banking School Limited

For the year ended 28 February 2023



## Opinion

We have audited the financial statements of Global Banking School Limited (the 'Company') for the year ended 28 February 2023, which comprise the profit and loss account, the balance sheet, the statement of cash flows, the statement of changes in equity and the notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 28 February 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for Opinion

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

## Conclusions Relating to Going Concern

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

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

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

## Other Information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report,

we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on Other Matters Prescribed by the Companies Act 2006

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

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.



## Opinion on Other Matters Required by the Office for Students (OfS) Audit Code of Practice

In our opinion, in all material respects:

- funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation; and
- funds provided by OfS have been applied in accordance with the Memorandum of Assurance and Accountability and any other terms and conditions attached to them; and the requirements of the OfS's Accounts Direction have been met.

We have nothing to report in respect of the following matters in relation to which the OfS requires the auditor to report where the provider's grant and fee income, as disclosed in the note to the accounts, has been materially misstated; and the provider's expenditure on access and participation activities for the financial year has been materially misstated.



## Matters on Which we are Required to Report by Exception

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

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

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

## Responsibilities of Directors

As explained more fully in the directors' responsibilities statement set out on page 13, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the higher education sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, the requirements of registration with the Office for Students, including the accounts direction, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested a sample of journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators including the Health and Safety Executive, the Office for Students and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-

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

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

### Use of Our Report

This report is made solely to the company's member in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's member 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 company and the company's member for our audit work, for this report, or for the opinions we have formed.

*Blick Rothenberg Audit LLP*

.....  
**Mark Hart** (senior statutory auditor)

for and on behalf of

**Blick Rothenberg Audit LLP**

Chartered Accountants  
Statutory Auditor

16 Great Queen Street  
Covent Garden  
London  
WC2B 5AH

Date:



Global Banking School Limited

# Profit and Loss Account

For the year ended 28 February 2023

|  | Note | 2023<br>£         | 2022<br>£    |
|--|------|-------------------|--------------|
| Turnover                               | 3    | 163,087,946       | 81,345,896   |
| Cost of sales                          |      | (80,500,951)      | (37,865,531) |
| <b>Gross profit</b>                    |      | <b>82,586,995</b> | 43,480,365   |
| Administrative expenses                |      | (46,478,492)      | (27,411,567) |
| <b>Operating profit</b>                | 4    | <b>36,108,503</b> | 16,068,798   |
| Interest receivable and similar income | 8    | 161,916           | 73,826       |
| <b>Profit before tax</b>               |      | <b>36,270,419</b> | 16,142,624   |
| Tax on profit                          | 9    | (6,834,339)       | (3,369,807)  |
| <b>Profit for the financial year</b>   |      | <b>29,436,080</b> | 12,772,817   |

There are no items of other comprehensive income for either the year or the prior year other than the profit for the year. Accordingly, no statement of other comprehensive income has been presented.

# Balance Sheet

As at 28 February 2023

|   | Note | 2023<br>£          | 2022<br>£    |
|---|------|--------------------|--------------|
| <b>Fixed assets</b>                                     |      |                    |              |
| Intangible assets                                       | 11   | 1,051,835          | 780,899      |
| Tangible assets   | 12   | 9,938,844          | 8,110,506    |
|   |      | <b>10,990,679</b>  | 8,891,405    |
| <b>Current assets</b>                                   |      |                    |              |
| Debtors: amounts falling due after more than one year   | 13   | 6,900,821          | 2,615,848    |
| Debtors: amounts falling due within one year            | 13   | 58,222,826         | 36,144,953   |
| Bank and cash balances                                  |      | 14,378,509         | 845,782      |
|   |      | <b>79,502,156</b>  | 39,606,583   |
| Creditors: amounts falling due within one year          | 14   | (40,945,620)       | (28,439,438) |
| <b>Net current assets</b>                               |      | <b>38,556,536</b>  | 11,167,145   |
| <b>Total assets less current liabilities</b>            |      | <b>49,547,215</b>  | 20,058,550   |
| Creditors: amounts falling due after more than one year | 15   | (4,579,984)        | (3,019,261)  |
| <b>Provisions for liabilities</b>                       |      |                    |              |
| Deferred tax  | 16   | (710,655)          | (858,793)    |
| Other provisions  | 17   | (4,340,000)        | -            |
|   |      | <b>(5,050,655)</b> | (858,793)    |
| <b>Net assets</b>                                       |      | <b>39,916,576</b>  | 16,180,496   |
| <b>Capital and reserves</b>                             |      |                    |              |
| Called up share capital                                 | 18   | 100                | 100          |
| Profit and loss account                                 | 19   | 39,916,476         | 16,180,396   |
| <b>Total equity</b>                                     |      | <b>39,916,576</b>  | 16,180,496   |

