



Royal College of Art
Postgraduate Art & Design

2024 5

Annual Report & Accounts

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Council's Annual Report

Chair's Introduction

Sir Peter Bazalgette



The Royal College of Art has now maintained its position of world number one art and design university for a remarkable 11 years in a row. Our impact on the UK's creative industries, and on arts and culture at a national and global scale, remains unparalleled.

As with other members of Council, I'm proud to see the many achievements of our graduates. We're also grateful to the many partners and donors who support awards, scholarships, academic posts and the College more widely. They contribute so much to our success.

2024/25 saw the culmination of the latest cycle of the Terra Carta Design Lab, supported by our Chancellor Sir Jony Ive and the Sustainable Markets Initiative. Our global winners, Pyri and BlueNose, were both part of our startup hub InnovationRCA. They're working to support people and planet; respectively through better wildfire detection and reducing the fuel consumption of container ships.

This commitment to tackling important global challenges is seen time and again in our students' work. So this year's winners of the Hyundai Awards for Excellence in Sustainability and Creative Practice highlight rainforest deforestation through immersive experiences and develop new materials from rice straw. The student winners of the Helen Hamlyn Design Awards seek to improve the sustainability of fish farming and enhance the independence of people with disabilities or long-term illnesses.

The achievements of our alumni throughout the year continued to be a cause for celebration. Amongst many successes: Jasleen Kaur (MA Goldsmithing, Silversmithing, Metalwork & Jewellery, 2010) won the 2024 Turner Prize;

Chair's Introduction

David Hockney (ARCA Diploma Painting, 1962) held a major retrospective at Fondation Louis Vuitton in Paris, bringing together works from across his extraordinary career including his time at the RCA; Bianca Saunders (MA Fashion Menswear, 2017), Saul Nash (MA Fashion Menswear, 2018) and Philip Treacy (MA Fashion Design, 1990) featured in the *Superfine: Tailoring Black Style* exhibition at The Met museum in New York; and graduate start-up Notpla saw their seaweed-lined trays and takeaway packaging being used in IKEA's new Oxford Street store. InnovationRCA continued to support our graduates, with 87 new companies backed by venture capital now launched. We remain in the top ten of British universities for the number of spin-outs. It was also wonderful to see so many School of Architecture and School of Design tutors and alumni represented at the 19th International Architecture Exhibition of the Biennale di Venezia 2025.

The dedication of RCA staff to encouraging and developing student talent and leading new areas of research is always remarkable. I'd like to thank them for all of their hard work over the past year.

I'm grateful to the RCA's Council for their support – in particular Dr Anne-Marie Imafidon and Ed Williams, whose time as members of the Council ended this year. And I'm delighted to welcome Dr Arlo Brady, Dr Fiona Pathiraja, Dame Madeleine Atkins and Michael Creamer as new Council members, as well as Professor Jake Kaner, as a Co-opted Member of the Planning & Resources Committee. I'd also like to express how much we were all saddened by the passing of Council member, Professor Rachel Cooper. The RCA was truly fortunate to benefit from her insight and expertise.

We're fortunate to have our Chancellor, Sir Jony Ive, continuing to champion the College. His commitment to the importance of design, his desire to empower emerging talent and to strengthen the connection between industry and academia affirms our enduring values.

Finally, I would like to wish all of our students who are graduating at the end of the 2024/25 year the best of luck with your next steps. And a warm welcome to those joining us in September 2025. Your talent is at the heart of what makes the RCA such a unique institution. We look forward to following your progress as part of our 33,000 strong alumni community.

Sir Peter Bazalgette

Pro-Chancellor and Chair
Royal College of Art

President & Vice-Chancellor's Introduction

Professor Christoph Lindner



Photo: Aisha Seriki

With my first full academic year as President & Vice-Chancellor of the Royal College of Art complete, it has been truly impressive to follow the life-cycle of the institution and be part of its achievements from Welcome Week through to the end of year Shows.

As a global leader in art and design, the RCA is in the ideal position to harness the transformative power of creativity and interdisciplinary practice to address some of our world's biggest challenges. Everything that I have seen from our staff, students, researchers, innovators and alumni throughout the year makes me incredibly positive about our future.

Every year we bring together a cohort of thinkers, makers and innovators from the UK and internationally, and this year we were delighted to be able to welcome students from over 80 countries. We have continued to work hard on reducing financial barriers to study. Throughout the year we made over £6m available for scholarships, bursaries and financial aid (including fee waivers).

We are also extremely grateful for the generous support from donors in this area. These include The Leverhulme Trust, The Rothschild Foundation, Snap, LoveFrom, and Max Mara to mention just a few who make such an impact on our students' lives and the ongoing success of the College.

Our research is also a field where external funders and generous donors make a significant impact. CLIMAVORE x Jameel at RCA continued to go from strength to strength, with an exhibition of their work *Rights to Seeds, Rights of Seeds* at the Museo delle Civiltà in Rome.

President & Vice-Chancellor's Introduction

Their 2025 Food Action Award winners supported ancestral relations with heritage nitrogen-fixing trees in Chile and explored how coffee plantations and monocultural farming in Southern India have disrupted local ecologies. Our Ecological Citizens project, funded by UK Research and Innovation (UKRI), and working with the University of York and Wrexham University, funded projects as diverse as augmented reality prototypes for digital greening initiatives, litter monitoring, what we can learn from social insects and working with nature to develop entrepreneurship practices.

The RCA and its staff received a number of notable research awards in 2025. These included a new three-year research project bringing together universities from Brazil, South Africa and the UK to explore the history of graphic design for street protests, supported by UKRI, São Paulo Research Foundation (FAPESP) and the National Research Foundation (NRF). Large UKRI grant awards were made to Dr Aura Satz for her project 'Scoring Warnings', looking at the challenges of emergency communication, and to Professor Peter Oakley for his collaboration with Germany exploring 'Toxic Heritage: Socio-natural Landscapes of Extraction and Pollution in the Harz and Cornwall'. We were also delighted to receive funding for the second phase of the AiDLab collaboration with Hong Kong Polytechnic University, exploring the use of AI technologies to address sustainability issues in the fashion and textiles industry.

In the fourth iteration of Research England's Knowledge Exchange Framework (KEF4), the RCA achieved an exceptional set of results. We consistently remain above the Arts cluster average in the areas of Research Partnership, Working with Businesses and Working with the Public Sector. Projects were awarded to RCA staff for work with partners including Chanel, EY Seren, H&M, Lloyds Register Foundation, Sodexo, and the TVS Motor Company. Our success in winning funding from Innovate UK's new Accelerated Knowledge Transfer (AKT) programme continued. Three projects were awarded in 2024/25, two of which involved an RCA researcher working with an InnovationRCA start-up. The College also signed a Memorandum of Understanding with the National Oceanography Centre, enabling us to work closely on ocean solutions by bringing science and design innovation together.

Closer to home, the College was delighted to support Wandsworth's year as the London Borough of Culture. We hosted a range of community and sector-wide events, including a mock COP29 summit for local secondary schools and the FACE (Fashion and the Arts Creating Equity) Summit 2024. Reflecting our work to ensure our values are in line with how we operate, we also rose 64 places in the People & Planet University League, achieving a 2:1 classification, and rolled out AccessAble digital access guides across our campuses.

None of this would have been achievable without the hard work and dedication of the RCA's staff. I would like to thank everyone working at the College for their efforts. We were also fortunate to be able to welcome new colleagues and promote existing talented staff this year. Professors Claire Craig and Paul Chamberlain joined us as the new Helen Hamlyn Chairs of Design at the Helen Hamlyn Centre for Design. In addition, a number of existing staff moved to senior positions, including Professor Ken Neil as Pro Vice-Chancellor, Academic; Professor Chantal Faust as Dean of the School of Arts & Humanities, Professor Kerry Curtis as Interim Dean of the School of Design alongside her role of Dean of the School of Communication, two new Associate Deans in Dr Ben Cranfield and Dr Danielle Barrios-O'Neill, and Dr Harold Offeh as Head of Programme for Contemporary Art Practice.

Looking forward to 2025/26, we are now in a strong position to build on these achievements, with a new Strategic Plan in development and exciting renovations starting at our historic Kensington home. I look forward to continuing to work with our staff, students, alumni and supporters on the continued success of the College, as well as the wider creative and cultural sector.



Professor Christoph Lindner
President & Vice-Chancellor
Royal College of Art

Progress Against the Strategic Plan

This year we delivered the third year of our five-year Strategic Plan 2022–27.

Goals >>>

> Goal 1

Goal 1 of the Strategic Plan focuses on research and the value of new knowledge and insights created by the RCA to address diverse global challenges ranging from mobility and urbanism, the circular economy, the climate crisis and de-carbonisation to ageing populations and inclusivity, as well as our world-leading research and practice in creative disciplines, and how, in turn, this high-quality research informs our taught programmes.

A number of ‘enablers’ will help the RCA deliver these goals:

- **Our Values.**
- **Our People & Culture**, including our anti-racism action plan.
- **Our Advocacy.**
- **Our Finance & Investment.**
- **Our Infrastructures.**

>> Goal 2

Goal 2 puts teaching excellence and student experience at the heart of the institution, with a new MA framework that will broaden access and align with the world of lifelong learning.

>>> Goal 3

Goal 3 outlines how the RCA works in collaboration with partners in business, industry and communities, and how we contribute as a civic university to the social, economic, and cultural fabric of society, in particular our role in UK innovation strategy and creative entrepreneurship.



> Goal 1

Research

Research funding awarded in 2024/25 included two large UKRI grants to staff in the School of Arts & Humanities.

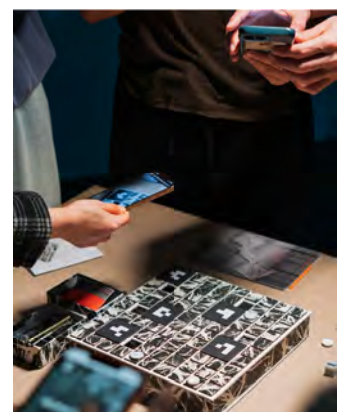
A grant of over £1m was awarded to Dr Aura Satz for her project 'Scoring Warnings', and one of over £440,000 to Professor Peter Oakley for his collaboration with a team in Germany exploring 'Toxic Heritage: Socio-natural Landscapes of Extraction and Pollution in the Harz and Cornwall'. We have also been awarded funding for the second phase of the AiDLab collaboration with Hong Kong Polytechnic University, which will support three RCA-led projects using AI technologies to address sustainability issues in the fashion and textiles industry.



Top image: Polymorph. Photo: Chris Lee.

Right centre images: Preemptive Listening Poster crop, Dr Aura Satz. Mazen Kerbaj (musician collaborator on Preemptive Listening and conference speaker), Drawing on film programme notes, 2024. Acid drainage flooding in the Carn; White arsenic crystals growing on the Labyrinth; Toxic Heritage research project.

Bottom images: ReWilding Weather Spores, research project led by Professor Johnny Golding and Tom Simmons. Photos: Chris Lee.





>> Goal 2

Teaching Excellence

2024/25 was the second academic session of the College's new Master's model, and saw a further settling-in of the full range of academic programmes, including the MFA, MDes, MArch and MEd options. The Graduate Diploma continues as the pre-Master's option for students, and offers an online route to increase flexible study choices.

Clockwise: AcrossRCA. Photo: Chris Lee; *The Veil* by Kashish Gakhar and Alexis Obue (MA-Digital-Direction) for RCA2025; RCA2025 Design Practice; Visual Communication MA RCA2025; MDes Design Futures Symposium; Maliha Abidi (MA Contemporary Art Practice) for RCA2025.

An assessment review was conducted, led by our Associate Deans, and recommendations will be implemented through Academic Standards Committee in 2025/26.

The Postgraduate Taught Experience Survey (PTES) and Postgraduate Research Experience Survey (PRES) saw an increase by five and six percentage points for Overall Satisfaction respectively in the 2025 surveys.

Our focus on academic excellence and innovation was celebrated when we were named the world's leading art and design university for the 11th consecutive year in the QS Universities Ranking.



>>> Goal 3

Knowledge Exchange and Innovation

The College was awarded 14 Knowledge Exchange contracts in 2024/25 worth £385,239.

Studio, contract research and consultancy projects were awarded to RCA staff for work with partners including Chanel, EY Seren, H&M, Lloyds Register Foundation, Sodexo, and the TVS Motor Company.

Our success in winning funding from Innovate UK's new Accelerated Knowledge Transfer (AKT) programme continued, with three projects awarded in 2024/25. Two of the three successful projects involve an RCA researcher working with an InnovationRCA start-up, while the third is a collaboration with an SME.

InnovationRCA's Design & Innovation S/EIS fund Investment Committee approved investment into four RCA start-up companies this year. In addition to running the highly successful start-up incubator programme, the InnovationRCA team mentored 12 SME businesses founded by RCA alumni on this year's Creative Brands Accelerator programme.

RCA staff delivered 29 Executive Education courses (14 open courses and 15 custom courses) to 1,557 learners in 2024/25, generating income of £1.2m.



Top to bottom: Futures Through Design. Photo: James McCauley; Sodexo winners; RCA x Sanda University Custom Course. Photo: Adam Hollingworth; Futures Through Design. Photo: James McCauley; JAS Chanel, Night Incidentals.

Our Enablers

Our five key enablers supported us in this work:

Our Values

Our values of *Integrity, Inclusion, Collaboration and Curiosity* continue to be embedded across the organisation. Building on the work already undertaken in policy development, training and recruitment practices, we have launched the Values into Practice framework. This is designed to deepen understanding of the values, providing guidance and examples of our values in action.

Our People & Culture, including our equity, diversity and inclusion (EDI) activities

This year we have continued to support changes to the senior leadership structure of the College, and begun work on new academic progression and promotion processes.

Our management development programme has now trained over 130 of our line managers. We have established a Line Manager Forum where our line managers can come together to receive and discuss key issues and relevant legislation and policy changes.

Our EDI work continues with progress towards the AdvanceHE Race Equality Charter (REC) mark. Self-assessment teams (SATs) meet regularly and are working to support the application. Local action plans have been developed based on the 2024 survey results; the second survey will launch in 2026.

We have facilitated disability listening sessions with staff as part of our work to improve the working environment for colleagues. The outputs of these sessions will also support our work towards Disability Confident Level 2 accreditation.

We have been collaborating with Student Experience to co-lead the College response and readiness planning for the OfS E6 Sexual Misconduct Regulation. This work has ensured compliance with the condition of registration that came into effect on 1 August 2025.

Our Advocacy

The Engagement, Brand & Marketing Strategy covers all areas of advocacy. This includes public engagement, hosting a wide-range of stakeholders at the College, contributing to Government papers and regular correspondence with relevant Government departments. Close to 1,500 items of media coverage were generated over the course of the year and we continue to increase our audiences across RCA social media channels. Our Community and Public Engagement Strategy saw over 40 events, 25 school workshops and visits and 600 young people engaged across three careers events.

Our Finance & Investment

During the year, the College extended its general purpose £45m Revolving Credit Facility with its existing banking partner, HSBC, to 31st July 2029. The purpose of the facility is to enable the delivery of academic, estate and technology investments outlined in the College's Strategic Plan.

2024/25 was a challenging year for investments due to turbulent market conditions at the start of 2025. Despite this, the RCA's investment advisors continued to adopt the principles of the College's Responsible Investment Policy, which aligns our investments with our strategy and values, generating a total return of £2.4m.

In addition, we received £2.6m of philanthropic funding with further pledges of £1.5m, to advance research projects, enhance teaching initiatives and foster outreach and partnership activities, reflecting the generosity and commitment of our supporters.

Our Infrastructures

2024/25 saw plans to renovate the RCA's historic Kensington campus begin to move at pace. A dedicated team was formed, led by the Chief Operating Officer and Director of Estates, Development, Management & Planning, with Witherford Watson Mann appointed as lead architects alongside specialists Gardiner & Theobald, AECOM, HMC, Alan Baxter and The Planning Lab.

The College received planning permission for the first phase of work to revitalise the Darwin Building. Planning permission was submitted in October for future phases of work, including the reinstatement of the original 1851 Place entrance facing the Royal Albert Hall. This followed extensive engagement with internal and local communities, neighbouring organisations, Westminster City Council, Historic England and the Twentieth Century Society.

Work continued on upgrading and asset replacements across the estate's portfolio, updating LEV and building management systems along with improvements to energy efficient lighting and ventilation. Works to conclude the external pavement and public realm at the new Battersea development were also progressed significantly.

Technology services were enhanced by the continued adoption of Case Management, supporting the Estates facilities management contract. The new applications and admissions system, developed in partnership with EY, operated for the first application cycle, making it easier for students to apply to the RCA. A new core communications network with associated internet connections, Wi-Fi and cybersecurity defences was successfully implemented, improving the performance of digital services as well as providing a solid foundation for future transformations.

Sustainability

Environmental Sustainability Strategy

The RCA's Environmental Sustainability Strategy identifies four pillars to focus our work on climate change and sustainability:

Net Zero Achieve Net Zero by 2035 by reducing scope 1, 2 and 3 greenhouse gas emissions by 90% from a 2022/23 baseline and building resilience to the effects of climate change.

Sustainable Resource Use Reduce our draw on natural resources and work towards becoming a circular institution.

Teaching & Learning Embed environmental sustainability in all forms of teaching and learning, so that students can contribute to and work within a more sustainable future.

Research & Knowledge Exchange Develop solutions to global sustainability challenges through research and innovation.

Progress in 2024/25

In 2024/25, the College's People & Planet ranking increased to 2:1 Class, rising 62 places from 2023/24 making the College the fourth highest ranked institution amongst universities with fewer than 5,000 students.

Our achievements continue with the Green Gown Awards, where we were shortlisted for our partnership with Wandsworth Council to increase awareness of climate change in local primary schools.

We undertook a range of activities to improve our environmental performance at the College:

- We engaged with 17 suppliers on their net zero ambitions and greenhouse gas emissions.

- Environmental sustainability governance and reporting became 'business as usual', with regular reporting presented to the Environmental Sustainability Committee.
- We embedded environmental sustainability criteria into tenders and contracts, including the Catering contract.
- We began work on our Heat Decarbonisation Plan, to be completed in 2025/26.
- Continued to participate in external networks locally and nationally, including South Ken ZEN+, London Higher and EAUC.

Energy and Greenhouse Gas Emissions 2024/25

We report on our greenhouse gas (GHG) emissions annually, and compare progress against our baseline year 2022/23. Full scope 1, 2 and 3 emissions will be available in early 2026. Scope 1, 2 and Scope 3 mileage is included in this report to align with the Streamlined Energy and Carbon Reporting guidance.

The methodology used to calculate our GHG emissions is the Standardised Carbon Emissions Framework for Further and Higher Education, which is based on the Greenhouse Gas Protocol. GHG emissions for 2024/25 are calculated using DEFRA's UK Government Conversion Factors 2025.

Greenhouse Gas Emissions data for 1 August 2024 – 31 July 2025

	2024/25		2023/24		2022/23 (baseline year)	
	Energy use	GHG Emissions (tCO ₂ e)	Energy use	GHG Emissions (tCO ₂ e)	Energy use	GHG Emissions (tCO ₂ e)
Scope 1						
Natural gas (kWh)	4,161,524	761	4,481,435	820	4,886,823	894
Propane (tonnes)	0.2	0.6	0.1	0.4	2.2	7
Refrigerant (kg)	0	0	25	33	0	0
Scope 2						
Electricity (kWh) Location based*	4,881,404	864	4,912,239	1,017	4,761,384	986
Electricity (kWh) Market based*	4,881,404	980	4,912,239	985	4,761,384	602
Heating & Cooling (kWh) Location based*	720,834	126	843,633	152	1,121,690	202
Heating & Cooling (kWh) Market based*	720,834	126	843,633	328	1,121,690	410
Scope 3						
Mileage (GBP)**	3,058	9	3,310	14	1,837	8
Total emissions						
Location based (tCO ₂ e)		1,721		2,003		2,096
Market based (tCO ₂ e)		1,791		2,147		1,920
Intensity ratio						
Location based: tCO ₂ e per m ²		0.034		0.039		0.041
Market based: tCO ₂ e per m ²		0.035		0.042		0.038

*Electricity, heating and cooling data for the White City campus has been estimated, as data is not available at time of writing. For Garden House, consumption for April–July 2025 has been estimated through direct comparison with the previous year. For Media Works, consumption for August 2024–July 2025 has been estimated through direct comparison with the previous year.

**Mileage has been estimated based on expenditure; 2024/25 emissions are calculated using HESCET V3.11.

Energy efficiency

Energy efficiency activities in 2024/25 included:

- Replacing fluorescent lighting with LED lighting and introducing presence detection in the main plant room.
- Moving from air conditioning systems using R22 refrigerant to more efficient R32 refrigerant.
- Replacement of single speed AC axial supply and extract fans with more efficient EC variable speed units.
- Replacing end of life kitchen equipment with more efficient models.

During the reporting year, photovoltaic panels on our Studio Building generated

55,027 kWh

which was a

54%

increase from the previous year. The electricity purchased for our White City campus is renewable.

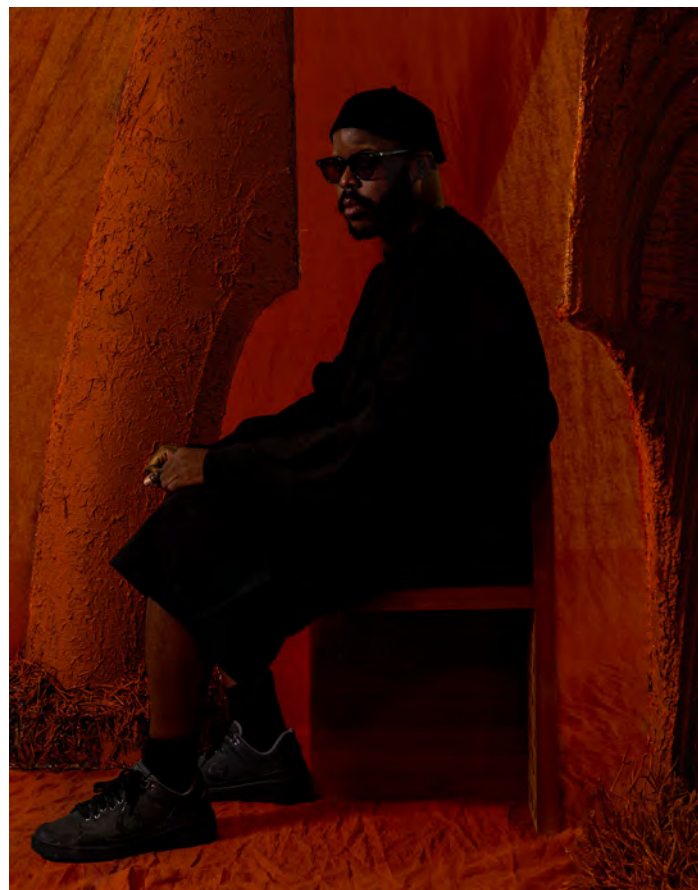
Advancement & Alumni

All at the Royal College of Art are enormously grateful to the individuals, trusts, foundations, corporations and alumni who donated and pledged over £4.1m in philanthropic support to the College during the financial year 2024/25. Thank you to our community of supporters who have continued to champion and support the creativity and innovation of RCA students, staff and alumni.

The accomplishments of our alumni in 2024/25 have been truly remarkable, spanning disciplines as diverse as fine and applied arts, fashion, intelligent mobility and architecture. Among the year's many highlights include:

Awards and recognition

- In the King's New Year's Honours, **Graham Ibbeson** (MA Sculpture, 1978) was awarded an MBE in recognition for Services to the Arts. In the King's Birthday Honours, **Eric Owen Parry** (MA Architecture: Environmental Design, 1978) was awarded a CBE in recognition for Services to Architecture, **Dr Adam Charles Graham Lowe** (MA Painting, 1985) an OBE for Services to the Arts, and **Professor Sophie Thomas** (MA Communication Art & Design, 1997) an OBE for Services to Sustainable Design.
- Among this year's notable contributions at the London Design Biennale 2025 was the Nigeria Pavilion, curated and designed by **Myles Igwebuike** (MA Design Products, 2024). *Entitled Hopes and Impediments: Becoming Ourselves, Together*, the pavilion explored themes of cultural memory and technological legacy through the lens of Lejja and received a special mention from the judges.



Myles Igwebuike (MA Design Products, 2024)

Advancement & Alumni Highlights



Jasleen Kaur (MA Goldsmithing, Silversmithing, Metalwork and Jewellery, 2010)

- **Jasleen Kaur** (MA Goldsmithing, Silversmithing, Metalwork & Jewellery, 2010) won the Turner Prize 2024. Her recent practice reflects upon everyday objects, animating them through sound and music to summon community and cultural inheritance.
- **Zadia Xa** (MA Painting, 2014) was nominated for Turner Prize 2025 for her presentation *Moonlit Confessions Across Deep Sea Echoes: Your Ancestors Are Whales*, and *Earth Remembers Everything* with Benito Mayor Vallejo at Sharjah Biennial 16.
- **Ellie Land** (MA Animation, 2015) was longlisted for a British Short Animation BAFTA for *Plunge*. **Rachel Fitzgerald** (MA Animation, 2022) was nominated for an Irish Film & Television Academy award for her film *Nightpay*, which she made at the RCA.
- **Marjan van Aubel** (MA Design Products, 2012) was named in the 25 Trailblazers leading the 'Design for Planet' movement by the World Design Congress. Design for Planet Trailblazers is an inspirational group of designers and design thinkers who are redesigning the industry and harnessing innovative design solutions to the climate crisis.
- **Wu-Ching Chang** (MA Animation, 2020) won the British Council Culture and Creativity Study UK Alumni Award in Taiwan and **Marina Belitani** (MA Textiles, 2020) won the Science and Sustainability Award in Brazil.

Highlights



Zadia Xa (MA Painting, 2014)

- *Expressions in Blue* by **Felicity Aylieff** (MA Ceramics & Glass, 1996) was a major solo exhibition of her monumental ceramics at Kew Gardens, London.
- *Narratives of Identity* brought together the work of **Qinyao Dai** (MA Painting, 2024), **Hsin Hwang** (MA Print, 2024) and **Shayla Marshall** (MA Contemporary Art Practice, 2024) at the Saatchi Gallery, London.
- *Way Forward: Derek Boshier and the Sixties*, the first posthumous solo exhibition dedicated to **Derek Boshier** (ARCA Diploma Painting, 1962) took place at the Gazelli Art House. It included works from the College's own collection, and was complemented by a selection of works by artists who were part of the contingent at the RCA associated with the rise of Pop Art in Britain.

- **David Hockney** (ARCA Diploma Painting, 1962) *In the mood for Love: Hockney in London 1960-1963* exhibited in July at the Hazlitt Holland-Hubbert gallery, London, with three works loaned from the College's collection. Meanwhile *David Hockney 25* was at Fondation Louis Vuitton in Paris from April to September, bringing together works from across his career including his time at the RCA, and featured a loan from our collection.
- **Paul Cockshedge's** (MA Design Products, 2002) *Reflections*, illustrating the evolution of his imaginative and unorthodox practice, was part of the summer exhibition at Ladbroke Hall.
- **Wuthigrai Siriphon** (MA Textiles, 2019) presented a solo show *Belief Interweave* at ATTA Gallery, Thailand.
- **RCA Alumni** were represented at the 19th International Architecture Exhibition of the Biennale di Venezia 2025, which our President and the Dean of the School of Architecture attended.
- A number of **alumni** had work on display at Photo London 2025 in May.
- **Bianca Saunders** (MA Fashion Menswear, 2017), **Saul Nash** (MA Fashion Menswear, 2018) and **Philip Treacy** (MA Fashion Design, 1990) all featured in *Superfine: Tailoring Black Style* at The Met museum in New York.
- **Clare Waight Keller** (MA Fashion Knitwear, 1993) was announced as Uniqlo's New Creative Director, following on from her debut in 2023 of Uniqlo: C.
- Our **President & Vice-Chancellor, Head of the MA Fashion** programme, and **Dean of the School of Communication** attended the Max Mara fall/winter 2025 fashion show in Milan, a collection designed by Max Mara's **Creative Director Ian Griffiths** (MDes Fashion Design, 1987).
- Notpla's seaweed-lined trays and takeaway packaging are being used in IKEA's reimagined urban store at Oxford Street, London, designed by Notpla's co-founder **Pierre Paslier** (MA/MSc Innovation Design Engineering, 2014) and finalist of Terra Carta 2022. The paper is made with seaweed by-products from industrial processes thereby, reducing the pressure on 'trees, crops and waste'.
- The 2024 Victoria & Albert Museum Christmas tree was a playful reconstruction of the museum's columns by 2010 MA Print graduate **Anna Lomax**. 'All Lit Up!' sought to evoke the playful spirit of Christmas by taking a twist on tradition in LED lighting.



Felicity Aylieff (MA Ceramics & Glass, 1996)

To our valued donors, we extend our gratitude for championing our ambitious vision for postgraduate art and design education. Your generosity fuels groundbreaking research, innovative teaching, and dynamic knowledge exchange while fostering meaningful collaborations across the globe. Thanks to your support, we have enriched the student experience, expanded access to education, and cultivated a culture of inquiry and excellence that resonates throughout the College. As we look to the future, we are inspired by the possibilities that lie ahead made possible by your continued commitment.

Advancement & Alumni Support for Students

The RCA is committed to art and design training – celebrating diversity and providing opportunities for students to access programmes of study generously supported by our donors.

In the 2024/25 academic year almost 100 students enrolled at the RCA with donor-funded support towards their tuition fees and living costs. Initiatives to support students from disadvantaged or under-represented backgrounds continued, including The Logitech Diversity Scholarships in Art & Design, Max Mara Scholarships, The Radcliffe Trust Craft Scholarship, The South Square Trust and The Virgil Abloh Scholarships.



Kevin Adorni (MA Architecture)
Pokémon Scholarships winner in October 2024

Following page: RCA2025. Detail of work by Emma Goring (MA Ceramics & Glass). Photography: Thomas Moen.

Scholarship Support

The **Kiesling family** continues to make generous gifts to the College. Hubertus Kiesling created the Dr Louise Kiesling Scholarships in memory of his late mother, who was a member of the Chancellor's Circle, and an alumna of the College herself (PhD Vehicle Design, 2013).

The **Eranda Rothschild Foundation** made a gift in support of The Eranda Rothschild Scholarships programme. This support has been renewed and awards scholarships to UK-fee status students studying MA Architecture, MA Writing, MA Animation and MA Design Products programmes. The **Zuzsi Roboz Scholarship – Chelsea Arts Club Trust awards** a full-fee scholarship to a UK student studying MA Painting. The Leathersellers' Bursary awards three bursaries each academic year. **The Haberdashers' x RCA Textile Scholarship awards** one scholarship each academic year. **The Coats Foundation Trust Bursary awards** eight bursaries for students studying on the MA Textiles programme and **The Behrens Foundation awards** three bursaries to UK students studying on the MA Jewellery & Metal working in silversmithing. Thank you to our loyal donors for continuing to support our talented students.

We were proud to announce the winners of the seventh cohort of **Pokémon Scholarships** in October 2024 to Prisca Vilsbol (MA/MSc Innovation Design Engineering) and Kevin Adorni (MA Architecture). The unique scholarship supports pioneering RCA students who demonstrate the potential for breaking new ground with their creative forces in the visual arts, design and communications.

Anthony Scala was awarded **The Märit Rausing Scholarship** in Ceramics & Glass.

Annual Prizes

The College has a number of annual donor-supported prizes that are awarded for academic merit. The Jury Prize for Best Expanded Practice – Jewellery was awarded to **Yitian Luo** (MA Jewellery & Metal). Prizes awarded to MA Painting scholars were from ColArt Prize and were awarded to **Jake Bond, Seraphona Mutscheller, Hyunah Koh and Monica Perez**; The Zuzsi Roboz Scholarship – Chelsea Arts Club Trust was awarded to **Isabel Rosa Muñoz-Newsome** (MA Painting). The HIGH Prize for Creative Excellence with Interfashion SpA was awarded to **Sarah Tan** (MRes). The Leathersellers' Bursary was awarded to **Jhu Pan** (MA Intelligent Mobility).





Entangled, Anthony Scala
(MA Ceramics & Glass, 2025)



Detail of FARIN : FOREIGN crop, Tyreis Holder
(MA Textiles, 2025) Virgil Abloh Scholar 2024/25



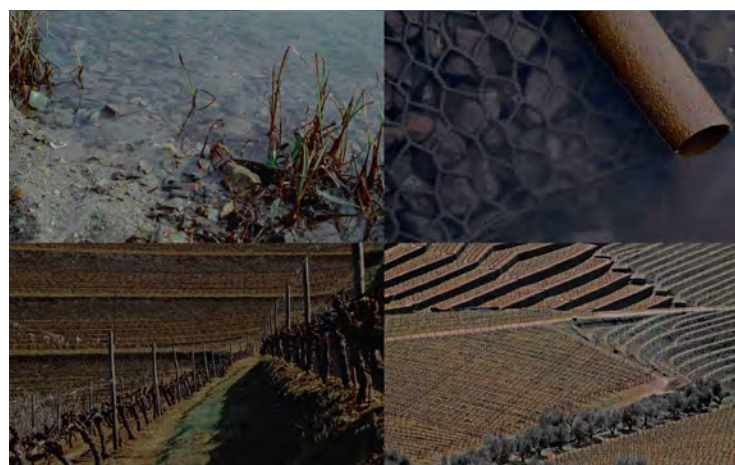
Catsling installation, Shehzad Jaffer
(MA Contemporary Art Practice, 2025)
Leverhulme Arts Scholar



Woven test sample 1, Sarah Tibbles
(MA Textiles, 2025)
Haberdashers x RCA Textiles Scholarship



Jasleen Kaur (MA Goldsmithing, Silversmithing,
Metalwork and Jewellery, 2010)



Film stills from Delta, Charlotte Amos Eranda
(MA Architecture) for Porto Photography Biennial
Rothschild scholar

Advancement & Alumni Partnerships & Events

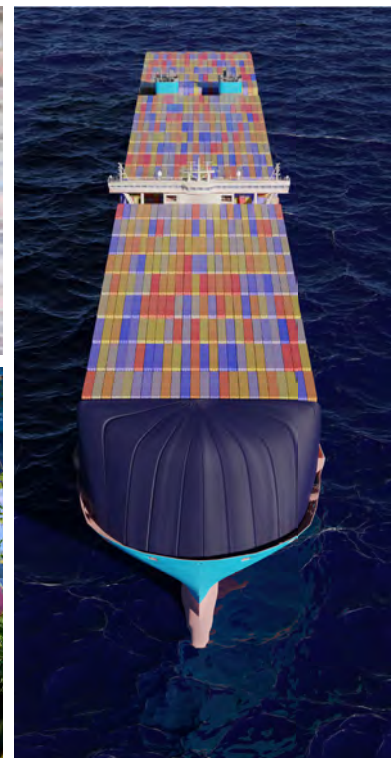


2024/25 saw the RCA and partners continue several initiatives, reimagining the world around us and creating environments conducive to producing new knowledge and solutions to address global challenges.

Terra Carta's Design Labs

The RCA was once again delighted to announce the winners of the 2024 Sustainable Markets Initiative's Terra Carta Design Lab from ten shortlisted projects: BlueNose and Pyri. BlueNose is developing a solution designed to reduce fuel consumption of containerships by up to 5% through the use of aerodynamic improvements retrofitted on board, and is co-founded by Léon Grillet (MA/MSc Innovation Design Engineering, 2021) and Joë Sangarand. Pyri presents an innovative solution to managing the ongoing increase in wildfires by featuring a low-cost wildfire detection system designed with remote and vulnerable communities in mind. The team is comprised of Richard Alexandre, Richard 'Blake' Goodwyn, Karina Gunadi and Tanghao Yu (all MA/Msc Innovation Design Engineering, 2024).

Advancement & Alumni Partnerships & Events



Chancellor's Circle Dinner

Taking place in September, the Chancellor's Circle 2024 welcomed more than 100 guests to the Hangar space at Battersea campus. Before sitting down to dinner, guests were invited to explore an exhibition of the RCA's Terra Carta Design Lab finalists. Hosted by Chancellor Sir Jony Ive, the dinner was a celebration of philanthropy at the RCA and a chance to especially thank the newest Chancellor's Circle members, Elspeth Lane and Hubertus Kiesling, for their incredible generosity.

Images top left to right

A visitor at the Terra Carta Design Lab exhibition.
BlueNose InnovationRCA Start-up founders at the exhibition.
A Bluenose project visual example.
Pyrry team.
Photos: Chris Lee.

Images right

Chancellor's Circle guests.
Table setting and invite.
Photos: Shaun James Cox.





Professor Christoph Linder and H.M. Consul General Tammy Sandhu MBE at British Consulate Residence in San Francisco.



Print Demo with Rudolph Taylor
Print Studio, Battersea Campus



Painting Alumni Panel Discussion
Auditorium, Battersea Campus

Global Events

The RCA hosted Alumni events in global cities San Francisco and Los Angeles in October, Hong Kong and Shanghai in December, Delhi in February, New York in May, and Paris in June, as well as at our home in London.

During these visits, events were held at the British Consulate residences in San Francisco and New York. These receptions aimed to gather members of the our US-based academic, artistic and alumni community and celebrate the work of the College.

Scholar Afternoon Tea Reception

Scholars and donors were brought together for the third annual Scholar Afternoon Tea in October in the DesignBar, providing a key touchpoint at the start of the academic year for donors and scholars to connect, hear about the scholars inspiring stories and plans for the upcoming year. Donors and their representatives were welcomed from the Cass Art Scholarship, The Eranda Rothschild Foundation, Haberdashers' Textile Scholarship, Heveningham Concours Scholarship, Osborne & Little Bursary, Radcliffe Trust Craft Scholarship, The Virgil Abloh Scholarship, and the Hans and Julia Rausing Trust.

Festive Drinks

2024 marked the RCA's first annual Festive Drinks, which offered a chance for stakeholders, supporters and friends of the College to come together to celebrate the season. Hosted by the RCA's Chair alongside the President & Vice-Chancellor, the evening offered a chance for guests to come back to the Senior Common Room and enjoy a relaxed atmosphere.

Painting Alumni Panel Discussion

Celebrating the achievements of our alumni community, four alumni of the MA Painting programme, Anthea Hamilton, Daniel Sinsel, Claudia Sarnthein and Jonathan Baldock, shared insights on what studying Painting at the RCA meant for them and their careers as artists.

Legacy Afternoon Tea

The afternoon event in February welcomed legacy prospects and those that have already committed to leaving a legacy to the College. Guests had the opportunity to view demonstrations by students in the Print and Hot Glass Workshops, which was organised in conjunction with the Print programme and the Ceramics & Glass programme. After the workshop, tea was served in the DesignBar.

Advancement & Alumni Partnerships & Events

Scholar Socials

As part of the scholarship stewardship programme, scholars were invited to come together for meaningful collaborations and networking with two opportunities held at the ArtBar in Kensington in February and June.

Alumni Art Bar Nights of Nostalgia

The Alumni team invited alumni and friends of the College to gather for nostalgia, memories and anecdotes about College life and shared experiences at a series of events in March and June held in the RCA's ArtBar.

Abloh Air Programme Visit

Ten students from Abloh's home town of Chicago visited the RCA for a morning, part of 'Abloh Air', spending nine days in London and Paris. Following a breakfast and welcome from President & Vice-Chancellor Professor Christoph Lindner, students had a chance to speak informally with alumni Bianca Saunders and Shanti Bell, as well as Virgil Abloh Foundation and LoveFrom, scholars. Students then had a tour of the Battersea campus followed by two conversations: Professor Adrian Lahoud, Dean of the School of Architecture, with Dr Sam Ross and Yi Ng and then Zowie Broach, Head of Programme, MA Fashion with RCA Chancellor Sir Jony Ive KBE.