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



**Professor M Malcolm**  
Chair

Date:

The notes on pages 24 to 39 form part of these financial statements



**Professor R Lloyd**  
Director

Date:

Global Banking School Limited

# Statement of Changes in Equity

For the year ended 28 February 2023

|  | Called up<br>share capital<br>£ | Profit and<br>loss account<br>£ | Total equity<br>£ |
|--|---------------------------------|---------------------------------|-------------------|
| <b>At 1 March 2021</b>                         | 100                             | <b>6,652,329</b>                | 6,652,429         |
| <b>Comprehensive income for the year</b>       |                                 |                                 |                   |
| Profit for the financial year as restated      | -                               | <b>12,772,817</b>               | 12,772,817        |
| <b>Total comprehensive income for the year</b> | -                               | <b>12,772,817</b>               | 12,772,817        |
| Dividends: Equity capital                      | -                               | <b>(3,244,750)</b>              | (3,244,750)       |
| <b>Total transactions with owners</b>          | -                               | <b>(3,244,750)</b>              | (3,244,750)       |
| <b>At 1 March 2022</b>                         | 100                             | <b>16,180,396</b>               | 16,180,496        |
| <b>Comprehensive income for the year</b>       |                                 |                                 |                   |
| Profit for the financial year                  | -                               | <b>29,436,080</b>               | 29,436,080        |
| <b>Total comprehensive income for the year</b> | -                               | <b>29,436,080</b>               | 29,436,080        |
| Dividends: Equity capital                      | -                               | <b>(5,700,000)</b>              | (5,700,000)       |
| <b>Total transactions with owners</b>          | -                               | <b>(5,700,000)</b>              | (5,700,000)       |
| <b>At 28 February 2023</b>                     | 100                             | <b>39,916,476</b>               | 39,916,576        |

Global Banking School Limited

# Statement of Cash Flows

For the year ended 28 February 2023

|  | 2023<br>£         | 2022<br>£        |
|--|-------------------|------------------|
| <b>Cash flows from operating activities</b>            |                   |                  |
| Profit for the financial year                          | 29,436,080        | 12,772,817       |
| <b>Adjustments for:</b>                                |                   |                  |
| Amortisation of intangible assets                      | 170,907           | 42,228           |
| Depreciation of tangible assets                        | 2,393,703         | 1,200,265        |
| Loss on disposal of tangible assets                    | -                 | 1,522            |
| Interest received                                      | (161,916)         | (73,826)         |
| Taxation charge  | 6,834,339         | 3,369,807        |
| (Increase) in debtors                                  | (22,003,879)      | (27,678,476)     |
| (Increase) in amounts owed by group companies          | (4,351,688)       | (2,071,548)      |
| Increase in creditors                                  | 11,961,437        | 18,233,838       |
| (Decrease)/increase in amounts owed to group companies | (1,014,314)       | 2,332,586        |
| Increase in provisions                                 | 4,340,000         | -                |
| Corporation tax (paid)                                 | (3,801,225)       | (399,789)        |
| <b>Net cash generated from operating activities</b>    | <b>23,803,444</b> | <b>7,729,424</b> |

|   | 2023<br>£          | 2022<br>£          |
|---|--------------------|--------------------|
| <b>Cash flows from investing activities</b>                   |                    |                    |
| Purchase of intangible fixed assets                           | (441,843)          | (823,127)          |
| Sale of intangible assets                                     | -                  | (1,522)            |
| Purchase of tangible fixed assets                             | (4,222,041)        | (7,370,198)        |
| Interest received   | 161,916            | 73,826             |
| <b>Net cash from investing activities</b>                     | <b>(4,501,968)</b> | <b>(8,121,021)</b> |
| <b>Cash flows from financing activities</b>                   |                    |                    |
| (Repayment of)/new finance leases                             | (68,749)           | 68,749             |
| Dividends distributed   | (5,700,000)        | (3,324,750)        |
| <b>Net cash used in financing activities</b>                  | <b>(5,768,749)</b> | <b>(3,256,001)</b> |
| <b>Net increase/(decrease) in cash and cash equivalents</b>   | <b>13,532,727</b>  | <b>(3,647,598)</b> |
| Cash and cash equivalents at beginning of year                | 845,782            | 4,493,380          |
| <b>Cash and cash equivalents at the end of year</b>           | <b>14,378,509</b>  | <b>845,782</b>     |
| <b>Cash and cash equivalents at the end of year comprise:</b> |                    |                    |
| Cash at bank and in hand                                      | 14,378,509         | 845,782            |
|   | <b>14,378,509</b>  | <b>845,782</b>     |

Global Banking School Limited

# Notes to the Financial Statements

For the year ended 28 February 2023

## 1. General Information

Global Banking School Limited provides educational programmes in Finance, Banking, Management and Healthcare.

The company is a private company limited by shares and incorporated in England and Wales. The address of its office and principal place of business is 891 Greenford Road, Greenford, London, UB6 0HE.

The financial statements are presented in Sterling (£).

## 2. Accounting Policies

### 2.1 Basis of Preparation of Financial Statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006, FEHE SORP 2015 and OfS Regulatory advice: 9: Accounts direction.

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

The following principal accounting policies have been applied:



## 2.2 Going Concern

Having considered post year end trading, financial results, cash reserves, and after making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence and meet its liabilities as they fall due for the foreseeable future, being a period of at least twelve months from the date these financial statements are approved. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.



## 2.3 Revenue

Revenue is derived from the provision of educational courses. Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Revenue represents tuition fees in relation to courses delivered during the year and is recognised evenly over the period of the relevant courses. Amounts invoiced for the courses which will be provided in future periods are held at the balance sheet date

within deferred income. Where tuition has been provided to funded students but the funding has not yet been received the income is recognised as accrued income.

Revenue is recognised in relation to active students only. Active students are defined as those that are actively engaged with their courses. Where a student is absent for a period of time, the Student Success Tutors contact the student via phone or email to understand their absence and advise them on the potential impact a sustained absence may have on their funding. The Retention Team is informed to re-engage and ultimately take a decision as to the student's status. If a student has not attended courses for a 4-week period and have not engaged with the relevant teams and tutors, they are suspended from study and after 5 weeks they are no longer considered active or we change status to withdrawn. Income is not recognised in respect of such students after that period.

## 2.4 Intangible Assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Amortisation is provided on the following bases:

Unit4 implementation  
- 20 % on a reducing balance basis



## 2.5 Current and Deferred Taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the profit and loss account, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

Current tax is the amount of income tax payable in respect of taxable profit for the year or prior years.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

## 2.6 Tangible Fixed Assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives on the following basis:

Depreciation is provided on the following basis:

Leasehold improvements  
- 20% on a reducing balance basis

Office equipment  
- 20% on a reducing balance basis

Computer equipment  
- 33% on a straight line basis

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.





## 2.7 Share Capital

Ordinary shares are classified as equity.

## 2.8 Operating Leases: The Company as Lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

## 2.9 Financial Instruments

The company has elected to apply Sections 11 and 12 of FRS 102 in respect of financial instruments.

Financial assets and financial liabilities are recognised when the company becomes party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

The company's policies for its major classes of financial assets and financial liabilities are set out below.