Tyreis Holder (Virgil Abloh Foundation Scholar) with Dame Zandra Rhodes on her visit to the Textiles Studios

Images Top right

Alumni and friends of the College gather at the ArtBar.



RCA x Abloh Air Programme
Sir Jony Ive seated on floor with students, Alumna Shanti Bell, Professor Adrian Lahoud, Dean of the School of Architecture, Samuel Ross, Yi Ng, alumna Bianca Saunders.

Advancement & Alumni Partnerships & Events

CLIMAVORE x Jameel at RCA

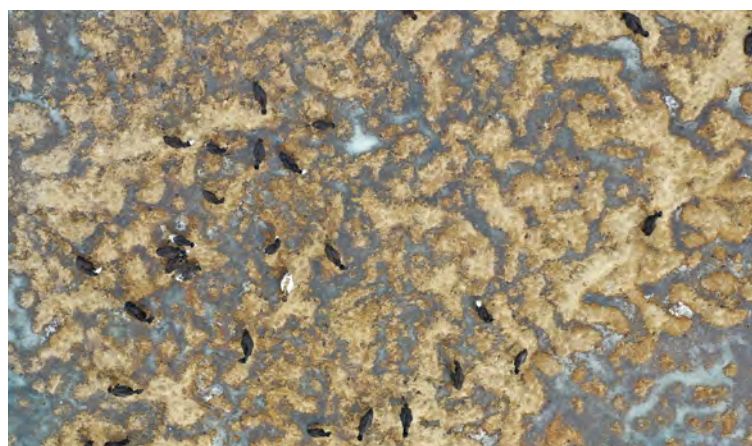
Reimagining foodways for drylands and wetlands in the climate crisis, this important research partnership between Climavore and Community Jameel at the RCA's School of Architecture continues to advance ecological networks to produce new knowledge and action towards spatial justice. This academic year the second Food Action Research Awards received applications from 36 countries, and awarded two prizes – one for research action and one for emerging practice eligible for recent graduates of the RCA. Applications were commended for their diversity, high quality and rigour that addressed some of the most urgent questions around food justice and the climate crisis.

Continued Partnership with Outernet London

As part of the College's multi-year partnership with Outernet London, the media and culture district in central London, a VIP Private View of the RCA Digital Direction showcase was held in July. Featuring work created by students on the MA Digital Direction programme, the exhibition addressed the urgent need for inclusive and relevant storytelling using new technologies.

RCA2025

The Advancement & Alumni team hosted Previews at Battersea in June and July in support of RCA2025 celebrating the work of graduating students from across RCA.



From top Monoculture Meltdown, Vivaio della siccità at Seminazioni.
Photo: Credit Gabriella Paterna.

Water Buffalo Commons, Wallowlands. Photo: Deniz Sabuncu.

Mingxin Li Food Action Emerging Award winner,
Golden Butter, Golden Motherland, Yaks in Wetland. Photo: Mingxin Li.

Advancement & Alumni Alumni

We are continuing to build our alumni communities worldwide, enabling graduates to make connections with each other and to access networks, resources and insights. This network will ensure that the RCA can amplify the positive change we make in the world. With active alumni communities worldwide, the RCA regularly reaches out to alumni residing in more than 80 countries.



A selection of truly inspiring highlights of alumni events and activities at the RCA in 2024/25 include:

Over the year a number of alumni continued to share their experiences and life lessons through *My Generation RCA Stories*, which highlight RCA alumni who continue to play an instrumental role in defining art and design as we know it, including designer Jay Osgerby OBE (MA Architecture & Interior Design, 1994), concept artist for film and TV, Beth Elen Roberts (MA Interior Design, 2020), multidisciplinary art director and designer Shelby Guergis (MA Visual Communication, 2019), transport designer Hugo Eccles (MA Industrial Design, 1995), and Korean artist Jung Lee (MA Photography, 2005).

This year a new collection of artworks donated by alumni were hung on the Alumni ArtBar legacy wall at the RCA. We are grateful to Myles Igwebuike (MA Design Products, 2024), Adalberto Lonardi (MA Interior Design, 2020), Kimberley Burrows (MA Painting, 2023), Alex Helfgott (MA Print, 2024), Aisha Seriki (MA Photography, 2024) and Lol Sargent (MA Printmaking, 1983).

Dame Zandra Rhodes (MA Textiles, 1965) returned to campus in March to give an artist talk to School of Design students, generously sharing her time and insights. She also toured the Textiles facilities, meeting current students, including Virgil Abloh Scholar Tyreis Holder.

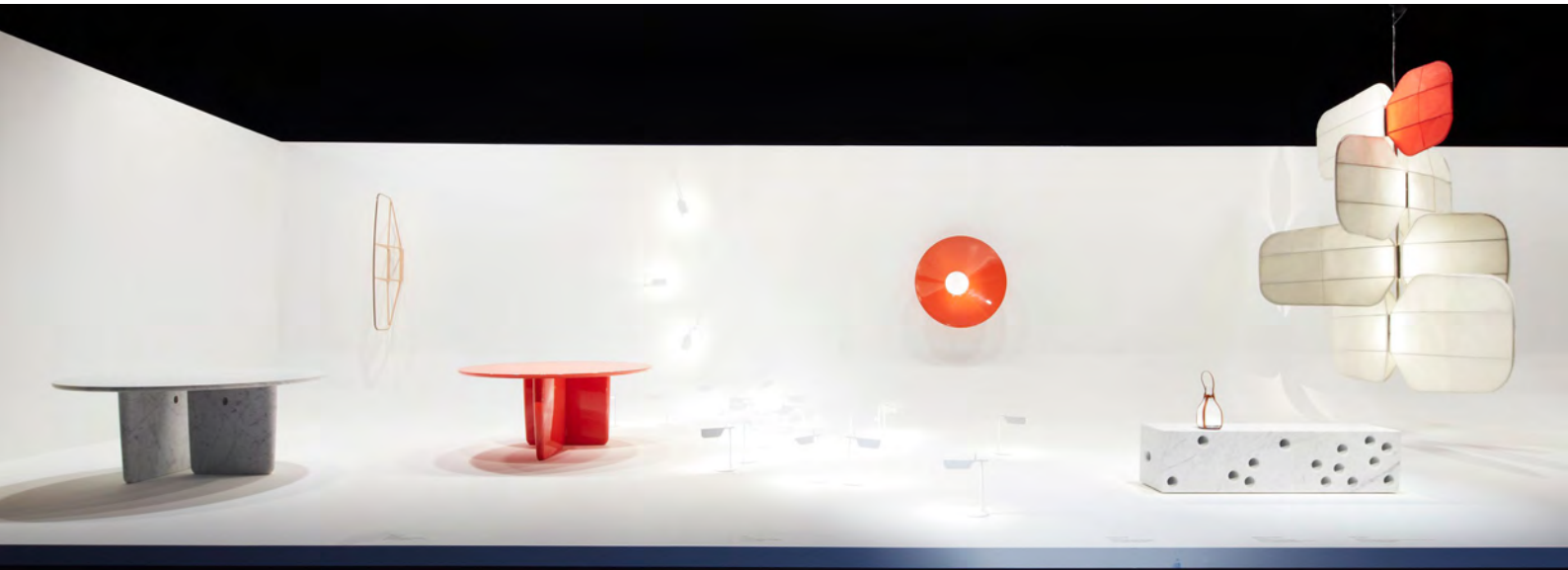
Left from top Tyreis Holder's work at RCA2025 (Virgil Abloh Foundation Scholar). Hugo Eccles' work: Hyperscrambler. Photo: RC Rivera.

Top Jung Lee's work.

Next page from top Jay Osgerby's work, *Designers of the Year* Installation, *Maison et Objet*, 2013. Photo: Stéphane Muratet; Model of Old Valyria by Beth Elen Roberts; Shelby Guergis' work.

Advancement & Alumni

Alumni



Alumni Council

The RCA's Alumni Council is a network established to support the College and its students.

Francesca Amfitheatrof

(MA Jewellery & Silversmithing, 1993)

Christopher Bailey CBE

(MA Fashion Womenswear, 1994)

Tim Brown CBE

(MA Industrial Design, 1987)

David Constantine MBE

(MDes Computer Related Design, 1990)

Sir James Dyson CBE, OM

(MDes Furniture, 1971)

Dame Tracey Emin CBE

(MA Painting, 1989)

Lady Hamlyn

(DesRCA Diploma Fashion, 1955)

Thomas Heatherwick CBE

(MA Furniture, 1994)

David Hockney OM CH RA

(ARCA Diploma Class I Painting, 1962)

Alison Jackson

(MA Photography, 1999)

Asif Kapadia

(MA Film & Television, 1997)

Orla Kiely OBE

(MA Knitted Textiles, 1992)

Professor Gerry McGovern OBE

(MA Vehicle Design, 1978)

Professor Dame Magdalene Odundo DBE

(MA Ceramics & Glass, 1982)

Dame Zandra Rhodes DBE

(DesRCA Diploma Class in Textile Design, 1965)

Peter Schreyer

(MA Vehicle Design, 1980)

Sir Ridley Scott

(ARCA Diploma Graphic Design, 1961)

Emma J Shipley

(MA Textiles, 2011)

Clare Waight Keller

(MA Fashion Knitwear, 1993)

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David Sudlow
John E Summers
Nicky R Thomson
Jaakko T Tuomivaara
Max F Wehebrink
Christine Westwood-Davis
Alexander W Young



Credits: RCA2025. Work by Liszu Tan (MA Sculpture).
Photography: Thomas Moen.

2024/25 Key Financial Highlights

£94.7m

Total income

£91m

Unrestricted
income

12%

from Funding
Council grants

£2.6m

Donations and Endowments
(cash received) in year

£1.7m

Unrestricted
operating
margin

2%

of unrestricted
income

£19.6m

Net cash inflow from
operating activities

21%
of income

£10.9m

Capital investment

£11.0m of cash

& £2.5m
of borrowing
at year end

Financial Review

During 2024/25, the RCA, like many higher education institutions, continued to operate in an uncertain environment. Although there have been improvements in the UK's economic outlook, universities continue to face numerous sector-wide challenges, such as rising operating costs, the impact of changes to international student visa policies and reducing Government funding, increasing competition and the ongoing importance of providing value-for-money to our students. Despite these hurdles, the RCA managed to maintain a stable financial position, delivering a modest financial operating margin, and continued strong net operating cash flow, aligning with the goals set in the RCA's five-year financial plan.

As a postgraduate specialist institution with primarily one year MAs, the College has more sensitivity than many others in the higher education sectors to volatility in the UK and international student recruitment market. Although applications to the College remain at a high level, income from tuition fees reduced by 5% during the year. The RCA's financial sustainability is highly sensitive to our student numbers and therefore our future strategy includes a focus on delivering a more diversified academic portfolio alongside growing other income streams, including educational consultancy and executive education.

In addition, the RCA continues to look at ways to further increase its commitment to student financial support. During the year, the College delivered expanded bursary, scholarship and student welfare initiatives, with expenditure increasing c. 12% to £6.5m, 7% of annual operating expenditure. This included c. £2m of support from our alumni, partners and donors, which is becoming increasingly important as we navigate ongoing reductions in government funding, and seek to make study at the RCA possible for as wide a range of students as possible.

Research continues to be at the core of our teaching ethos and an area where the RCA has global impact.

In 2023/24 the College recognised the highest level of annual research income in its history, linked to the delivery of a number of projects that have now been successfully completed. During 2024/25, the College brought in new research awards and continued to work on high-profile projects, such as those in the Helen Hamlyn Centre for Design and the EPSRC-funded Circular Robot 5.0 project, as well as international collaborations, such as the Laboratory for Artificial Intelligence in Design (AiDLab) with Hong Kong Polytechnic University.

Following the completion of our new Battersea buildings in 2022, capital spending has reduced in recent years while we continue to develop plans to revitalise our Kensington campus and bring our community of students and staff back together on two campuses by mid 2027. During the year, these plans moved forward at pace in partnership with our architects Witherford Watson Mann and other members of the project team. The first stage of works was approved, with works beginning in September 2025, and planning permission submitted in early October. Reducing our leased property portfolio and improving the cost efficiency of the College's estate is a key element of our plans for continued financial sustainability – as well as lessening our environmental impact.

Alongside expenditure on our campuses, investment this year has included spending on completing the roll out of a new IT network, alongside investing in improvements to the College's student recruitment and onboarding processes. These and other investments are aimed at increasing resilience alongside the delivery of service improvements and greater efficiencies in our support services that will help us provide improved value for money for our students, whilst managing the workloads of our staff. This year saw spending on administrative and centrally-managed services reduce 15%.

The external funding landscape for UK educational institutions remains challenging, especially with regards to the teaching subsidies needed to support the high cost of teaching in a specialist institution. Income from Government grants is crucial to our teaching funding and the College received funding of £4.7m in 2024/25. This was a 10% reduction versus the previous year, with the majority of the remaining funds now being linked to the College's World Leading Specialist Funding. The proposed introduction of a levy on international student fees will introduce further risk into the College's ability to deliver world-class teaching and access for financial support for students.

Given the challenges of the external operating environment, support from our generous donors and supporters is more important than ever. The College received £2.6m of funding from donations and endowments during the year, as well as new pledges that will continue to have a hugely positive impact on our student and staff community. This is an area we will continue to work with our partners to grow, for the benefit of our students, researchers and staff, and the College as a whole.

Taking a medium term view to support the sustainable development and growth ambitions of the College, preserving and continuing to build on our operating margin and operating cash flow will be an important part of our current and future financial strategy. This will ensure we have funding to remain agile and responsive to change, and to invest accordingly. New complexities and challenges will always emerge, so although we remain confident in our plans, we will continue to assess different scenarios, such as fluctuations in student numbers, changes to government funding levels, and variations in our operational costs and capital investment plans.

We will do this in a way that maintains our ongoing commitment to workforce development, digital transformation, and transformational estates projects such as the renovation of the Kensington campus. Prudent financial management will continue to be important as we navigate uncertainties, with scenario planning and frequent re-forecasting playing vital roles in ensuring the College's long-term sustainability.

Overview of the year

	2022/23	2023/24	2024/25
Performance			
Earnings before interest, tax and amortisation (EBITDA)* (£m)	15.8	13.6	8.3
% of total income	16 %	13 %	9 %
Unrestricted operating margin (£m)	0.7	3.0	1.7
% of Unrestricted income	1 %	3 %	2 %
Net cash inflow from operating activities (£m)	15.5	8.4	19.6
% of total income	15 %	8 %	21 %
Investment			
Capital investment (£m)	13.4	7.4	10.9
Liquidity and Debt			
Cash and cash equivalents (£m)	21.2	7.5	11.0
Borrowings (£m)	18.0	8.0	2.5
Financial Strength			
Net assets at year end (£m)	193	202	205

* Adjusted to exclude deferred government grants

Despite the challenging external operating environment, the College generated an Unrestricted Operating Margin of £1.7m, 2% of unrestricted income (2023/24: £3.0m, 3%). Performance was slightly lower than the prior year due to lower Tuition Fees and Research grants drawing to a close, offset by lower expenditure as a result of careful cost control.

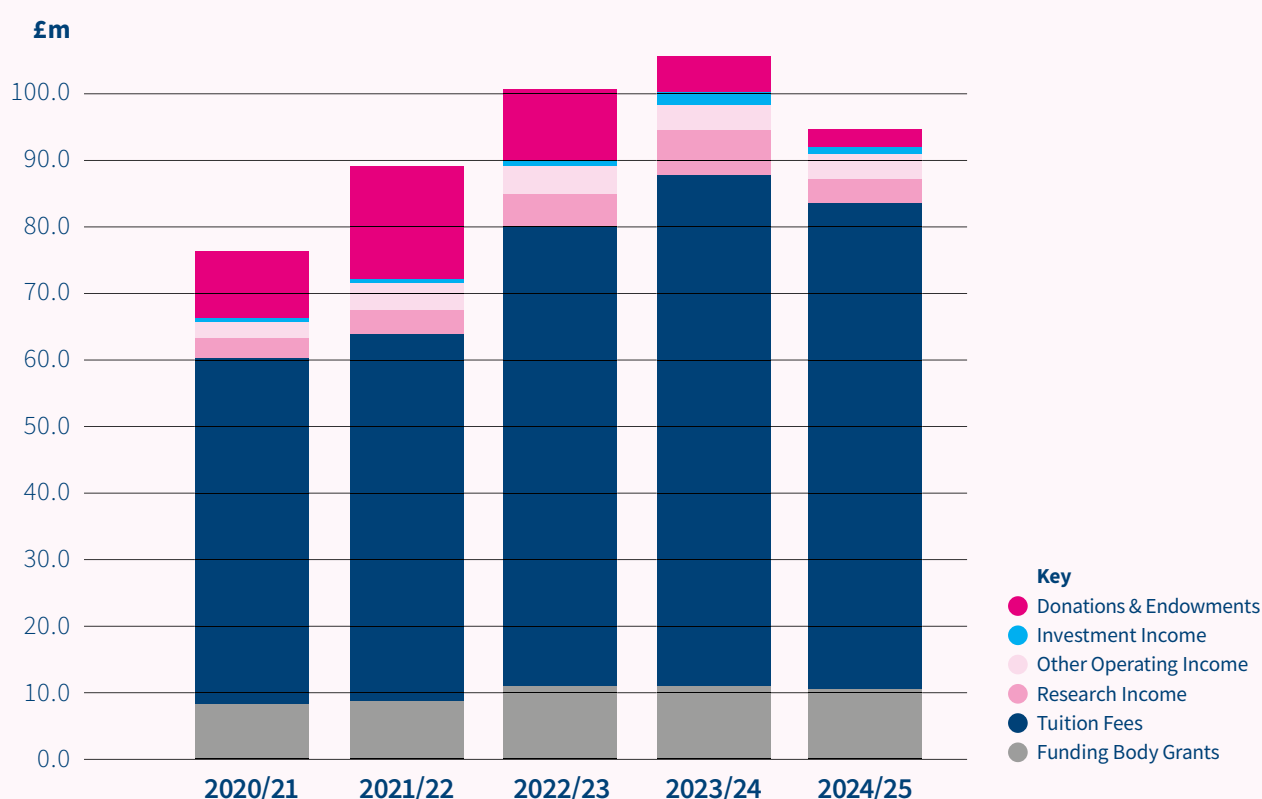
To ensure the continuing financial sustainability of the College, the focus has remained on cash management alongside operational efficiency. Earnings before interest, tax depreciation and amortisation (EBITDA) was £8.3m in 2024/25 (9% of total income). This is slightly lower than prior year (2023/24: £13.6m, 13%) due to a reduction in income from donations and endowments.

Cash generation is an important part of the RCA's financial strategy, as the College looks to continue its investment in extending and enhancing its physical, digital and technical services infrastructure. Changes to this year's admissions and enrolment processes and timelines resulted in the College generating an improved Net cash inflow from operating activities of £19.6m, 21% of income (2023/24: £8.4m, 8% of income). The College the ended year with £11m of cash and £2.5m of borrowing the from the revolving credit facility (RCF) with HSBC. As such, total debt was well within covenant thresholds (total debt to net assets not more than 50%, and interest cover not less than 3.5), and cash held is sufficient to meet the College's current obligations whilst maintaining an appropriate level of working capital.

Total income

Total income of £94.7m was 11% lower than last year (2023/24: £105.9m) and included £2.6m of cash from donations and endowments (2023/24: £5.7m).

Total income



Unrestricted income

Unrestricted income of £90.6m was 7% lower than last year (2023/24: £97.8m).