## Financial Assets

Basic financial assets, including trade and other debtors, cash and bank balances, intercompany working capital balances, and intercompany financing 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 for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

## Financial Liabilities

Basic financial liabilities, including trade and other creditors 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 for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

## Impairment of Financial Assets

Financial assets measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between the asset's carrying amount and the best estimate of the amount the company would receive for the asset if it were to be sold at the reporting date.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If the financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

### **Derecognition of Financial Assets and Financial Liabilities**

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

### **Offsetting of Financial Assets and Financial Liabilities**

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **2.10 Interest Income**

Interest income is recognised in profit or loss using the effective interest method.

### **2.11 Pensions**

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

### **2.12 Foreign Currency Translation Functional and Presentation Currency**

The company's functional and presentational currency is Sterling (£).



## Transactions and Balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the profit and loss account within 'finance income or costs'. All other foreign exchange gains and losses are presented in profit or loss within 'other operating income'.

### 2.13 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than

three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company's cash management.

### 2.14 Provisions for Liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the company becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the balance sheet.

### 2.15 Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.



### 3. Turnover

An analysis of turnover by class of business is as follows:

|                     | 2023<br>£   | 2022<br>£  |
|---------------------|-------------|------------|
| Course tuition fees | 163,087,946 | 81,345,896 |

Turnover is derived from the company's principal activities wholly undertaken in the United Kingdom.

### 4. Operating Profit

The operating profit is stated after charging:

|   | 2023<br>£ | 2022<br>£ |
|---|-----------|-----------|
| Depreciation of tangible fixed assets   | 2,393,703 | 1,200,265 |
| Amortisation of intangible assets   | 170,907   | 42,228    |
| Fees payable to the company's auditor for the audit of the company's financial statements | 61,000    | 30,000    |
| Fees payable to the company's auditor for other non-audit services                        | 30,000    | 9,300     |
| Exchange differences  | 22,251    | 17,302    |
| Other operating lease rentals   | 7,737,986 | 6,997,342 |
| Defined contribution pension costs  | 551,387   | 413,067   |

### 5. Auditor's Remuneration

|  | 2023<br>£ | 2022<br>£ |
|--|-----------|-----------|
| Fees payable to the company's auditor and its associates for the audit of the company's financial statements | 61,000    | 30,000    |
| Fees payable to the company's auditor and its associates in respect of:<br>All other services                | 21,703    | 9,300     |

## 6. Employees

Staff costs, including directors' remuneration, were as follows:

|                                     | 2023<br>£         | 2022<br>£         |
|-------------------------------------|-------------------|-------------------|
| Wages and salaries                  | 30,477,846        | 15,407,959        |
| Social security costs               | 3,404,110         | 1,523,266         |
| Cost of defined contribution scheme | 551,085           | 413,067           |
|                                     | <b>34,433,041</b> | <b>17,344,292</b> |

The average monthly number of employees, including the directors, during the year was as follows:

|                    | 2023<br>No. | 2022<br>No. |
|--------------------|-------------|-------------|
| Academic staff     | 545         | 200         |
| Non-academic staff | 386         | 206         |
|                    | <b>931</b>  | <b>406</b>  |

The total remuneration package for the head of provider in each year was as follows:

|                       | 2023<br>£      | 2022<br>£      |
|-----------------------|----------------|----------------|
| Basic salary          | 183,333        | 247,850        |
| Bonus                 | 66,667         | -              |
| Pension contributions | 881            | 1,504          |
|                       | <b>250,881</b> | <b>249,354</b> |

The head of the provider's basic salary is 5.7 (2022: 6.5) times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The head of the provider's total remuneration is 7.8 (2022: 6.5) 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 provider of its staff.

There were seven (2022: three) members of staff with a basic salary in excess of £100,000.

|                     | 2023<br>Number | 2022<br>Number |
|---------------------|----------------|----------------|
| £100,000 - £104,999 | 2              | -              |
| £105,000 - £119,999 | -              | -              |
| £120,000 - £124,999 | 1              | -              |
| £125,000 - £129,999 | -              | -              |
| £130,000 - £134,999 | -              | 1              |
| £135,000 - £139,999 | 1              | -              |
| £140,000 - £144,999 | 2              | -              |
| £145,000 - £149,999 | -              | -              |
| £150,000 - £154,999 | -              | 1              |
| £155,000 - £249,999 | -              | -              |
| £250,000 - £254,999 | 1              | 1              |
|                     | <b>7</b>       | <b>3</b>       |

Key management personnel costs (including directors) amounted to £589,693 (2022: £421,183)

## 7. Directors' Remuneration

|   | 2023<br>£      | 2022<br>£      |
|---|----------------|----------------|
| Directors' emoluments   | 363,854        | 130,000        |
| Company contributions to defined contribution pension schemes | 2,091          | 1,210          |
|   | <b>365,945</b> | <b>131,210</b> |

During the year retirement benefits were accruing to 2 directors (2022 - 1) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £250,000 (2022 - £247,850).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £881 (2022 - £1,504).

## 8. Interest Receivable

|  | 2023<br>No.    | 2022<br>No.   |
|--|----------------|---------------|
| Interest receivable from group companies | 161,694        | 72,977        |
| Other interest receivable                | 222            | 849           |
|  | <b>161,916</b> | <b>73,826</b> |

## 9. Taxation

|  | 2023<br>£        | 2022<br>£ |
|--|------------------|-----------|
| <b>Corporation tax</b>                         |                  |           |
| Current tax on profits for the year            | 6,848,928        | 2,587,757 |
| Adjustments in respect of previous periods     | 133,549          | (20,147)  |
| <b>Total current tax</b>                       | <b>6,982,477</b> | 2,567,610 |
| <b>Deferred tax</b>                            |                  |           |
| Origination and reversal of timing differences | (148,138)        | 802,197   |
| <b>Tax on profit</b>                           | <b>6,834,339</b> | 3,369,807 |

### Factors Affecting Tax Charge for the Year

The tax assessed for the year is lower than (2022 - higher than) the standard rate of corporation tax in the UK of 19% (2022 - 19%). The differences are explained below:

|  | 2023<br>£        | 2022<br>£  |
|--|------------------|------------|
| Profit on ordinary activities before tax   | 36,270,419       | 16,142,624 |
| Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2022 - 19%) | 6,891,380        | 3,067,099  |
| <b>Effects of:</b>   |                  |            |
| Expenses not deductible for tax purposes, other than goodwill amortisation and impairment                  | 13,737           | 10,148     |
| Capital allowances for year in excess of depreciation  | (204,327)        | (61,843)   |
| Adjustments to tax charge in respect of prior periods  | 133,549          | 182,467    |
| Remeasurement of deferred tax for changes in tax rates   | -                | 206,110    |
| Non-taxable income   | -                | (14,027)   |
| Adjustment for long accounting periods leading to an increase (decrease) in the tax charge                 | -                | (20,147)   |
| <b>Total tax charge for the year</b>   | <b>6,834,339</b> | 3,369,807  |

### Factors that May Affect Future Tax Charges

In the Spring Budget 2021 on 3 March 2021, the Government announced that from 1 April 2023 the corporation tax rate would increase 25% for companies with profits of over £250,000. A small profits rate will also be introduced for companies with profits of £50,000 or less so that they will continue to pay corporation tax at 19%. From this date companies with profits between £50,000 and £250,000 will pay tax at the main rate reduced by a marginal relief providing a gradual increase in the effective corporation tax rate.

## 10. Dividends

|                               | 2023<br>£        | 2022<br>£        |
|-------------------------------|------------------|------------------|
| Dividends declared and paid   | 2,468,000        | 300,000          |
| Dividends declared and unpaid | 3,232,000        | 2,944,750        |
|                               | <b>5,700,000</b> | <b>3,244,750</b> |

## 11. Intangible Assets

|                       | Computer<br>software<br>£ |
|-----------------------|---------------------------|
| <b>Cost</b>           |                           |
| At 1 March 2022       | 823,127                   |
| Additions             | 441,843                   |
| At 28 February 2023   | 1,264,970                 |
| <b>Amortisation</b>   |                           |
| At 1 March 2022       | 42,228                    |
| Charge for the year   | 170,907                   |
| At 28 February 2023   | 213,135                   |
| <b>Net book value</b> |                           |
| At 28 February 2023   | 1,051,835                 |
| At 28 February 2022   | 780,899                   |