Income from tuition fees reduced 5% to £72.9m (2023/24: £76.4m), representing 77% of the College's unrestricted income. Total Full-Time Equivalent (FTE) student numbers were 2,465 (2023/24: 2,797). The College continues to develop its postgraduate taught programmes, with 2,319 FTE students registering in 2024/25 (excluding Graduate Diploma), 73% of whom were from outside the UK (2023/24: 2,607 FTE, 75% from outside the UK). 146 Graduate Diploma students were enrolled during the year (2023/24: 190).

Income from funding body grants was £11.1m in 2024/25, a decrease of £0.4m versus the prior year (2023/24: £11.5m).

Income generated from high-quality research and knowledge exchange reached £3.9m in 2024/25 (2023/24: £7.1m). Of this, £3.5m related to research grants and contracts (2023/24: £6.9m).

Income from Executive Education totalled £1.2m (2023/24: £1.3m). During the year, the Executive Education team ran 29 online and on-campus courses, with custom Executive Education projects increasing to 55% of total income (2023/24: 39 courses).

Total expenditure

Total expenditure reduced by 5% to £94.6m (2023/24: £100.0m).

Direct spending on teaching and research (including technicians and library) of £42.7m (45% of the total expenditure) was £2.6m, i.e. 6% lower than prior year (2023/24: £45.4m, 45% of total expenditure).

This was primarily due to lower Research spend, which at £3.0m was £1.8m lower than last year, due to the planned ending of projects during the year (2023/24: £4.8m). The main RCA graduate show – RCA2025 – returned to being held fully onsite in 2024/25 proving £0.5m of lower expenditure compared to last year.

Spending on scholarships, prizes, awards, and student support rose by 12% to £6.5m, 7% of total expenditure (2023/24: £5.8m, 6%).

Premises costs (including catering) of £17.4m were £0.2m below prior year despite inflation, energy and material prices (2024/25: £17.6m).

Spending on administration and centrally-managed services of £17.9m made up 19% of the total cost in the year (2023/24: £21.0m, 21% of total costs). Of this, £16.3m was linked to the delivery of the College's support functions such as the Research Office; Student Support; Registry; Engagement, Brand & Marketing; Technology; People & Culture and Finance. The remaining £1.6m related to centrally managed College-wide costs including card fees linked to payment of tuition fees, student recruitment marketing, staff recruitment and staff development. In total spending on administration and centrally-managed services was £3.2m, 15% lower than last year. This includes lower spend on card fees, and small cost savings spread across most areas to help offset the lower income in the year.

Depreciation and amortisation charges increased to £9.2m (2023/24: £8.4m) following investment in IT systems, digital and technical equipment and the estate. This included investment in the Core IT Network, and fixtures, fittings and equipment across the RCA's estate to ensure the space works well for students and staff.

Scholarships and financial assistance

During 2024/25, the College distributed £6.5m of funding (representing c. 7% of total expenditure). This included £5.8m to provide more than 350 scholarships and prizes to RCA students, plus additional £0.5m fee discounts and funding to Research students (including those studying via part-funded studentship programmes).

A further £0.2m was spent on other student support, including funding the Students' Union and improving the student experience.

Financial Assistance funding included:

- Continuation Fund in support of fee awards for returners at risk of non-completion (2-year or part-time programmes, Leave of Absence returners and Research students).
- An Emergency Hardship Fund for students who have experienced an unforeseen change in circumstance which has caused financial challenges.
- A Materials Fund to support students on low incomes with course material or project-related travel costs.

We also provided dedicated funding for disabled students who required additional specialist support and resources, provided free sanitary products across all campuses throughout the year, and passed funding to the Students' Union to enable its administration of the Cost of Living Fund (supermarket vouchers), the Community Fund (to support student community building initiatives), an Essentials Hub (a student pantry for items such as non-perishable foods, toiletries and cleaning equipment) and a Breakfast Club.

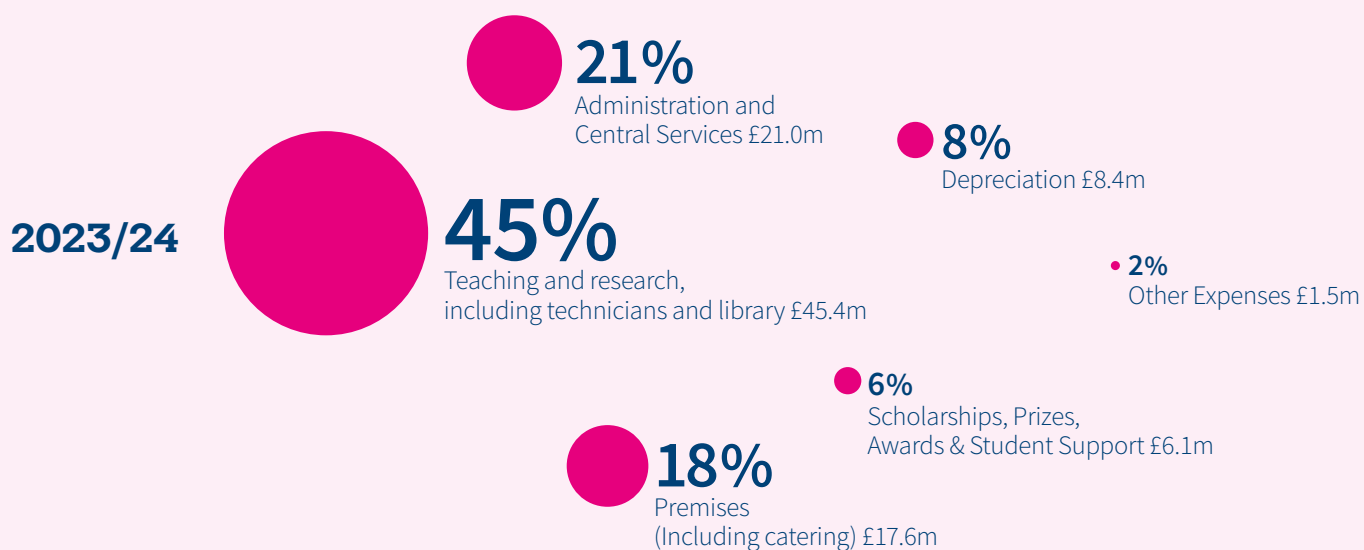
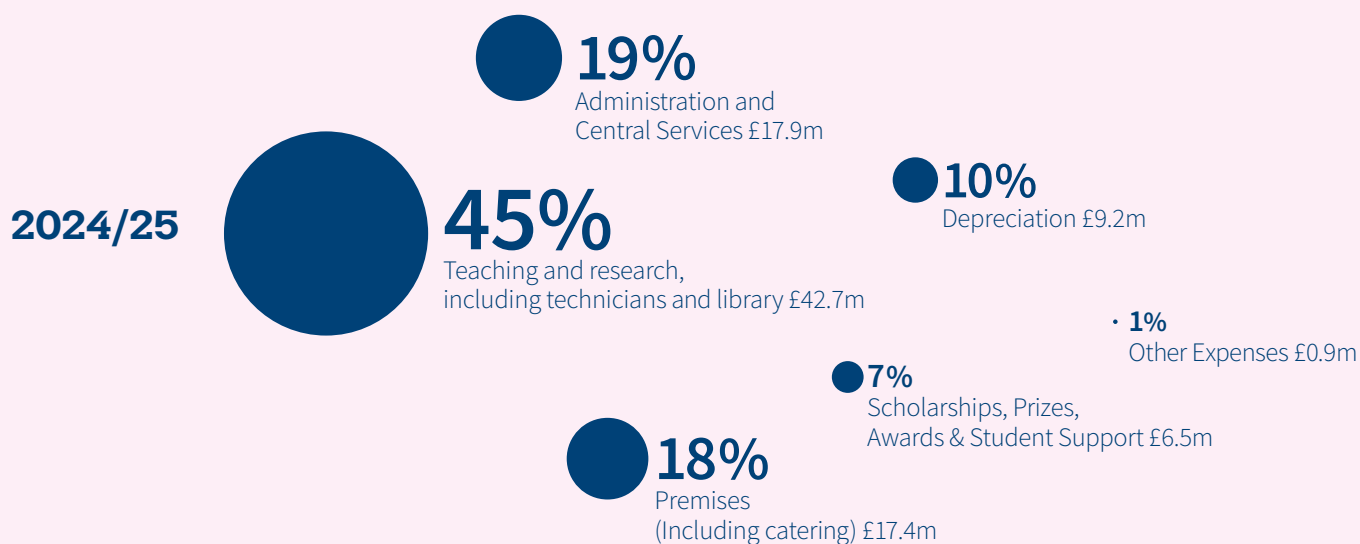
The College's Sir Frank Bowling Scholarship Fund awarded over £0.8m to 42 Home students from Black African and Caribbean diaspora heritage, or mixed Black African and Caribbean diaspora heritage. This included the first Sir Frank Bowling PhD Studentship.

Capital investment

The RCA's capital investment programme has continued with over £86m invested across the last five years in the development of its estate and other infrastructure improvements – supporting the College's ambition to provide world-class campuses, teaching, innovation and research facilities. Over the next five years, a further c. £100m is planned including work to refurbish the College's Kensington campus, enabling the move from three campuses to two by 2027, alongside improvements to our digital infrastructure.

In 2024/25, the College spent a total of £10.9m on capital additions (2023/24: £7.4m). This total comprises £7.4m invested in buildings and campus development (2023/24: £4.4m) and £3.4m in IT hardware and software, security and network infrastructure (2023/24: £3m).

Total expenditure



Indicators of financial strength

Operating margin

Unrestricted Operating Margin was £1.7m, 2% of unrestricted income (2023/24: £3m, 3%). As in previous years, cash has immediately been reinvested in new digital IT infrastructure, technical equipment, and ongoing building maintenance.

Cash flow from operating activities

Net cash inflow from operating activities was £19.6m (21% of total income) in 2023/24, compared to £8.4m in 2022/23 (8% of total income). The year-on-year change was largely driven by strong student tuition fee collections in July following changes to the College's admissions and enrolment processes and timelines.

Borrowings/cash and cash equivalents

At the end of the year, the College held cash of £11m (2023/24: £7.5m) and had total borrowings of £2.5m in a revolving credit facility (2023/24: £8m).

The College has access to a £45m revolving credit facility (RCF) with HSBC, which was extended to 31st July 2029 during the year. The purpose of the facility is to cover funding to enable the delivery of academic, estate and technology investments.

As at 31 July 2025, the College had drawn £2.5m of this facility. The loan drawdown is subject to quarterly interest rate repayments. There is no charge over the RCA's assets for either of the loan facilities.

The College's policy is to hold a minimum of 14 liquidity days of cash (two weeks), which is expected to be equivalent to c. £4m. This level of cash is considered to be adequate as the College has immediate or same day access to cash from its RCF and the College maintains a detailed cash flow that provides the information needed to monitor and manage the cash cycle. This approach to managing cash aims to minimise the amount of debt funded cash held and, during periods when the College has excess cash, maximise the amount that can be placed on deposit. This should minimise interest payable and maximise interest receivable.

Net assets

The RCA's Balance Sheet remains strong: net assets have increased to £205m (2023/24: £202m).

Current ratio

The ratio of Current Assets to Current Liabilities measures an organisation's ability to pay its short-term creditors. The College's ratio went from 0.5 to 0.4 during the year, due to an increase in advance tuition fee receipts for the September 2025 student cohort. The current ratio is below 1 as the RCA's cash policy is to use cash reserves to minimise debt, meaning the College can draw debt from the revolving credit facility to fund the finalisation of works associated with the new Battersea buildings if required. Therefore cash/current asset levels can be increased when needed.

The RCA remains fully committed to the prompt payment of its suppliers' invoices, and aims to pay in accordance with contracted conditions, or where no such conditions exist, within 30 days of receipt of invoice or of the goods or services concerned.

Endowment assets

The RCA's investments are overseen by the Investment Committee (a subcommittee of the Planning & Resources Committee), which is charged with setting investment policies for the College's endowments and cash reserves, and monitoring their implementation.

Responsible Investment Policy

The College recognises that the investments it makes should reflect the values of the College, its staff and student body, alumni and supporters and therefore adopts a socially responsible approach to investment, allowing ethical considerations to be taken into account whilst ensuring there is no significant detrimental impact on the investment return.

The College has a Responsible Investment Policy, which can be found on the College's website. All investments are in funds with a fossil fuel exclusion policy.

Endowment performance

As at 31 July 2025, TrinityBridge Fund Management Ltd, the College's Investment Managers, were managing £39.6m on behalf of the RCA. Investment performance during the year was significantly improved over recent years, with dividends received into the funds amounting to £583k and capital appreciation (net of fees) increasing the capital value of the funds by £1.8m. The latter helping to ensure the endowments' purchasing power is sustained.

Risks

The RCA has a strategic risk register and operational risk registers for Schools and Directorates. The Strategic risk register is reviewed by the Executive Board, Audit & Risk Committee and Council at least three times a year. Operational risk registers are reviewed by the College's Business Continuity and Risk Management Committee, which discusses local risks and agrees on escalation when appropriate.

The College continues to operate in a challenging external risk environment, marked by financial challenges, growing international competition, geopolitical and regulatory uncertainty, and an ever increasing cybersecurity threat.

Geo-diversification of the student body remains a significant risk, alongside the mitigation of current and future geopolitical risks.

The RCA's strategic plans on internationalisation, new models of flexible learning (and degree choices), the strengthening of recruitment activities inside and outside the UK, and the modernisation of the College's support services include future year changes aimed at mitigating these risks. Specifically, the geo-diversification risk is being addressed by a multi-year mitigation plan, an international student recruitment strategy and geo-targeted marketing.

Financial sustainability continues to be a key risk across the Higher Education sector due to geopolitical tensions, economic instability and financial pressures related to Government policy. Specific loci of risk include adjustments to post-study work visas, the introduction of an international student levy, and macroeconomic issues such as inflation and growing international competition. In response, the College is developing a new income diversification strategy, which aims to grow income beyond tuition fees.

The financial implications of these risks crystallising have been investigated during comprehensive modelling and stress-testing to ensure the College has the ability to take appropriate mitigating actions and continue as a going concern. The College has a number of levers it can use to lessen the impact of potential downside risks such as a reduction in the levels of planned operating and capital investment, use of the College's unrestricted investment fund (£7.6m) and increased borrowing (within its pre-agreed £45m loan facility).

Other significant risks include the impact of recent and anticipated changes in UK legislation in employment

law, legal migration rules and company law. The College's ambition on environmental sustainability continues as climate change incidents affecting operational continuity increase. In technology, increased cybersecurity risk coupled with more sophisticated AI poses challenges. Maintaining and enhancing a high-quality student experience is a key focus for the Executive Board during a period of transition and change, as well as ensuring continued focus on greater diversity of talent in both the student body and the College faculty.

Action is being taken to mitigate these and other risks identified in the College's strategic risk register, and both Council and the Executive Board will continue to monitor the position closely.

Going concern

The financial statements have been prepared on a going concern basis which the College's governing body, Council, and Executive Board consider to be appropriate for the following reasons.

The College has prepared cash flow forecasts for a period of two years from the date of these financial statements. In addition, as part of the College's ongoing financial planning, the impact of different sensitivities and scenarios, such as fluctuations in student numbers, changes to government funding levels, and variations in our operating costs and capital investment plans have continued to be modelled.

This includes reverse stress test modelling. After reviewing these forecasts, Council is of the opinion that, taking account of severe but plausible downsides, the College will have sufficient funds to meet its liabilities as they fall due over the going concern assessment period.

Council has considered the following points in reaching its conclusion:

- The 2025/26 student numbers and fees are below original targets in the 5-year financial plan, however the College has recently completed a reforecast exercise, which has identified a number of measures to mitigate the financial gap and ensure the College remains on track to deliver an Operating Margin (surplus).
- A number of cost contingencies have been included in projections to reflect any uncertainty of the 2025/26 year ahead. These include ongoing geopolitical risks across the world and how they might generate a greater risk of higher and prolonged levels of inflation.

- The College has a number of levers it can use to mitigate the impact of potential downside risks, such as a reduction in the levels of planned operating and capital investment, drawdown of the College's general purpose Revolving Credit Facility (RCF) and use of the unrestricted investment fund (£7.6m).
- During a review of the College's forecasts, cash flow projections have been considered alongside an assessment of the College's two bank loan covenants [i) Total debt to total Net Assets must remain <50%, and ii) Interest Cover must be more than 3.5:1. No potential breach of these covenants is expected in 2025/26.

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

Scope of the Financial Statements

The RCA is an exempt charity which operates under the terms of a Royal Charter. The College has no shareholders and it does not distribute profits. Any surpluses which arise on its income and expenditure are reinvested in the RCA's infrastructure, teaching and research activities.

The trustees of the charity are the current Council members (see p. 42). The current Charter was granted in 1967, although the RCA was originally founded in 1837 – at that time it was called the Government School of Design.

The RCA has governance arrangements similar to those of most pre-1992 English universities. It is regulated by the Office for Students (OfS), which also acts as the College's regulator under the terms of the Charities Act 2011. The College's accounts are required to follow the format laid down in the Statement of Recommended Practice: Accounting for Further and Higher Education (SORP).

The objectives of the RCA are set out in its Charter: to advance learning, knowledge and professional competence, particularly in the field of fine art, in the principles and practice of art and design in their relation to industrial and commercial processes and social developments and other subjects relating there to through teaching, research and collaboration with industry and commerce.

Public Benefit Statement

The Royal College of Art is an exempt charity under the terms of the Charities Act 2011. As regulator the Office for Students (OfS) requires the exempt charities which it regulates to publish an annual public benefit statement having regard to relevant Charity Commission guidance.

Education

The RCA provides postgraduate programmes in art and design on a non-profit-making basis. Fees charged to UK students do not cover all the costs of teaching those students; some of these costs are subsidised by OfS grants. Fees charged to non-UK domiciled students are set at a full cost level. As noted in previous sections of this report, the College provides bursaries and hardship grants to some of its students, which widen participation and help students of limited means to study at the College. The College continues to review its offer of taught programmes and to develop more flexible options to widen access and ensure that the most talented students continue to benefit from its specialist, high-quality programmes.

The College's vision is to be the world's most influential art and design university, training the world's most prominent artists and leading designers and developing them more than any other higher education institution. The College offers a transformative experience to students who go on to transform the world, and many graduates hold prominent positions in the arts and creative industries.

Research

The RCA undertakes world-leading research in art and design, which advances knowledge and understanding in our disciplines. Research undertaken in our Schools and Research Centres addresses some of the major challenges facing society today: a healthy ageing society, the climate crisis, sustainability and the circular economy; future mobility and communities; and design-led AI and robotics, as well as representing some of the leading creative practice in the fine and applied arts disciplines. Much of the research carried out at the College is funded by UK and international public research funders and charities, including UK Research & Innovation (UKRI).

Collaborative and contract research projects are delivered in partnership with business and industry partners, charged on the basis of full cost recovery, with any surplus remaining when the direct and indirect costs of this work have been met being reinvested in the College's infrastructure, teaching and research activities.

Our expertise is also shared through consultancy projects and Executive Education short courses, which are delivered for business, industry, public sector and third sector clients internationally. They are priced for full cost recovery and to generate a surplus for reinvestment.

Other Activities

The RCA organises public exhibitions, seminars, lectures and conferences which enable students to show their work and also enable the public to engage with the work of the College. All College exhibitions and lectures are free of charge to members of the public and any charge which might be made for conferences or seminars is designed primarily to cover costs.

The College also operates a significant and well-regarded community engagement programme, which runs workshops, exhibitions and other opportunities for our local communities, schools and young people to work with RCA staff and students. We co-create with local partners and communities to deliver an impactful public programme that aligns with local priorities and the RCA's strategic aims. We empower our staff to work with local communities through our new Community Engagement Seed Fund and Community Engagement Network.

We share our facilities (resources and space) with local groups when possible and share our expertise with local businesses through membership of our local Chamber of Commerce.

Our Access and Participation Plan (APP) 2023–2028 outlines how the College enables progression and success for students from under-represented groups who are undertaking the MA Architecture programme. In support of this commitment, we launched a new outreach programme 'Shaping Space' in 2024 which engages with young people aged 13–19 yrs old, with the aim to raise awareness about architecture as a career and the impact it has upon society.

Trade Union Facility Time

The number of College employees who were relevant union officials during the year to 31 March 2025 was 14 (2.5 FTE). All of these employees spent between 1% and 50% of their time working on facility time. The percentage of the College's total pay bill spent on facility time was 0.19%. The percentage of time spent on paid trade union activities as a percentage of total paid facility time hours was 16.56%.

Corporate Governance and Internal Controls

Corporate Governance Statement

Policies and Operations

The College is a higher education corporation whose legal status derives from a Royal Charter granted in 1967. It is an exempt charity under Schedule 3 of the Charities Act 2011 and is regulated by the Office for Students (OfS). Its objects, powers and framework of governance are set out in its Charter and Statutes.

The following statement, covering the period of these financial statements and up to the day of their approval, provides information about the College's governance procedures and its purpose is to enable the reader of the financial statements to better understand the governance and legal structure of the College. The RCA is committed to best practice in all aspects of corporate governance and we ensure transparency in our corporate governance arrangements:

- a) by our adoption of the CUC Higher Education Code of Governance (2020).
- b) by regular monitoring of the RCA's adherence to OfS Public Interest Governance Principles as well as compliance with the ongoing conditions of registration stipulated by the OfS and the requirements of Research England.
- c) in accordance with the principles of the Nolan Committee on standards in public life (selflessness; integrity; objectivity; accountability; openness; honesty; leadership).

The Charter and Statutes provide for and empower 'authoritative bodies' within the College, the Council and the Senate, each of which has a clearly defined role to play in its structure of governance.

OfS Regulatory Framework

In 2018, the RCA was successful in its application to join the Office for Students' (OfS) register of English higher education providers. As part of this application, the College explained how it met the conditions of registration, including how it has in place adequate and effective management and governance arrangements to deliver, in practice, the public interest governance principles set out by the OfS. The Council is responsible for ensuring that the College complies with the OfS's ongoing conditions of registration and receives monitoring reports on all these matters.

The College's Governance Structure

The Council

The Council is the College's supreme governing body and carries the ultimate responsibility for the College's overall strategic directions and for its finances, property and general affairs, including the employment arrangements for its staff. Council members are also the College's trustees. All members are appointed under the College's Statutes. The Council is made up principally of external members from whom its Chair and Deputy Chair are elected. Also included in its membership are College staff members and the President and Vice-President of the Students' Union as student governors. No members are remunerated for their work on the Council.

The Council is responsible for the determination of the educational character and mission of the College and for oversight of its activities, including the strategic direction of the College; the effective and efficient use of resources; approval of annual estimates of income and expenditure; ensuring the solvency of the College and safeguarding of assets; the setting of a framework for the pay and conditions of staff; and more specifically the appointment and dismissal of the President & Vice-Chancellor and the College Secretary. The Council is also responsible for appointing Council members, including the Chair and Deputy Chair of Council.

The Council normally meets four times per year and delegates most of its detailed business to its committees. Three of these committees are statutory and include the Audit & Risk Committee, Remuneration Committee and Nominations & Governance Committee. Other committees, such as the Planning & Resources Committee, play a key role in supporting Council to fulfil its responsibilities under the regulatory framework and demonstrate good governance in accordance with the CUC Code and OfS Public Interest Governance Principles. All Council committees are formally constituted, with terms of reference agreed by the Council.

A significant proportion of the committees' members are independent and selected for their expertise and knowledge, and each committee reports regularly to the Council. There are co-opted members on a couple of the committees. Further details of the Council, its members, its committees and core policies and procedures are published on the College's website.

In line with the CUC Code of Governance, the Council carries out an effectiveness review every three years on the way it conducts its business. Such a review was undertaken by an external adviser and completed its most recent review in February 2024. The review concluded that the Council's governance measured up well with the fundamental structures of governance having been significantly strengthened in recent years. Compliance with the Office for Students' regulatory framework was well-minded and attended to, with robust controls and oversight. The report made recommendations in relation to the impact of the Council, particularly in relation to its strategic role and academic assurance. The Council agreed to a number of actions in response to the recommendations.

In addition to considering strategy, risk, compliance and regulatory matters, the Council receives briefings and presentations at its regular meetings to provide members with an understanding of various College undertakings, projects and strategic matters.

The Senate

The Senate is the academic authority of the College mainly drawing its membership from the College's Academic Staff, augmented by student representation. It has delegated authority from Council and is responsible for promoting and validating the academic work of the College both in teaching and research and regulates the education, welfare and discipline of the students. It recommends major, strategic academic proposals to the Council and provides assurance to Council with respect to quality of academic programming. Senate meets three times a year.

Planning & Resources Committee

The Planning & Resources Committee is responsible for monitoring long-term, medium-term and short-term planning to ensure the alignment of all aspects of the College's strategy and planning. It has financial, estates and people oversight – ensuring the alignment of all aspects of the College's strategy and planning, in relation to academic, financial, physical, digital and human resource planning. It oversees the performance monitoring and monitors progress towards achievement of institutional targets via agreed KPIs. The Committee meets four times a year.

Audit & Risk Committee

The Audit & Risk Committee is responsible for monitoring the College's arrangements for internal control, risk management, the performance of the College's auditors, considering audit reports and recommendations for the improvement of the College's systems of internal control, together with management's response and implementation plans. The Audit & Risk Committee also receives and considers assurance and internal control reports from the OfS and other funders, and monitors adherence to regulatory and funding requirements. The Committee meets three times a year.

The Committee pays particularly close attention to the implementation of recommendations by management and follow-up to audit exercises. It receives and considers reports from the OfS as they affect the College's business and receives reports from other statutory, regulatory or funding agencies concerning the College's compliance with relevant legislation and standards. It also reviews accounting policies and any major changes to the College's accounting principles and practice that are brought to its attention by the external auditor, internal audit or management.

The Committee reviews its own effectiveness via its annual report to Council and via the self-assessments it carries out from time to time. The Committee monitors the College's strategic risks and mitigating measures via the receipt of regular reports and presentations.

Corporate Governance and Internal Controls

The Committee reports annually to Council and to the OfS on the operation of the College's internal control procedures, and other relevant matters. The Committee regularly reviews its terms of reference and constitution against the CUC Higher Education Audit Code of Practice.

While Executive Board members attend meetings of the Audit & Risk Committee as necessary, they are not members of the Committee. At each meeting, the Committee offers the internal and external auditors the opportunity of private meetings with the Committee members without officers present.

Nominations Committee

The Nominations & Governance Committee keeps under regular review, composition and membership of Council and Council Committees, making recommendations for appointment and reappointments. The Nominations & Governance Committee ensures robust succession planning and skills analysis. A key consideration for the Nominations & Governance Committee is ensuring gender balance and ethnic diversity on Council and its Committees.

The Committee sometimes advertises external governor vacancies when they arise on the College's website and external websites. Search agencies have been used for particular roles where the Council is seeking specialist knowledge and expertise.

Remuneration Committee

The Remuneration Committee meets to consider pay structures and to determine the remuneration of the President & Vice-Chancellor and senior staff. The College follows the guidelines laid out in the Committee of University Chairs Higher Education Remuneration Code. The Committee is chaired by an independent member of Council, and includes the Chair of Council and Deputy Chair of Council. The President & Vice-Chancellor is not a member of the committee and is not present for any discussion regarding their own remuneration and conditions.

Further information about the work of the Remuneration Committee is set out within the Annual Remuneration Statement on page 72. An annual report on the Remuneration Committee's work during the year, together with outcomes, will be presented to Council at its meeting in November.

Executive Board

The Executive Board recommends the College's annual revenue and capital budgets to the Planning & Resources Committee. It also advises Council on the College's overall objectives and priorities, and the strategies and policies required to achieve them.

The principal academic and executive officer of the RCA is the President & Vice-Chancellor, who has a general responsibility to the Council for ensuring that the objects of the College are fulfilled and for maintaining and promoting the efficiency, discipline and good order of the College. The President & Vice-Chancellor is also, under the OfS Terms and Conditions of Funding, the designated Accountable Officer of the College.

Register of Interests

The RCA maintains a Register of Interests completed by Council members and senior managers and these declared interests are updated annually. Additionally, agendas at all meetings of Council and its committees have 'declaration of interests' as the first substantive item. Members and officers are asked to declare any interest in business to be considered by the meeting.

Corporate Governance and Internal Controls

Statement on Internal Control

The Council, as the governing body of the College, has responsibility for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, while safeguarding public and other funds and assets for which the Council is responsible, in accordance with the responsibilities assigned to the governing body in the Charter and Statutes and the OfS Terms and Conditions of Funding for Higher Education Institutions.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks; to evaluate the nature and extent of those risks; and to manage them efficiently and effectively. This process was in place for the year ended 31 July 2025 and up to the date of the approval of the financial statements. It accords with the OfS Conditions of Registration.

The Council has responsibility for reviewing the effectiveness of the system of internal control and the following processes have been established:

- a) The Council considers the plans and strategic direction of the College on an annual basis.
- b) The Audit & Risk Committee independently reviews the effectiveness of internal control systems and the risk management process.
- c) Consideration of all types of risks (business, operational, compliance and financial) and associated control mechanisms are a standing item on the agendas of the Audit and Risk Committee and other committees, such as the Planning & Resources Committee, where the risks are relevant to them. The Audit and Risk Committee's role in this area is to ensure a high-level review of the arrangements for internal control.
- d) The College Executive Board has overall responsibility for Risk Management in the College and is supported in this task by the Head of Risk, Resilience & Safety, who coordinates the processes which underpin risk management, including the production of a Corporate Risk Register.

e) The Audit & Risk Committee reports to Council its findings in respect of the effectiveness of the risk management process and submits an audit annual report to the Council at its November meeting. In addition, the Committee has the opportunity to discuss specific risk management topics with senior managers with at least one area being selected for focus at every meeting.

f) The College has developed a suite of key performance indicators (KPIs), allowing the Council to monitor progress towards the achievement of strategic objectives.

g) The Council receives an annual report from the Audit & Risk Committee which contains an opinion that includes an assessment of the effectiveness and adequacy of the overall system of internal control and the management of risk.

The Audit & Risk Committee, on behalf of Council, has reviewed the effectiveness of the College's system of internal control. Any system of internal financial control can, however, only provide reasonable, but not absolute, assurance against material misstatement or loss. The maintenance and integrity of the RCA's website is the responsibility of the Council; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

The Internal Auditors have an annual risk-based programme which is approved by the Audit & Risk Committee. The College's arrangement for risk management control and governance, and economy, efficiency and effectiveness are adequate and effective. This does not mean that all aspects are adequate and effective, but there are no indications of a material weakness in them. A material weakness is defined as one that could lead to a significant impact on the business, operations or standing of the College.

The College has anti-bribery, anti-money laundering and counter-fraud policies in place. These were reviewed by management and approved by the Audit & Risk Committee in March 2025 and are kept under regular review.

Statement of Council Responsibilities

Financial Statements

In accordance with the College's Royal Charter, the Council is responsible for the administration and management of the affairs of the College.

The Council is responsible for preparing the Strategic Report and Directors' Report and the financial statements in accordance with applicable law and regulations.

The Council is required to prepare and publish financial statements for each financial year and in accordance with the 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 addition, the Council is required to prepare the financial statements in accordance with the OfS Regulatory advice 9: Accounts direction (issued October 2019) (the 'OfS Accounts direction'), the OfS Terms and Conditions of funding for higher education institutions (issued July 2023), any requirements of UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education and other financial reporting regulations relating to the constitution and activities of the College which are relevant to its financial affairs.

Under applicable law, the Council must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the College and of the surplus or deficit, gains and losses, changes in reserves and cash flows of the College for that year.

The Council is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the College and enable it to ensure that the financial statements are prepared in accordance with the College's Charter and Statutes, the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 edition, Accounts Direction issued by the Office for Students (OfS) and other relevant accounting standards.

The Council is required to prepare and publish financial statements for each financial year which give a true and fair view of the state of affairs of the College as at 31 July 2025 and of College's income and expenditure, gains and losses, changes in reserves and of the College's cash flows for that year.

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

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

The Council is responsible for keeping adequate accounting records that are sufficient to show and explain the College's transactions and disclose with reasonable accuracy at any time the financial position of the College. They are also responsible for safeguarding the assets of the College and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The members of the Council have taken reasonable steps to:

- Ensure that funds from whatever source administered by the College for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- Ensure that funds provided by the OfS, UK Research and Innovation (including Research England), the Education & Skills Funding Agency and the Department for Education have been applied in accordance with the OfS Terms and Conditions of funding for higher education institutions (issued July 2023), the funding agreement with UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education, and any other terms and conditions attached to them;

- Ensure that the College has a robust and comprehensive system of risk management, control and corporate governance, which includes the prevention and detection of corruption, fraud, bribery and irregularities;
- Ensure that there is regular, reliable, timely and adequate information to monitor performance and track the use of public funds;
- Plan and manage the College's activities to remain sustainable and financially viable;
- Ensure that it informs the OfS of any material change in its circumstances, including any significant developments that could impact on the mutual interests of the College and the OfS;
- Ensure an effective framework – overseen by Senate – to manage the quality of learning and teaching and to maintain academic standards;
- Consider and act on the OfS' assessment of the College's risks specifically in relation to these funding purposes; and
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and those from other sources.

The Council confirms that:

- So far as each Member is aware, there is no relevant audit information of which the auditor is unaware; and
- The Members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Additional responsibilities

1. To approve the mission and strategic vision of the RCA, the Strategic Plan (including long-term academic and business plans and key performance indicators), and to ensure that these meet the interests of stakeholders;
2. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the College against the Strategic Plan and approved key performance indicators, which should be – where possible and appropriate – benchmarked against other comparable institutions;
3. To delegate authority to the President & Vice-Chancellor, as Chief Executive for the academic, corporate, financial, estate and human resource management of the institution within the terms of the Strategic Plan and the budget as agreed by Council. And to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the President & Vice-Chancellor;
4. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment and procedures for handling internal grievances and for managing conflicts of interest;
5. To establish processes to monitor and evaluate the performance and effectiveness of Council itself;
6. To conduct its business in accordance with best practice in Higher Education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life;
7. To safeguard and promote the good name and values of the College;
8. To appoint and remove the President & Vice-Chancellor as Chief Executive, and to put in place suitable arrangements for monitoring his/her performance;
9. To appoint and remove the Chancellor, the Pro-Chancellor and Chair of Council, the Vice-Chair of Council and other senior appointments as determined by Council currently and in the future;

10. To appoint and remove a College Secretary and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability;
11. To be the employing authority for all staff in the institution and to be responsible for oversight of the human resources strategy;
12. To be the principal financial and business authority of the College, to ensure compliance with the OfS terms and conditions of funding for Higher Education institutions, that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the College's assets, property and estate;
13. To be the College's legal authority and, as such, to ensure that systems are in place for meeting all the College's legal obligations, including those arising from contracts, legal commitments made in the College's name and legal obligations in relation to charity law, equality and diversity and health and safety;
14. To receive assurance that adequate provision has been made to uphold the quality of the student experience;
15. To receive assurance that academic governance is effective;
16. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the College;
17. To ensure that the Students' Union operates in a fair, democratic, accountable and financially sustainable manner;
18. To ensure that the RCA's Charter, Statutes and Ordinances are followed at all times and that they are appropriate.

Council are also responsible for ensuring that:

- Funds from whatever source administered by the College for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- Funds provided by the Office for Students and Research England have been applied in accordance with the terms and conditions attached to them;
- Ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; and
- Securing the economical, efficient and effective management of the College's resources and expenditure.

Sir Peter Bazalgette

Pro-Chancellor and Chair of Council
Royal College of Art

27 November 2025

Council & Committee Members

The following served as members of Council during the year:

Ex-officio Members

Chair and Pro-Chancellor

Sir Peter Bazalgette

President & Vice-Chancellor

Professor Christoph Lindner

Deputy-Chair of Council

Fields Wicker-Miurin OBE

Chief Financial Officer

Amanda White

President of the Students' Union

Lening Huang, President of the Students' Union (from 1 August 2024 until 10 April 2025)

Linjie Chang, President of the Students' Union (from 1 August 2025)

Independent Members

Dame Madeleine Atkins (from 1 August 2025)

Michael Birshan

Suzy Black

Mary Boakye

Arlo Brady (from 13 January 2025)

Professor Hugh Brady

Professor Rachel Cooper OBE (until 31 March 2025)

Michael Creamer (from 1 August 2025)

Mike Forster

John Gibbs

Dr Tristram Hunt

Dr Anne-Marie Imafidon MBE (until 31 March 2025)

Alan Leibowitz (until 30 November 2024)

Dr Fiona Pathiraja (from 1 February 2025)

Sudhir Singh

Fields Wicker-Miurin OBE

Ed Williams (until 31 January 2025)

Members appointed by the Senate

Professor Kerry Curtis

Rama Gheerawo (until 13 January 2025)

Dr Anne Toomey (from 1 August 2025)

One Student elected by the Students

Janmejaya Singh, Vice-President of the Students' Union (from 1 August 2024 until 31 July 2025)

Sacchita Sriganapathiraju, Vice-President of the Students' Union (from 1 August 2025)

Board Fellow

Saba Shaukat

Audit & Risk Committee

Sudhir Singh, Chair

Mary Boakye

Dame Madeleine Atkins (from 1 August 2025)

Professor Rachel Cooper (until 31 March 2025)

Mike Forster

Remuneration Committee

Suzy Black, Chair

Sir Peter Bazalgette

Judy Roberts, Co-opted member

Fields Wicker-Miurin OBE

Nominations Committee

Sir Peter Bazalgette, Chair

Michael Birshan (until 22 May 2025)

Professor Christoph Lindner

Fields Wicker-Miurin OBE

Ed Williams (until 31 January 2025)

Senior Officers & Advisers

Senior Officers

President & Vice-Chancellor

Professor Christoph Lindner

Pro-Vice-Chancellor, Academic Strategy

Professor Ken Neil

Pro-Vice-Chancellor, Research & Innovation

Dr Emma Wakelin (until 3 Oct 2025)

Pro-Vice-Chancellor, Education & Student Experience

Corinne Smith (until 31 March 2025)

Pro-Vice-Chancellor, Education & Student Success

Zey Suka-Bill (from 11 August 2025)

Chief Operating Officer

Heather Akif

Chief Financial Officer

Amanda White

College Secretary

Zioge Smith

Bankers

HSBC Bank plc
71 Queen Victoria Street
London EC4V 4AY

National Westminster Bank plc
1st Floor
440 Strand
London WC2R 0QS

Solicitors

Stephenson Harwood
1 Finsbury Circus
London EC2M 7SH

Insurers

UM Association Ltd
Hasilwood House
60 Bishopsgate
London EC2N 4AW

External Auditors

Grant Thornton UK LLP
8 Finsbury Circus
London EC2M 7EA

Internal Auditors

PwC UK
1 Embankment Place
London WC2N 6RH

Investment Managers

TrinityBridge Fund Management Limited
10 Crown Place
London EC2A 4FT

Independent Auditor's Report to the Council of Royal College of Art

Opinion

We have audited the financial statements of the Royal College of Art for the year ended 31 July 2025, which comprise the Statement of Comprehensive Income and Expenditure, Balance Sheet, Statement of Cash Flows, Statement of Changes in Reserves and notes to the financial statements, 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' (the United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the College's affairs as at 31 July 2025 and of its income and expenditure, gains and losses, changes in reserves and cash flows for the year then ended; and
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

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

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern.

If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the parent College to cease to continue as a going concern.

In our evaluation of the Council's conclusions, we considered the inherent risks associated with the University's business model including effects arising from macro-economic uncertainties such as impact of student recruitment, inflation and uncertainty over international affairs such as U.S. imposed tariffs, we assessed and challenged the reasonableness of estimates made by the Council and the related disclosures and analysed how those risks might affect the College's financial resources or ability to continue operations over the going concern period.