## 12. Tangible Fixed Assets

|                                     | Short-term leasehold property<br>£ | Motor vehicles<br>£ | Office equipment<br>£ | Computer equipment<br>£ | Total<br>£ |
|-------------------------------------|------------------------------------|---------------------|-----------------------|-------------------------|------------|
| <b>Cost or valuation</b>            |                                    |                     |                       |                         |            |
| At 1 March 2022                     | 5,840,754                          | 219,767             | 1,579,218             | 1,918,726               | 9,558,465  |
| Additions                           | 2,274,738                          | -                   | 870,838               | 1,076,465               | 4,222,041  |
| At 28 February 2023                 | 8,115,492                          | 219,767             | 2,450,056             | 2,995,191               | 13,780,506 |
| <b>Depreciation</b>                 |                                    |                     |                       |                         |            |
| At 1 March 2022                     | 569,130                            | 35,983              | 338,177               | 504,669                 | 1,447,959  |
| Charge for the year on owned assets | 1,262,941                          | 35,845              | 335,008               | 759,909                 | 2,393,703  |
| At 28 February 2023                 | 1,832,071                          | 71,828              | 673,185               | 1,264,578               | 3,841,662  |
| <b>Net book value</b>               |                                    |                     |                       |                         |            |
| At 28 February 2023                 | 6,283,421                          | 147,939             | 1,776,871             | 1,730,613               | 9,938,844  |
| At 28 February 2022                 | 5,271,624                          | 183,784             | 1,241,041             | 1,414,057               | 8,110,506  |

The net book value of land and buildings may be further analysed as follows:

|                 | 2023<br>£ | 2022<br>£ |
|-----------------|-----------|-----------|
| Short leasehold | 6,283,421 | 5,271,624 |
|                 | 6,283,421 | 5,271,624 |

### 13. Debtors

|                                     | 2023<br>£         | 2022<br>£         |
|-------------------------------------|-------------------|-------------------|
| <b>Due after more than one year</b> |                   |                   |
| Amounts owed by group undertakings  | 2,775,426         | 1,190,814         |
| Other debtors                       | 1,903,190         | 1,425,034         |
| Prepayments and accrued income      | 2,222,205         |                   |
|                                     | <u>6,900,821</u>  | <u>2,615,848</u>  |
| <b>Due within one year</b>          |                   |                   |
| Trade debtors                       | 53,337,745        | 34,935,455        |
| Amounts owed by group undertakings  | 3,647,810         | 880,734           |
| Other debtors                       | 19,228            | 11,949            |
| Prepayments and accrued income      | 1,218,043         | 316,815           |
|                                     | <u>58,222,826</u> | <u>36,144,953</u> |

### 14. Creditors: Amounts Falling Due within One Year

|   | 2023<br>£         | 2022<br>£         |
|---|-------------------|-------------------|
| Trade creditors   | 446,141           | 1,786,275         |
| Amounts owed to group undertakings                          | 1,318,272         | 2,332,586         |
| Corporation tax   | 5,872,736         | 2,684,205         |
| Other taxation and social security                          | 1,333,565         | 721,070           |
| Obligations under finance lease and hire purchase contracts | -                 | 68,749            |
| Other creditors   | 98,387            | 231,516           |
| Accruals and deferred income                                | 31,876,519        | 20,615,037        |
|   | <u>40,945,620</u> | <u>28,439,438</u> |

### 15. Creditors: Amounts Falling Due After More Than One Year

|                              | 2023<br>£        | 2022<br>£        |
|------------------------------|------------------|------------------|
| Accruals and deferred income | 4,579,984        | 3,019,261        |
|                              | <u>4,579,984</u> | <u>3,019,261</u> |

## 16. Deferred Taxation

|                           | 2023<br>£        |
|---------------------------|------------------|
| At beginning of year      | (858,793)        |
| Charged to profit or loss | 148,138          |
| <b>At end of year</b>     | <b>(710,655)</b> |