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

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

Our responsibilities and the responsibilities of the Council 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 and Accounts other than the financial statements and our auditor's report thereon. The Council is 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is 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 Office for Students ('OfS') Accounts direction (issued October 2019) (the 'OfS Accounts direction')

In our opinion, in all material respects:

- Funds from whatever source administered by the College for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- Funds provided by the OfS, UK Research and Innovation (including Research England), and the Department for Education have been applied in accordance the OfS Terms and Conditions of funding for higher education institutions (issued July 2024) the funding agreement with UK Research and Innovation (including Research England), and the Department for Education, and any other terms and conditions attached to them; and
- The requirements of the OfS Accounts direction have been met.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the OfS Accounts direction requires us to report to you where:

- The College's grant and fee income, as disclosed in notes 1 and 2 to the financial statements, has been materially misstated; or

- The College's expenditure on access and participation activities for the financial year has been materially misstated.

Responsibilities of Council

As explained more fully in the Statement of responsibilities of the Council set out on page 48, the Council is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council 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 Council are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intends to liquidate the group or the College or to cease operations, or has 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory framework applicable to the group and parent College, and the sector in which it operates. We determined the following laws and regulations were most significant:
 - The Royal Charter by which the College is incorporated;
 - Financial reporting legislation and regulation (including the application of the Further and Higher Education SORP 2019 and FRS102); and
 - The regulatory environment (OfS Framework and Accounts Direction);
 - The engagement team remained alert to indications of fraud and non-compliance with laws and regulations throughout the audit;
 - We obtained an understanding of how the College is complying with these legal and regulatory frameworks by reviewing internal audit reports and making inquiries of management, and those charged with governance as to whether there were any instances of non-compliance with laws and regulations, or whether they had any knowledge of actual or suspected fraud. We corroborated the results of our inquiries through our review of board minutes and through our legal and professional expenses review;
 - To assess the potential risks of material misstatement, including how a fraud might occur, we obtained an understanding of:
 - The College's operations, including the nature of its sources of income, expected financial statement disclosures and risks that may result in risk of material misstatement; and
 - The College's control environment including the adequacy of procedures and the authorisation of transactions.
- We assessed the susceptibility of the College's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:
 - Evaluating the processes and controls established to address the risks related to irregularities and fraud;
 - Testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to unusual transactions;
 - Challenging assumptions and judgements made by management in its significant accounting estimates; and
 - Identifying and testing related party transactions.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the industry in which the group and parent College operates and its understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation;
- We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud, or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

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

Grant Thornton UK LLP

Statutory Auditor, Chartered Accountants
London

Financial Statements

Consolidated Statement of Comprehensive Income and Expenditure

For the Year ended 31 July 2025

		Year ended 31 July 2025	Year ended 31 July 2024 Restated (Note 29)
	Notes	Group £'000	Group £'000
Income			
Tuition Fees and Education Contracts	1	72,911	76,445
Funding Body Grants	2	11,082	11,530
Research Grants and Contracts	3	3,508	6,941
Other Income	5	3,570	3,776
Investment Income	6	1,024	1,525
Donations and Endowments	7	2,617	5,652
Total Income		94,712	105,869
Expenditure			
Staff Costs	8	49,076	48,536
Other Operating Expenses		36,084	42,779
Depreciation and Amortisation	11/12	9,168	8,378
Interest and Other Finance Costs	9	242	351
Total Expenditure	10	94,570	100,044
Surplus Before Other Gains		142	5,825
Gain on Investments	14	3,156	2,760
Surplus for the Year		3,298	8,585
Unrealised surplus on revaluation of tangible assets	12/13	(3)	740
Total Comprehensive Income for the Year		3,295	9,325
Represented by:			
Endowment Comprehensive Income for the Year		1,109	4,506
Restricted Comprehensive Income for the Year		(849)	678
Unrestricted Comprehensive Income for the Year		1,664	2,955
Revaluation Reserve Comprehensive Income for the Year		1,371	1,187
		3,295	9,325

All items of income and expenditure relate to continuing activities.
The appended notes form part of the accounts.

Consolidated Balance Sheet

as at 31 July 2025

		At 31 July 2025	At 31 July 2024 Restated (Note 29)
	Notes	Group £'000	Group £'000
Non-current Assets			
Intangible Assets	11	2,647	2,400
Fixed Assets	12	233,303	232,047
Heritage Assets	13	17,798	17,784
Investments	14	44,049	36,212
		297,797	288,443
Current Assets			
Stock	15	237	246
Debtors	16	6,387	4,777
Investments	14	567	5,399
Cash and Cash Equivalents	22	10,951	7,456
		18,142	17,878
Less: Creditors: Amounts Falling Due Within One Year	17	(47,843)	(35,142)
Net Current Liabilities		(29,701)	(17,264)
Total Assets Less Current Liabilities		268,096	271,179
Creditors: Amounts Falling Due After More Than One Year	18	(47,951)	(54,388)
Obligations Under Finance Leases	25	(14,791)	(14,732)
Total Net Assets		205,354	202,059
Restricted Reserves			
Income and Expenditure Reserve - Endowment Reserve	20	39,626	38,517
Income and Expenditure Reserve - Restricted Reserve	21	3,742	4,591
Unrestricted Reserves			
Income and Expenditure Reserve - Unrestricted		110,521	108,857
Revaluation Reserve		51,465	50,094
Total Reserves		205,354	202,059

The financial statements on pages 58 to 91 were approved by the Council on 26 November 2025 and were signed on its behalf by:

Professor Christoph Lindner
President & Vice-Chancellor

Amanda White
Chief Financial Officer

Sir Peter Bazalgette
Chair of Council and Pro-Chancellor

Consolidated Statement of Cash Flows

For the Year ended 31 July 2025

		Year ended 31 July 2025	Year ended 31 July 2024 Restated (Note 29)
	Notes	Group £'000	Group £'000
Cash Flow from Operating Activities			
Surplus for the Year		3,295	9,325
Adjustment for Non-cash Items			
Depreciation	12	8,088	7,527
Amortisation of Intangibles	11	1,080	851
Surplus on Revaluation of Heritage Assets	13	–	(1,705)
Asset Write Offs	11/12	171	1,078
Impairment of Assets	12/13	3	965
(Gain)/Loss on investments	14	(3,156)	(2,760)
(Increase)/Decrease in Stock	15	9	(22)
(Increase)/Decrease in Debtors	16	(1,610)	167
Increase/(Decrease) in Creditors	17/18	11,823	(4,655)
Adjustment for Investing or Financing Activities			
Endowment Income	7	(30)	(1,851)
Investment Income	6	(1,024)	(1,525)
Interest Payable	9	242	351
Finance Lease Payable	25	714	700
Net Cash Inflow from Operating Activities		19,605	8,446
Cash Flows from Investing Activities			
Disposal of Non-current Asset Investments	14	26,043	13,516
Withdrawal/(payments) to short term deposits	14	4,832	(4,829)
Investment Income	6	1,024	1,525
Payments Made to Acquire Fixed Assets	12/13	(9,494)	(6,250)
Payments Made to Acquire Intangible Assets	11	(1,365)	(1,165)
New Non-current Asset Investments	14	(30,724)	(15,813)
Endowment Income	7	30	1,851
		(9,654)	(11,165)
Cash Flows from Financing Activities			
Interest Paid	9	(242)	(351)
Finance Lease Payable	25	(714)	(700)
Repayments of Amounts Borrowed	18	(5,500)	(10,000)
		(6,456)	(11,051)
Increase/(Decrease) in Cash and Cash Equivalents in the Year		3,495	(13,770)
Cash and Cash Equivalents at Beginning of the Year	22	7,456	21,226
Cash and Cash Equivalents at End of the Year	22	10,951	7,456

Consolidated Statement of Changes in Reserves

For the Year Ended 31 July 2025

	Income and Expenditure Account			Revaluation Reserve	Total
	Endowment	Restricted	Unrestricted		
	£'000	£'000	£'000	£'000	£'000
Balance at 1 August 2024	38,517	5,278	107,199	50,094	201,088
Prior Period Adjustment	–	(687)	1,658	–	971
Balance at 1 August 2024 Restated (Note 29)	38,517	4,591	108,857	50,094	202,059
Surplus/(Deficit) from the Income and Expenditure Statement	1,109	(849)	1,664	1,371	3,295
	1,109	(849)	1,664	1,371	3,295
Balance at 31 July 2025	39,626	3,742	110,521	51,465	205,354
Balance at 1 August 2023	34,012	3,913	105,902	48,907	192,734
Surplus/(Deficit) from the Income and Expenditure Statement	4,505	1,365	1,297	1,187	8,354
	4,505	1,365	1,297	1,187	8,354
Balance at 31 July 2024	38,517	5,278	107,199	50,094	201,088

Statement of Accounting Policies

General information

The Royal College of Art is registered with the Office for Students in England. The address of the College's registered office is Kensington Gore, South Kensington, London SW7 2EU.

Statement of compliance

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

The RCA is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102.

Basis of preparation

The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of fixed assets and derivative financial instruments).

Going concern

The College's activities, together with the factors likely to affect its future development, performance and position, are set out in the Financial Review. The Financial Review also describes the financial position of the College, its cash flows, liquidity position and borrowing facilities.

The financial statements have been prepared on a going concern basis which the College's governing body, Council, and Executive Board consider to be appropriate for the following reasons.

The College has prepared cash flow forecasts for a period of 2 years from the date of these financial statements. The impact of different sensitivities and scenarios, such as fluctuations in student numbers, changes to government funding levels, and variations in our operational costs and capital investment plans have continued to be modelled. This includes reverse stress test modelling. After reviewing these forecasts, Council is of the opinion that, taking account of severe but plausible downsides, the College will have sufficient funds to meet its liabilities as they fall due over the going concern assessment period.

Council has considered the following points in reaching its conclusion:

- The 2025/26 student numbers and fees are below original targets in the 5-year financial plan, however the College has recently completed a reforecast exercise, which has identified a number of measures to mitigate the financial gap and ensure the College remains on track to deliver an Operating Margin (surplus).
- A number of cost contingencies have been included in projections to reflect any uncertainty of the 2025/26 year ahead. These include ongoing geopolitical risks across the world and how they might generate a greater risk of higher and prolonged levels of inflation.
- The College has a number of levers it can use to mitigate the impact of potential downside risks, such as a reduction in the levels of planned operating and capital investment, drawdown of the College's general purpose Revolving Credit Facility (RCF) and use of the unrestricted investment fund (£7.6m).
- During a review of the College's forecasts, cash flow projections have been considered alongside an assessment of the College's two bank loan covenants [i) Total debt to total Net Assets must remain <50%, and ii) Interest Cover must be more than 3.5:1]. No potential breach of these covenants is expected in 2025/26.

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

Basis of consolidation

The financial statements include the College and active subsidiary IRCA Enterprise Limited (company number 13904574, of which the College is the sole shareholder). Separate information for the College and the Group is not provided because the College's financial statements are materially the same as the Group.

IRCA Enterprise Limited is exempt from audit requirements under Section 479A of the Companies Act 2006. The College, however, has elected that the Company prepares audited accounts and will not provide a parental guarantee. IRCA Enterprise Limited was set up to be an Appointed Representative of Infinity Asset Management LLP who are authorised and regulated by the Financial Conduct Authority. It was set up to advise and enable the College to invest in eligible start-up businesses.

The College has the following dormant 100% owned subsidiaries, which were not consolidated in 2024/25: RCA Angel Investor Club Ltd, to promote commercial activity by connecting incubator companies with angel investors; IPRCA Commercialisation Ltd, to advance the commercialisation and development of RCA Intellectual Property created by staff members; RCA Consultancy Limited, to provide consultancy services to third parties; and Battersea North Nominee Limited which was set up to aid the future purchase of land at the end of a 40-year lease period.

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

Income recognition

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

Tuition fee income is stated gross of any expenditure which is not a discount and credited to the Consolidated Statement of Comprehensive Income over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount.

Bursaries and scholarships are accounted for gross as expenditure and not deducted from income. Education contracts are recognised when the College is entitled to the income, which is the period in which students are studying, or where relevant, when performance conditions have been met. Investment income is credited to the statement of income and expenditure on a receivable basis. Note that the College applies judgement when estimating doubtful debts, these estimates are based on historical information and the College's own expertise.

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

Grant funding

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

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

Donations and endowments

Non-exchange transactions without performance-related conditions are donations and endowments. Donations and endowments with donor-imposed restrictions are recognised in income when the RCA is entitled to the funds. Income is retained within the restricted reserve until it is utilised in line with such restrictions at which point the income is released to general reserves by a reserve transfer. Donations with no restrictions are recognised in income when the College is entitled to the funds.

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

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

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

Donations of tangible assets are included within income. The income recognised is valued using a reasonable estimate of their gross value or the amount actually realised. Donated tangible assets are valued and accounted for as tangible assets under the appropriate asset category.

Other income

Income from the sale of goods or services is credited to the Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied (please see Note 5 for details).

Investment income

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

Capital grants

Government capital grants (non-land related) are recognised in income over the expected useful life of the asset. Other capital grants are recognised in income when the College is entitled to the funds subject to any performance-related conditions being met.

Accounting for retirement benefits

The College participates in the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit scheme within the UK and was contracted-out of the second State Pension (prior to April 2016). SAUL is an independently managed pension scheme of over 50 colleges and institutions with links to higher education. Pension benefits accrued within SAUL currently build up on a Career Average Revalued Earnings ("CARE") basis. From 1 April 2023, SAUL introduced a new defined contribution scheme, which members enrolling for the first time will join for their first three years of membership. The College is not expected to be liable to SAUL for any other current participating employer's obligations under the Rules of SAUL, but in the event of an insolvency of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer may be spread across the remaining participating employers and reflected in the next actuarial valuation.

SAUL's statutory funding objective is to have sufficient and appropriate assets to meet the costs incurred by the Trustee in paying SAUL's benefits as they fall due (the 'Technical Provisions'). The Trustee adopts assumptions which, taken as a whole, are intended to be sufficiently prudent for pensions and benefits already in payment to continue to be paid and for the commitments which arise from Members' accrued pension rights to be met. The Technical Provisions assumptions include appropriate margins to allow for the possibility of events turning out worse than expected. However, the funding method and assumptions do not completely remove the risk that the Technical Provisions could be insufficient to provide benefits in the future.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2023. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations.

The funding principles were agreed by the Trustee and employers in June 2024 and are due to be reviewed at SAUL's next formal valuation in 2026. At the 31 March 2023 valuation SAUL was 105% funded on its Technical Provisions. As SAUL was in surplus on its Technical Provisions basis, no deficit contributions were required. However, as per an agreement between the Trustee and the Employers, the ongoing Employers' contributions will fall from a rate of 21% of CARE Salaries to 19% of CARE Salaries from 1 September 2024.

The Royal College of Art is a Participating Employer in SAUL. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers. As a whole, the market value of SAUL's assets at 31 March 2023 was £3,096 million representing 105% of the liabilities. It is not possible to identify an individual Employer's share of the underlying assets and liabilities of SAUL. The Royal College of Art's accounts for its participation in SAUL as if it were a defined contribution scheme and pension costs are based on the amounts actually paid (i.e. cash amounts) in accordance with paragraphs 28.11 of FRS 102. As there was a Technical

Provisions surplus at 31 March 2023, no deficit contributions were required following the 2023 valuation and there is no defined benefit liability (i.e. the present value of any deficit contributions due to SAUL) to be recognised by the Royal College of Art.

Employment benefits

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

Termination benefits/loss of office

The College recognises a liability and expense for termination benefits at the date when it can no longer withdraw the offer of those benefits or, if earlier, when it recognises costs for a restructuring that involves the payment of termination benefits.

Finance leases

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

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

Operating leases

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

Foreign currency

The functional currency of the College is pounds Sterling. Transactions denominated in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the Balance Sheet date are translated at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the Statement of Comprehensive Income and Expenditure for the financial year. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined.

Fixed assets

Fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. The College's buildings that had been revalued to fair value on the date of transition to the Statement of Recommended Practice (SORP) are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Where capital expenditure relates to a leased asset the item is depreciated over the lesser of the useful life of the asset or the length of the lease. Where an item of equipment comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement of components is capitalised as incurred.

Land and buildings

Land and buildings are measured at cost. Chartered quantity surveyors carried out a revaluation as at July 2014. Under FRS 102 the College has opted to use this revaluation as the deemed cost of the College's buildings in the College's Balance Sheet and not to make regular revaluations. The College also adopted the remaining useful economic lives of the buildings according to the valuation.

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

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight-line basis over their expected lives of up to 100 years.

Buildings are further apportioned into components: their structure, mechanical and electrical plant and fit-out. Each component is depreciated according to the estimated useful life of that component as follows:

- Mechanical & Electrical 35 years.
- Fit-out 25 years.
- Structure up to 100 years.
- No depreciation is charged on assets under construction.
- Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Statement of Financial Position.

Equipment

Equipment, including computers and software, costing less than £10,000 per individual item or group of related items is expensed in the year of acquisition. All other equipment is capitalised.

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

- Computer Equipment 3–5 years.
- Other Equipment 5 years.
- Equipment (new buildings fit out) 10 years.
- Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Balance Sheet.

Impairment

A review for impairment of property, plant and equipment is carried out if events or changes in circumstances indicate that the carrying amount of the property, plant and equipment may not be recoverable.

Borrowing costs

Borrowing costs which fund the acquisition, construction or production of assets are recognised as expenditure in the period in which they are incurred.

Heritage assets

The College Collection consists mainly of works of art acquired free of charge from former students and artists associated with the College. Most items in the Collection had nil or little value at the date of acquisition as the artists were not well known. All acquisitions are added to the asset register, with any costing/valued at less than £5,000 impaired to £0. The Collection was revalued by an external organisation, Sotheby's, in 2023/24; this provided an estimate of the value of the Collection.

Heritage assets are revalued every three to five years in accordance with the accounting standard. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material. An annual impairment review is carried out on the College's heritage assets; impairment may be due to physical deterioration, breakage, new evidence giving rise to doubts as to its authenticity, or other factors.

Intangible assets

Computer software and the consultancy costs of implementation amounting to less than £10,000 per individual item or group of related items are expensed in the year of acquisition. All other software and related consultancy costs are capitalised. Intangible assets are stated at cost and amortised over their expected useful life of three to five years.

Investment properties

Investment properties are land and buildings owned by the RCA which are held for capital appreciation or rental income. Any assets held under finance leases would be excluded. Investment properties are held at fair value and are revalued annually with the assistance of qualified external valuers. Any gain or loss is taken to income or expenditure. No depreciation is provided in respect of investment properties.

The leasehold property comprising the Royal College of Art's investment estate was valued as at 31 July 2024 by an external valuer, Newmark Gerald Eve LLP, a regulated firm of Chartered Surveyors. The valuation was prepared in accordance with the requirements of the RICS Valuation – Global Standards 2022 and the national standards and guidance set out in the UK national supplement (October 2023), FRS 102 and the SORP 'Accounting for Further and Higher Education'. The valuation was undertaken on a Fair Value basis.

Under FRS 102, the College has disclosed the retail unit in the Dyson Building as an investment property.

Investments

Investments consist of endowment asset investments and are included in the Balance Sheet at fair value.

Unquoted investments

The College has holdings in 53 startup companies. The investments are mixed motive investments in companies that have an emphasis on providing social value or creating a return through innovation. In determining the value of those assets recognised in the accounts, the following method has been used:

1. Should the shares that the College holds be quoted in an active market then the bid price of those shares would be used to determine fair value, none of the companies were in that position during the year ended 31 July 2025.
2. When quoted prices are unavailable the investments will be valued using the price of recent share transactions as an initial estimate of fair value.
3. The initial estimate of fair value may be reduced or an alternative method of valuation used if there is objective evidence that valuing the company using recent share or funding transactions does not reflect fair value.