The provision for deferred taxation is made up as follows:

|                                | 2023<br>£ | 2022<br>£ |
|--------------------------------|-----------|-----------|
| Accelerated capital allowances | (710,655) | (858,793) |

## 17. Provisions

|                            | Dilapidation<br>provision for<br>leasehold<br>properties<br>£ | Other<br>provision<br>£ | Total<br>£       |
|----------------------------|---|-------------------------|------------------|
| Charged to profit or loss  | 3,340,000   | 1,000,000               | 4,340,000        |
| <b>At 28 February 2023</b> | <b>3,340,000</b>  | <b>1,000,000</b>        | <b>4,340,000</b> |

Dilapidation provisions comprise the current estimate for dilapidation's work required under the terms of various lease agreements the company has entered into.

Other provisions represent the provision for VAT due under the reverse charge provisions.

## 18. Share Capital

|   | 2023<br>£ | 2022<br>£ |
|---|-----------|-----------|
| <b>Ordinary shares are classified as equity</b> |           |           |
| <b>Allotted, called up and fully paid</b>       |           |           |
| 100 Ordinary shares of £1 each                  | 100       | 100       |

## 19. Reserves

### Profit and Loss Account

The profit and loss account includes all current and prior period retained profits and losses.

## 20. Analysis of Net Debt

|                          | At 1 March<br>2022<br>(Restated)<br>£ | Cash flows<br>£   | At 28<br>February<br>2023<br>£ |
|--------------------------|---------------------------------------|-------------------|--------------------------------|
| Cash at bank and in hand | 845,782                               | 13,532,727        | 14,378,509                     |
| Finance leases           | (68,749)                              | 68,749            | -                              |
|                          | <b>777,033</b>                        | <b>13,601,476</b> | 14,378,509                     |

## 21. Contingent Liabilities

The company's assets have been pledged as security to its bankers, for the loan of £8,869,000 granted to a fellow subsidiary company.

## 22. Commitments Under Operating Leases

At 28 February 2023 the company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

|  | 2023<br>£         | 2022<br>£  |
|--|-------------------|------------|
| Not later than 1 year                        | 8,348,058         | 3,927,078  |
| Later than 1 year and not later than 5 years | 32,628,039        | 17,463,886 |
| Later than 5 years                           | 16,036,182        | 12,364,630 |
|  | <b>57,012,279</b> | 33,755,594 |

## 23. Related Party Transactions

The company has taken advantage of the exemption contained in FRS 102 section 33 “Related Party Disclosures” from disclosing transactions with entities which are a wholly owned part of the group.

Transactions with other related parties are as follows:

| Relationship                             | Transaction | Amount<br>2023<br>£ | Amount<br>due (to)/<br>from related<br>parties<br>2023<br>£ |
|--|-------------|---------------------|---|
| Foreign company controlled by director   | Expenses    | 64,513              | -   |
| Local company controlled by close family | Expenses    | 8,306               | -   |
| Local company controlled by director     | Expenses    | 36,000              | -   |

## 24. Controlling Party

At 28 February 2021 the company was a wholly owned subsidiary of Global Education Holdings Limited, a company incorporated and registered in England and Wales. That company’s registered office is 891 Greenford Road, Greenford, London, United Kingdom, UB6 0HE.

The ultimate controlling party is Dr V. Rana.

## 25. Details of Grant and Fee Income

|   | 2023<br>£          | 2022<br>£         |
|---|--------------------|-------------------|
| Grant income from the OfS                                 | -                  | -                 |
| Grant income from other bodies                            | -                  | -                 |
| Fee income for taught awards (exclusive of VAT)           | 12,012,580         | 9,863,000         |
| Fee income for research awards (exclusive of VAT)         | -                  | -                 |
| Fee income from non-qualifying courses (exclusive of VAT) | 151,047,720        | 71,460,776        |
| Non-fee income  | 27,646             | 22,120            |
|   | <b>163,087,946</b> | <b>81,345,896</b> |

## 26. Access and Participation Investment

Global Banking School Limited does not yet have an approved access and participation plan.



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