After applying these criteria, companies with a fair value of £2.36m have been recognised on the Balance Sheet.

Stock

Stock is held at the lower of cost and net realisable value. Where necessary, provision is made for slow moving or defective stock.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

Provisions, contingent liabilities and contingent assets

Provisions are recognised in the financial statements when:

- a) The RCA has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.
- b) The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.
- c) A contingent liability arises from a past event that gives the RCA a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.
- d) A contingent asset arises where an event has taken place that gives the College a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College.

Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the Notes.

Financial instruments

Financial assets and liabilities are recognised when the Institution becomes party to the contractual provision of the instrument and they are classified according to the substance of the contractual arrangements entered into.

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

Financial assets

Basic financial assets include trade and other debtors and cash and cash equivalents. These assets are recognised at transaction price.

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

Financial liabilities

Basic financial liabilities include trade and other creditors and bank loans. These liabilities are recognised at transaction price.

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

Trade creditors

They are obligated to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised at transaction price. Financial liabilities are de-recognised when the liability is discharged, cancelled, or expires.

Taxation

The RCA is an exempt charity within the meaning of Part 3 of the Charities Act 2011. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and, accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes. The College receives no similar exemption in respect of Value Added Tax (VAT). Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost. The College's subsidiaries are liable to corporation tax in the same way as any other commercial organisation.

Reserves

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

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

Transfers are made between unrestricted and restricted reserves to match expenditure incurred on the Battersea construction against donations received and allocated to the project.

Judgements in applying accounting policies and key sources of estimation of uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Balance Sheet date and the amounts reported for income and expenditure during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The carrying value of the College's investments at 31 July 2025 was £2.36m. This value includes an assessment of the financial, technical and commercial performance of the individual companies. These investments are early-stage innovation companies which have an inherently uncertain value, so significant changes in the valuation year on year are not uncommon.

The fair value of investment properties at 31 July 2025 was £2.01m. A valuation is carried out by an independent Chartered Surveyor as detailed in the investment properties accounting policy. Key assumptions include an assessment of market value and market rent on the valuation date.

Heritage Assets are revalued by a qualified professional every three to five years. The valuation is provided at the valuation date and takes into account market conditions, the condition of the artwork and its known provenance.

The following judgements have had the most significant effect on the amounts recognised in the financial statements:

- **Deferred Income:** Tuition fees are invoiced in July every year for the following financial year. Invoices unpaid at year end are not included in the debtor balance.
- **Provision for Doubtful Debts:** Due to the low level of debt, each student debtor is assessed individually and a decision is made about whether to treat that debt as doubtful, based on the student's individual circumstances.

Notes to the Accounts

For the Year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024 Restated (Note 29)
	£'000	£'000
1 Tuition Fees and Education Contracts		
Full-time Home and EU Students	11,241	10,231
Full-time International Students	59,128	64,340
Part-time Students	1,249	852
Other Short Courses	1,045	542
Research Training Support Grant	248	480
	72,911	76,445
2 Funding Body Grants		
Recurrent Grant		
Office for Students	4,680	5,194
Research England	3,050	3,025
Capital Grant	937	937
Specific Grants		
Research England	2,415	2,374
	11,082	11,530
3 Research Grants and Contracts		Restated (Note 29)
Research Councils	1,498	3,003
Research Charities	434	378
Government (UK and Overseas)	130	1,140
Industry and Commerce	842	2,410
Other	640	10
	3,508	6,941
4 Grant and fee income		Restated (Note 29)
The source of grant and fee income (exclusive of VAT), included in notes 1 to 3 is as follows:		
Funding body grant income from the Office For Students	4,680	5,194
Funding body grant income from other bodies	5,465	5,399
Research grants and contracts income	3,508	6,941
Fee income for taught awards	70,251	74,529
Fee income for research awards	1,615	1,374
Fee income from non-qualifying courses	1,045	542
	86,564	93,979

Notes to the Accounts

For the Year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
5 Other Income		
Lettings/Rental Income	188	184
Catering	675	663
Other Services Rendered*	1,230	1,344
Other Income**	1,477	1,585
	3,570	3,776

*Other services rendered includes Executive Education.

** Other Income primarily consists of consultancy income, student materials income, shops sales and royalty income.

6 Investment Income		
Investment Income on Endowments	583	726
Other Investment Income	441	799
	1,024	1,525

7 Donations and Endowments		
New Endowments	30	1,851
Donations with Restrictions	2,312	3,631
Unrestricted Donations	275	170
	2,617	5,652

Notes to the Accounts

For the Year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
8 Staff Costs		
Salaries	37,403	37,248
Social Security Costs	4,421	3,888
Pension Costs	6,471	6,529
Compensation for Loss of Office	781	871
Total	49,076	48,536
Compensation for Loss of Office		
No. of Employees	65	48
Amount (£'000)	781	871

Compensation for loss of office includes payments made for redundancy, including where appropriate at the ending of fixed-term contracts.

Emoluments of the President & Vice-Chancellor

	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2024	Year ended 31 July 2024*
	£	£	£	£
		Dr. Paul Thompson	Prof. Christoph Lindner	Total for both Post-holders
		1 August 2023– 31 July 2024	8 April 2024– 31 July 2024	
Basic Salary	309,429	306,000	90,571	396,571
Payment of Bonus	10,000	–	–	–
Taxable Benefits In-Kind	7,003	–	–	–
Pay in Lieu of Pension	29,127	–	6,546	6,546
Pension Contributions to SAUL	12,800	78,441	4,018	82,459
	368,359	384,441	101,135	485,576

A bonus of £10,000 was awarded to the President & Vice-Chancellor for the financial year, due to leadership success in advancing strategic priorities and managing a financially challenging year. No sums were paid by way of an expense allowance during the year. Taxable benefits in kind comprised of costs relating to Indefinite Leave to Remain and Citizenship (£4,674) and £2,239 to compensate for income tax and national insurance due on the gross payment. Professor Lindner's remuneration for the period April 2024 to March 2025 relates to his probationary first year.

* There was a change in leadership at the Royal College of Art in 2024, with Dr Paul Thompson stepping down, and with Professor Christoph Lindner starting his tenure as President & Vice-Chancellor in April 2024. As is common in senior-level transitions there was a planned handover period to ensure the continued smooth running of the College.

2024/25 Remuneration Statement

The pay level for the incoming President & Vice-Chancellor was determined by the Remuneration Committee, which comprises independent members of Council, including the Chair and Deputy Chair. The Committee's decision was informed by data provided by the Chief Operating Officer, the Director of People & Culture and appropriate sector benchmarking. The Committee has a duty to ensure that the President & Vice-Chancellor's remuneration is appropriate to attract and retain the required calibre of individual. Pay increases to senior College staff, including at President & Vice-Chancellor level, are governed by the Senior Staff Remuneration Policy.

Notes to the Accounts

For the Year ended 31 July 2025

2024/25 was another year of high performance. The RCA was delighted to mark 11 years as the world's number one art and design university according to the QS World University Rankings by subject. Despite challenging times across the sector, the College also delivered a positive financial operating margin at the end of the year.

The College and its staff won a number of significant new research awards, from both UKRI and international partners, including a renewal of the AiDLab collaboration with Hong Kong Polytechnic University; a UKRI, FAPESP and NRF funded project through the Trans-Atlantic Platform for Social Sciences and Humanities looking at the history of graphic design for street protest; and the EPSRC-funded Circular Robot 5.0 project, focused around extending the operational lifespan of industrial robots, while enabling end-of-life remanufacturing and recycling of critical raw materials.

In the fourth iteration of Research England's Knowledge Exchange Framework (KEF4), the RCA achieved an exceptional set of results, consistently remaining above the Arts cluster average in the areas of Research Partnership, Working with Businesses and Working with the Public Sector. The number of start-ups supported by the College's incubator, InnovationRCA, rose to 87. The College also continued to work in partnership with industry, extending its relationship with Hyundai-Kia; launching an innovative new project with Sodexo, looking at digitising food in an industry context; and delivering two new Innovate UK Accelerated Knowledge Transfer (AKT) projects.

Significant hires during this time to strengthen the senior team and the College's Research Centres included Professor Zey Suka-Bill, who joined as the new Pro Vice-Chancellor, Education & Student Success; and Professors Claire Craig and Paul Chamberlain, the new Helen Hamlyn Chairs of Design at The Helen Hamlyn Centre for Design.

The College continued its commitment to sustainability, with two start-up winners of the Sustainable Markets Initiative's Terra Carta Design Lab – BlueNose, who develop solutions to improve the aerodynamics of ships and Pyri, a low-cost wildfire detection system. The RCA has also signed a Memorandum of Understanding (MoU) with the National Oceanography Centre, bringing together the world's best human and planet-centred design-led innovation with the world's best deep ocean science, for the benefit of the ocean, planet and people.

The year culminated with almost 2,000 students showcasing their work in RCA2025 postgraduate exhibitions and events, attracting over 33,000 visitors.

Pay Ratios

	Year ended 31 July 2025 ¹	Year ended 31 July 2024 ²
Basic Pay Ratio	5.6	5.4
Total Remuneration Ratio	5.3	5.5

In 2024/25 the President & Vice-Chancellor's basic salary was 5.6 times the median pay for all College staff, compared to 5.4 in the prior year. It compared favourably with the median Higher Education Institution (HEI) sector ratio of 6.9¹.

During the year, the College implemented the 2024/25 UCEA pay awards, which saw staff on lower salaries receiving higher inflationary increases.

The President & Vice-Chancellor's total remuneration was 5.3 times the median total remuneration, a reduction compared to a prior year multiple of 5.5. The Total Remuneration ratio is lower than the Basic Pay ratio because the President & Vice-Chancellor has elected to receive pay in lieu of pension. The impact of this is to reduce the President & Vice-Chancellor's total remuneration as a multiple of all the College Staff median total remuneration."

The RCA has prepared its median pay disclosure for 2024/25 in accordance with the OfS 2024/25 Accounts Direction definition. This includes permanent staff, but excludes non payroll agency staff.

¹ January 2025 Survey of Vice-Chancellors' remuneration.

² The pay ratios for the year ended 31 July 2024 were calculated using the annual full-time equivalent remuneration of the new President & Vice-Chancellor.

Notes to the Accounts

For the Year ended 31 July 2025

Remuneration of other higher paid staff, excluding bonuses, employer's National Insurance and pension contributions:

	Year ended 31 July 2025	Year ended 31 July 2024
	No.	No.
£100,000 to £104,999	0	1
£105,000 to £109,999	1	2
£110,000 to £114,999	2	2
£115,000 to £119,999	2	2
£120,000 to £124,999	2	1
£125,000 to £129,999	1	3
£130,000 to £134,999	1	0
£140,000 to £144,999	1	3
£145,000 to £149,999	3	1
£190,000 to £194,999	0	1
	13	16

No member of the Council receives remuneration in respect of his or her duties.

	Year ended 31 July 2025	Year ended 31 July 2024
	No. (FTE)	No. (FTE)
Average Staff Numbers by Major Category:		
Academic Programmes and Services	383	367
Premises	29	31
Research	40	59
Administrative and Other	169	173
	621	630

Average Full-time Equivalent (FTE) staff numbers in 2024/25 and 2023/24 were calculated by taking an average of actual staff numbers across each of the twelve months.

Notes to the Accounts

For the Year ended 31 July 2025

Key Management Personnel

Key Management Personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College. Staff costs include compensation paid to Key Management Personnel. Compensation consists of salary and benefits and includes employer pension contributions.

The Key Management Personnel at the Royal College of Art are:

The President & Vice-Chancellor

The College Secretary

The Pro Vice-Chancellor (Academic)

The Pro Vice-Chancellor (Research & Innovation)

The Pro Vice-Chancellor (Education) to 31st March 2025

The Chief Operating Officer

The Chief Financial Officer

The Dean of the School of Communication and Acting Dean of the School of Design

The Dean of the School of Arts & Humanities

The Dean of the School of Architecture

The Director of People & Culture

The Director of Engagement, Brand & Marketing

The Director of Advancement & Alumni

	Year ended 31 July 2025	Year ended 31 July 2023
	£'000	£'000
Key Management Personnel Compensation	2,243	1,674
Following changes to the College's Executive Board, the Key Management Personnel recognised within this disclosure increased from July 2024		
	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
9 Interest and Other Finance Costs		
Loan Interest	179	351
Loan facility fee	63	–
	242	351

Notes to the Accounts

For the Year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
10 Analysis of Total Expenditure by Activity		
Academic and Related Expenditure	25,652	26,047
Academic Services	12,755	12,685
Scholarships, Prizes and Awards	6,486	5,772
Sponsored Projects, Exhibitions and Shows	1,315	1,858
Research Grants and Contracts	3,010	4,789
Premises (Including Service Concession Cost)	16,539	16,832
Residences, Catering and Conferences	902	747
Administration and Central Services	17,851	21,028
Grant to RCA Student Union	379	368
Depreciation	9,168	8,377
Other Expenses	513	1,541
	94,570	100,044
Other Operating Expenses Include:		
External Auditors Remuneration in Respect of Audit Services	107	103
External Auditors Remuneration in Respect of Non-audit Services	8	8
Internal Audit	92	87
Operating Lease Rentals – Land and Buildings	2,562	2,562

Expenditure relating to the College's active subsidiary, IRCA Enterprise Limited, is included within Administration and Central Services. This expenditure amounts to £18,731.

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
11 Intangible Assets		
Software		
Cost	6,394	5,354
Opening Balance	1,365	1,165
Additions in the Year (including intangible assets under construction)	(38)	(125)
Write Offs	7,721	6,394
Total Cost		
Amortisation	(3,994)	(3,143)
Opening Balance	(1,080)	(851)
Amortisation Charge for the Year	(5,074)	(3,994)
Accumulated Amortisation	2,647	2,400
Net Book Value 31 July		

The additions during the year relate to the acquisition of software.
The amortisation period is three to five years.

Notes to the Accounts

For the Year ended 31 July 2025

12 Fixed Assets	Freehold Land and Buildings	Leasehold Land and Buildings	Fixtures, Fittings and Equipment	Fixed Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost and valuation					
At 1 August 2024	141,416	101,235	21,891	8,072	272,614
Transfer of completed assets from Assets Under Construction	–	(3)	7,823	(7,820)	–
Additions	–	79	2,011	7,387	9,477
Reclassification	(60)	60	1	(134)	(133)
At 31 July 2025	141,356	101,371	31,726	7,505	281,958
Depreciation					
At 1 August 2024	(3,548)	(23,920)	(13,099)	–	(40,567)
Charge for the year	(1,624)	(3,156)	(3,308)	–	(8,088)
At 31 July 2025	(5,172)	(27,076)	(16,407)	–	(48,655)
Net Book Value					
At 31 July 2025	136,184	74,295	15,319	7,505	233,303
At 31 July 2024	137,868	77,315	8,792	8,072	232,047

A full valuation of academic, office, ancillary and support buildings was carried out on 31 July 2014 by Newmark Gerald Eve LLP. This revaluation was applied as deemed cost on transition to FRS 102.

Land is held under a finance lease. The land has a carrying amount of £14,200k and is not depreciated.

Asset reclassifications consist of £60k buildings reclassified from freehold to leasehold, £1k fixtures previously classified within Assets Under Construction, and £133k Assets Under Construction written off to expenses.

Notes to the Accounts

For the Year ended 31 July 2025

13 Heritage Assets

The College has an art collection which consists mainly of works of art acquired free of charge from former students and artists associated with the College. Most items in the collection had nil or little value at the date of acquisition as the artists were not well known. Over time some items in the collection have appreciated in value. At 31 July 2025 there were over 1,300 in the collection.

	2025	2024	2023	2022	2021
	£'000	£'000	£'000	£'000	£'000
Opening Balance	17,784	16,071	16,056	16,034	16,034
Additions:					
Total Cost of Acquisitions Purchased	17	8	15	22	–
Total Acquisitions Capitalised	17	8	15	22	–
Revaluation	–	1,705	–	–	–
Impairment	(3)	–	–	–	–
Closing balance	17,798	17,784	16,071	16,056	16,034

The RCA's heritage assets were revalued by Sotheby's in April 2024, in accordance with the College's accounting policy.

Notes to the Accounts

For the Year ended 31 July 2025

14 Investments	Endowment Assets	Investment Property	Other Investments	Investment in Subsidiaries	Total Non-Current Investments	Current Investments	Total Investments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
At 1 August 2024	33,220	1,995	997	–	36,212	5,399	41,611
Additions	30,224	–	–	500	30,724	–	30,724
Disposals	(26,043)	–	–	–	(26,043)	(4,832)	(30,875)
Increase/(Decrease) in Market Value of Investments	1,785	11	1,360	–	3,156	–	3,156
as at 31 July 2025	39,186	2,006	2,357	500	44,049	567	44,616

The non-current investments have been valued at fair value. For the breakdown of Endowment Assets by Investment Class, refer to Note 21. The current investments represent cash balances held within the College's endowment portfolio.

The College has unquoted investments in 53 start-up companies supported by the InnovationRCA Incubator. Within other investments the objective of InnovationRCA is to create new design-led companies that develop products or services which generate sales and profits. This, in turn, will provide new design entrepreneurs and business innovators with development opportunities. Under Other Investments the College has recognised at a fair value those companies supported by the InnovationRCA Incubator which have met the criteria laid out in the College's accounting policies.

Current investments comprise cash held not yet invested. The opening £5,399k largely relates to the Marit Rausing Scholarship donation, which was held in cash by TrinityBridge and invested during the year.

Notes to the Accounts

For the Year ended 31 July 2025

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
15 Stock		
	237	246
	237	246

Stock consists of stock from the College Shop, catering supplies and precious metals.

16 Debtors

Restated (Note 29)

Amounts falling due within one year:

Debtors	3,309	1,330
Accrued Income	713	1,094
Prepayments	2,365	2,353
	6,387	4,777

17 Creditors: Amounts Falling Due Within One Year

Restated (Note 29)

Sundry Creditors	4,288	1,836
Social Security and Other Taxation Payable	1,109	1,415
Accruals and Deferred Income*	40,758	30,631
Staff Annual Leave Accrual	1,688	1,260
	47,843	35,142

*Deferred income includes government grants received to fund capital projects. These are released over the life of the related fixed asset. Deferred income also includes fees related to the 2025/26 academic year commencing in September 2025 received in the financial year ending 31 July 2025.

Deferred Income

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

Research Grants – Government	1,947	2,375
Research Grants – Non-Government	87	739
Grant Income	–	–
Other Income	234	276
	2,268	3,390

Notes to the Accounts

For the Year ended 31 July 2025

18 Creditors: Amounts Falling Due After More Than One Year

	Year ended 31 July 2025	Year ended 31 July 2024
	£'000	£'000
Deferred Income*	45,451	46,388
Unsecured Loans	2,500	8,000
	47,951	54,388
Analysis of Unsecured Loans:		
Due Within One Year or on Demand (Note 17)		
Due Between One and Two Years	–	–
Due Between Two and Five Years	2,500	8,000
Due After More Than One Year	2,500	8,000
Total Unsecured Loans	2,500	8,000

*Deferred income includes government grants received to fund capital projects. These are released over the life of the related fixed asset.

Following a competitive process in 2023, the College agreed a new 5-year, £45m Revolving Credit Facility with HSBC, with an option to extend for a further 2 years. The first option extending the facility agreement to 2029 was taken during the year. As at 31 July 2025, the College had drawn £2.5m of this facility. Loan drawdowns are subject to interest rate repayments, and there is no charge over the RCA's assets.

19 Contingent Liabilities

The College has no provisions for contingent liabilities at the year ending 31 July 2025 (2023/24: Nil).

Notes to the Accounts

For the Year ended 31 July 2025

	Restricted Permanent Endowments	Unrestricted Expendable Endowments	Restricted Expendable Endowments	2025 Total	2024 Total
	£'000	£'000	£'000	£'000	£'000
20 Endowment Reserves					
Restricted net assets relating to endowments are as follows:					
Balance at 1 August 2024					
Capital	16,635	4,834	14,804	36,273	33,182
Accumulated Income	368	1,439	437	2,244	830
	17,003	6,273	15,241	38,517	34,012
New Endowments	30	–	–	30	2,120
Transfers(Capital)	(80)	773	(693)	–	(1,341)
Transfers(Income)	(70)	261	(191)	–	1,341
Investment Income	241	117	225	583	727
Expenditure	(284)	(31)	(975)	(1,290)	(654)
	(43)	86	(750)	(707)	73
Increase/(Decrease) in Market Value of Investments	817	228	740	1,785	2,312
At 31 July 2025	17,657	7,622	14,347	39,626	38,517
Represented by:					
Capital	17,402	5,835	14,851	38,088	37,615
Accumulated Income	255	1,787	(504)	1,538	903
	17,657	7,622	14,347	39,626	38,517
Analysis by Type of Purpose:					
Scholarships and Bursaries	17,657	–	10,392	28,049	28,114
Research Support	–	–	3,894	3,894	4,000
Prize Funds	–	–	61	61	92
General	–	7,622	–	7,622	6,312
	17,657	7,622	14,347	39,626	38,517
Analysis by Asset:					
Fixed Interest Stocks				6,881	10,765
Equities/Securities				31,943	21,738
Cash and Cash Equivalents (RCA)				(126)	257
Cash and Cash Equivalents (Investment Fund)				928	5,757
				39,626	38,517

Notes to the Accounts

For the Year ended 31 July 2025

The endowments held include the following funds:

	Notes	£'000
Endowment Fund	a	4,138
RCA Unrestricted Investment Fund	b	7,622
GenerationRCA Scholarship Fund	c	17,501
Helen Hamlyn Chair	d	3,293
Märit Rausing Scholarships	e	6,471
Other	f	601
		39,626

Fund details

a **Endowment Fund**

The endowment fund is a fund-of-funds, consisting of 17 individual permanent and expendable endowments. The endowments in this fund all fund a combination of Scholarships, prizes and other awards.

b **RCA Unrestricted Investment Fund**

A general purpose expendable endowment. The fund is always held in reserve except in the most challenging circumstances when it might be expended in part or in full.

c **GenerationRCA Scholarship Fund**

A permanent endowment set up to provide scholarships. The fund is restricted to supporting under represented groups so they can access the world leading training at the RCA. Certain supporters of the fund have further stipulated people of colour.

d **Helen Hamlyn Chair**

A permanent restricted endowment, which provides funding towards the salary of the Helen Hamlyn Chair of Design.

e **Märit Rausing Scholarships**

An expendable scholarship endowment, providing three scholarships each in Ceramics & Glass for British students. The scholarships will be provided each year for 26 years.

f **Other**

The remaining funds cover a variety of purposes. The largest single fund within this group is the Genesis Chair of Innovation. This permanent endowment is being built up over a ten year period to contribute towards the salary of a member of faculty whose role is aligned to innovation and technology.

Notes to the Accounts

For the Year ended 31 July 2025

	Capital	Donations	2025 Total	2024 Total
	£'000	£'000	£'000	£'000
				Restated (Note 29)
21 Restricted Reserves				
Reserves with Restrictions are as follows:				
Balances at 1 August 2024	878	3,713	4,591	3,913
New Capital Receipts	560	–	560	742
New Donations	–	2,925	2,925	4,437
Expenditure	(1,302)	(3,032)	(4,334)	(4,501)
	(742)	(107)	(849)	678
At 31 July 2025	136	3,606	3,742	4,591
			2025 Total	2024 Total
Analysis of Other Restricted Funds/Donations by Type of Purpose:			£'000	£'000
Scholarships and Bursaries			1,644	1,510
Capital Grants			137	879
Prize Funds			158	233
General			1,803	1,969
			3,742	4,591
	At 1 August 2024	Cash Flows	At 31 July 2025	
22 Cash and Cash Equivalents	£'000	£'000	£'000	
Cash and cash equivalents	7,456	3,495	10,951	
	7,456	3,495	10,951	

Notes to the Accounts

For the Year ended 31 July 2025

	31 July 2025	31 July 2024
	£'000	£'000
23 Reconciliation of net debt		
Net debt 1 August	38,360	35,276
Movement in cash and cash equivalents	(3,495)	13,770
Repayment of unsecured loans	(5,500)	(10,000)
Other non-cash changes	(700)	(686)
Net debt 31 July	28,665	38,360
Change in net debt	9,695	3,084
Analysis of net debt:		
Cash and cash equivalents	10,951	7,456
Borrowings: amounts falling due within one year		
Obligations under finance leases	714	700
	714	700
Borrowings: amounts falling due after more than one year		
Obligations under finance lease	36,402	37,116
Unsecured loans	2,500	8,000
	38,902	45,116
Net debt	28,665	38,360

Notes to the Accounts

For the Year ended 31 July 2025

24 Capital and Other Commitments

	31 July 2025	31 July 2024
	£'000	£'000
Provision has not been made for the following capital commitments:		
Commitments contracted for	12,220	1,186
	12,220	1,186

These relate to contracts associated with the College's Battersea South project, and with the College's RCA Together Programme which consolidates from three campuses to two and upgrades the Kensington campus.

25 Lease Obligations

Total rentals payable under operating leases:

	Land and Buildings	
	31 July 2025	31 July 2024
	£'000	£'000
Payable during the year	2,562	2,562
Future Minimum Lease Payments Due:	2,562	2,562
Not Later than One Year	2,232	4,600
Later than One Year and Not Later than Five Years	2,698	2,075
Later than Five years		
	7,492	9,237

Total Lease Payments Due

	31 July 2025	31 July 2023
	£'000	£'000
Operating lease rentals receivable during the year	181	181
Future Minimum Lease Receipts Due:	181	181
Not Later than One year	53	234
Later than One Year and Not Later than Five years	–	–
Later than Five Years		
	234	415

Total Rental Income Receipts Due

The College receives rental income under a 15 year lease for letting a ground floor unit of the Dyson building to the Co-operative Group Food Limited.

Notes to the Accounts

For the Year ended 31 July 2025

Total rentals payable under Finance leases:

	Land and Buildings	
	31 July 2025 Total	31 July 2024 Total
	£'000	£'000
Payable during the year	714	700
Future Minimum Lease Payments Due:		
Not Later than One Year	728	714
Later than One Year and Not Later than Five Years	3,061	3,001
Later than Five years	32,613	33,401
Total Lease Payments Due	36,402	37,116

26 Access and Participation

	31 July 2025 Total	31 July 2024 Total
	£'000	£'000
Access Investment	32	33
Financial Support	168	16
Disability Support	–	2
Research and Evaluation	2	1
	202	196

The College's Access and Participation plan for the period 2023/24 to 2027/28 has been approved by the Office for Students and may be found here:

<https://www.officeforstudents.org.uk/for-providers/equality-of-opportunity/search-for-access-and-participation-plans/#/AccessPlans/provider/10007777>

The plan focuses on increased access to the College's MA Architecture Part 2 course, as all other programmes are postgraduate. 2024/25 is the second year of the College's Access and Participation Plan. Expenditure on Financial Support far exceeded the £50k target for the year, with 4 recipients of the Sir Frank Bowling Scholarship, which is offered to UK students identifying as Black African and Caribbean diaspora heritage. There were 19 Admissions bursaries, 21 students received Back on Track funding, and 1 student received Continuation Funding, all of which supports students from lower socio economic groups. Further details regarding scholarship and bursary funding for students may be found in the Annual Report on page 38.

Notes to the Accounts

For the Year ended 31 July 2025

27 Pension Scheme

General Description of the Scheme

The Royal College of Art participates in the Superannuation Arrangements of the University of London ("SAUL"), which is a centralised defined benefit scheme within the United Kingdom and was contracted-out of the Second State Pension (prior to April 2016). SAUL is the only pension scheme in which the RCA enrolls its staff.

SAUL is an independently-managed pension scheme for mainly the non-academic staff of over 50 colleges and institutions with links to higher education.

Pension benefits accrued within SAUL currently build up on a Career Average Revalued Earnings ("CARE") basis.

The Royal College of Art is not expected to be liable to SAUL for any other current participating employer's obligations under the Rules of SAUL, but in the event of an insolvency of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer, may be spread across the remaining participating employers and reflected in the next actuarial valuation.

Funding Policy

SAUL's statutory funding objective is to have sufficient and appropriate assets to meet the costs incurred by the Trustee in paying SAUL's benefits as they fall due (the "Technical Provisions"). The Trustee adopts assumptions which, taken as a whole, are intended to be sufficiently prudent for pensions and benefits already in payment to continue to be paid and for the commitments which arise from Members' accrued pension rights to be met.

The Technical Provisions assumptions include appropriate margins to allow for the possibility of events turning out worse than expected. However, the funding method and assumptions do not completely remove the risk that the Technical Provisions could be insufficient to provide benefits in the future.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2023. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations.

The funding principles were agreed by the Trustee and employers in June 2024 and are due to be reviewed at SAUL's next formal valuation in 2026.

At the 31 March 2023 valuation SAUL was 105% funded on its Technical Provisions. As SAUL was in surplus on its Technical Provisions basis, no deficit contributions were required. However, as per an agreement between the Trustee and the Employers, the ongoing Employers' contributions will fall from a rate of 21% of CARE Salaries to 19% of CARE Salaries from 1 September 2024.

Accounting Policy

The Royal College of Art is a Participating Employer in SAUL. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers. As a whole, the market value of SAUL's assets at 31 March 2023 was £3,096 million representing 105% of the liabilities.

It is not possible to identify an individual Employer's share of the underlying assets and liabilities of SAUL. The Royal College of Art accounts for its participation in SAUL as if it were a defined contribution scheme and pension costs are based on the amounts actually paid (i.e. cash amounts) in accordance with paragraphs 28.11 of FRS 102.

As there was a Technical Provisions surplus at 31 March 2023, no deficit contributions were required following the 2023 valuation and there is no defined benefit liability (i.e. the present value of any deficit contributions due to SAUL) to be recognised by the Royal College of Art.

Notes to the Accounts

For the Year ended 31 July 2025

28 Related party transactions

Due to the nature of the College's operations and the composition of its Council and staff, it is inevitable that transactions will take place with external bodies, trusts and organisations with which Council members and/or staff may be associated. The College maintains a Register of Interests in which all such interests are declared, and all transactions are conducted at arm's length and in accordance with the College's financial regulations and usual procurement procedures. £324 of payments were made to Council members for the reimbursement of incidental expenses during the year (2023/24: £588).

During the year, the following transactions took place with companies in which Council or staff members had interests:

The College paid £399,665 to the Victoria and Albert Museum (2023/24: £355,492) primarily for the reimbursement of fees for the History of Design programme (run jointly by the College and the Victoria and Albert Museum).

The College also received £600 from the Victoria and Albert Museum (2023/24: £1,182) relating to a Digital Design Weekend. Professor Christoph Lindner and Dr. Tristram Hunt are members of the College's Council and have interests in the Victoria and Albert Museum.

The College paid £2,145,275 to Imperial College London (2023/24: £2,288,146) primarily for the reimbursement of fees for the Innovation Design Engineering and Global Innovation Design programmes (run jointly by the College and Imperial College London). Professor Hugh Brady is a member of the College's Council and is President of Imperial College London.

The College paid £487,039 to the RCA student Union (2023/24: £367,898), this was in relation to subvention (from August 2024 to July 2025) of £379,000 and Student Welfare support of £108,039.

29 Prior period adjustment

During the year, the Financial Accounting team completed a review of the income and expenditure related to the College's research grants and restricted funds. As part of their review, the team have identified areas requiring prior year adjustment relating to income recognition and classification of expenditure between restricted and unrestricted funds.

The accounts have been restated to incorporate these prior year adjustments, none of which are material and the net impact of which is £971,000.

	Year ended 31 July 2024	Adjustment	Year ended 31 July 2024
	£'000	£'000	£'000 Restated
Income – Tuition Fees and Education Contracts (Note 1)	75,965	480	76,445
Income – Research Grants and Contracts (Note 3)	6,450	491	6,941
	82,415	971	83,386
The impact on reserves was as follows:			
Restricted Reserves (Note 21)	5,278	(687)	4,591
Income and Expenditure Reserve - Unrestricted	107,199	1,658	108,857
	112,477	971	113,448
The balance sheet movement was as follows:			
Debtors – Accrued Income (Note 16)	614	480	1,094
Creditors – Deferred Income (Note 17)	(31,122)	491	(30,631)
	(30,508)	971	(29,537)

30 Post Balance Sheet Event

In September 2025, the College purchased 37 Battersea Bridge Road, a property in a location deemed strategically significant for the College's Battersea campus at a purchase price of £1,980,000.

Notes to the Accounts

For the Year ended 31 July 2025

31 US Department of Education Financial Responsibility Supplemental Schedule

In satisfaction of its obligations to facilitate students' access to US federal financial aid, the Royal College of Art is required, by the US Department of Education, to present the following Supplemental Schedule in a prescribed format.

The amounts presented within the schedules have been:

- prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- presented in pounds sterling.

The schedules set out how each amount disclosed has been extracted from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America.

Primary Reserve Ratio

Page	Line item/related disclosure		Year ended 31 July 2025	Year ended 31 July 2024 Restated (Note 29)
			£'000	£'000
59	Balance Sheet – Unrestricted income and expenditure reserve	Expendable Net Assets	(85,520)	(80,689)
		Total Expenses and Losses Without Donor Restrictions	88,947	96,668

Equity Ratio

			Year ended 31 July 2025	Year ended 31 July 2024
			£'000	£'000
59	Balance Sheet – Unrestricted income and expenditure reserve	Modified Net Assets	205,354	202,059
		Modified Assets	315,939	306,321

Net Income Ratio

			Year ended 31 July 2025	Year ended 31 July 2024
			£'000	£'000
61	Statement of Changes in Reserves – Total of movement shown for Income & Expenditure Reserve and Revaluation Reserve	Change in Net Assets Without Donor Restrictions	3,035	4,141
		Total Revenues and Gains Without Donor Restrictions	90,614	97,964

Notes to the Accounts

For the Year ended 31 July 2025

		31 July 2025	31 July 2024
	Notes	£'000	Restated (Note 29) £'000
Expendable Net Assets			
Net Assets Without Donor Restrictions		161,986	158,951
Net Assets With Donor Restrictions	21/22	43,368	43,108
Restricted in Perpetuity	21	(25,279)	(23,278)
Term Endowments	21	(14,347)	(15,239)
Other Intangible Assets	11	(2,647)	(2,400)
Property, Plant and Equipment	12/13	(251,101)	(249,831)
Line of Credit for Long Term Purposes	19	2,500	8,000
Modify for Post Implementation Debt Not Related to Purchase of Assets	19	–	–
Expendable Net Assets		(85,520)	(80,689)
Total Expenses and Losses Without Donor Restrictions			
Total Operating Expenses less Endowment and Restricted Expenditure	10/21	88,947	96,668
Total Expenses and Losses Without Donor Restrictions		88,947	96,668
Modified Net Assets			
Net Assets Without Donor Restrictions		161,986	158,951
Total Net Assets with Donor Restrictions	21/22	43,368	43,108
Modified Net Assets		205,354	202,059
Modified Assets			
Total Assets	11/12/13/14/15/16/17/23	315,939	306,321
Modified Assets		315,939	306,321
Change in Net Assets Without Donor Restrictions			
Change in Net Assets Without Donor Restrictions		3,035	4,141
Change in Net Assets Without Donor Restrictions		3,035	4,141
Total Revenues and Gains Without Donor Restrictions			
Total Operating Revenue and Other Additions	1/2/3/5/7/21/22	91,638	99,489
Investment Return Appropriated for Spending	6	(1,024)	(1,525)
Total Revenues and Gains Without Donor Restrictions		90,614	97,964

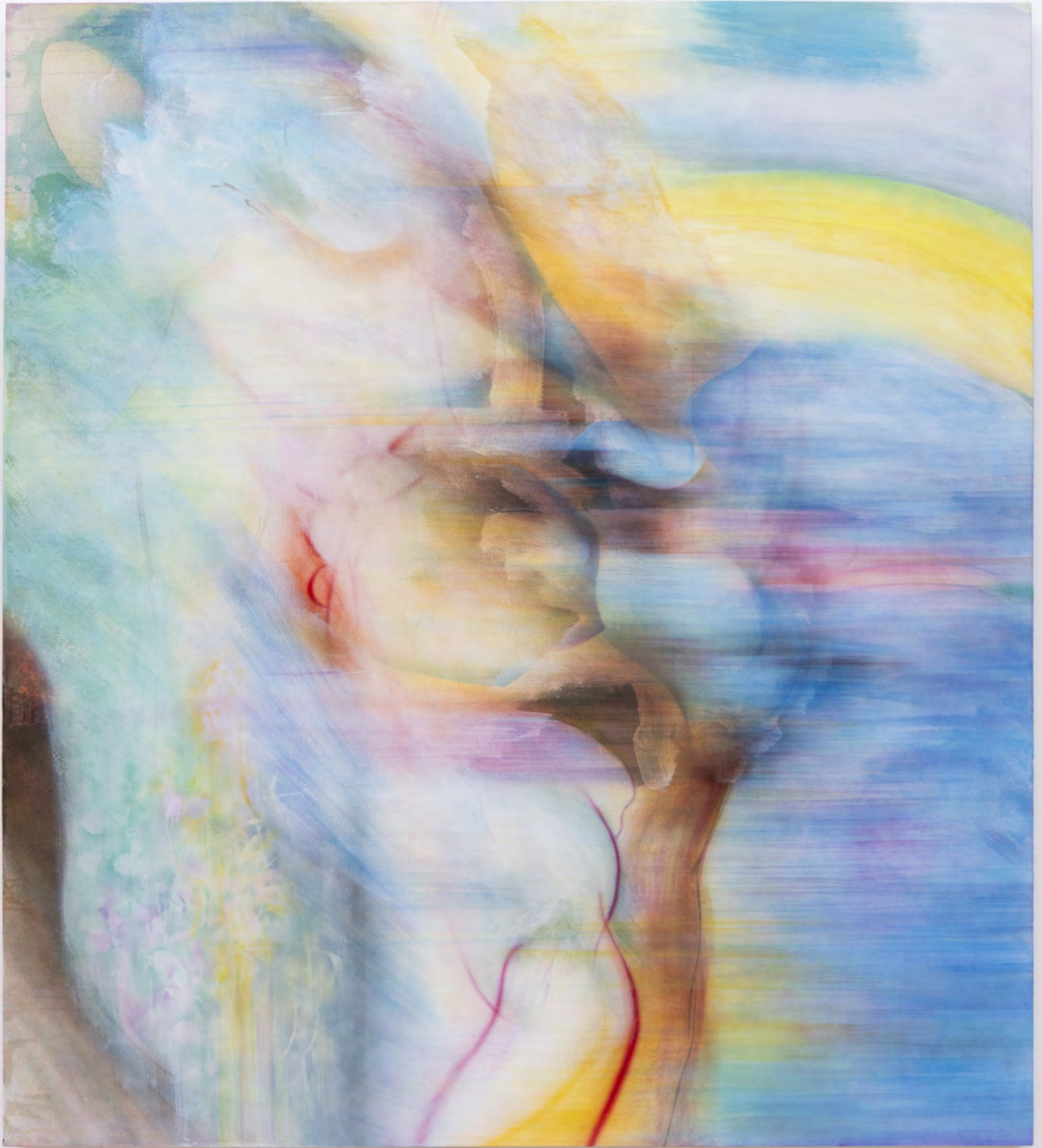


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2024

Annual Report & Accounts



Royal College of Art

Postgraduate Art & Design

Registered Office

Royal College of Art, Kensington Gore,
London SW7 2EU

The Royal College of Art is an exempt charity
under the terms of its Royal Charter
(Exempt Charities Order 2000).

Company Number

RC000456

