



UNIVERSITY OF  
**WEST LONDON**  
The Career University

# Annual Report and Financial Statements

Year ended 31 July 2020

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# Message from the Chair of the Board of Governors



This is my second year as Chair of the Board of Governors and it comes at a time of great uncertainty for the sector and society generally as it comes to terms with the changed reality of Covid-19. Despite the sudden pivot to online support in March 2020 as a result of the pandemic and the inevitable financial contraction, the University has managed to perform above its expectations at this time. This review highlights how it performed both before and after March 2020 and outlines the continued achievements of the second year of University of West London's Strategic Plan: *Achievement 2023*. Progress with the plan has already been excellent with key performance indicators all on target, although a few were inevitably affected by the pandemic.

The University's reputation, even during lockdown, has benefitted from a determined concentration on developing the potential of our students and supporting them to meet their aspirations. We ensure that all activity, including much of our research and enterprise, is geared to improving the students' education and experience, the better to serve our diverse student community, many of whom are from disadvantaged backgrounds. This approach is combined with sound financial management. The resulting surpluses have previously been used to invest in facilities and services for students and now provides a stable financial platform to enable the University to weather the turbulent times we anticipate ahead.

The University has continued to attract students during this uncertain year, despite the continued demographic dip and the problems with A-level and BTEC qualifications. This results from the vocational nature of our courses, the support we provide and the welcome to our diverse community. In a time of concern for the levelling up of opportunity for those from deprived backgrounds and for the experience of those from diverse backgrounds and Black students in particular, we can also demonstrate that we are leading the way in promoting equality of opportunity for both staff and students and more than playing our part in terms of social mobility and equity as demonstrated by this report.

None of this would have been possible without the hard work, dedication and talent of our whole staff team who together have delivered another year of progress and success. Special mention must be made of the commitment and leadership of our Vice-Chancellor, Professor Peter John. We were particularly proud when he was awarded his CBE in recognition of his services to Education. With his vision, he has ensured the University has steered a steady path through the pandemic. The Board of Governors is certain that he will enable the University to survive the challenges of the 'new normal', whatever that may bring.

**Jennifer Bernard**  
**Chair of the Board of Governors**





LADY BYRON

# Message from the Vice-Chancellor

This message comes at a time of great national uncertainty and turmoil as we deal with Covid-19 and the health and economic fallout of the crisis. During the lockdown we were able to pivot quickly to delivering our courses online and, through the hard work and perseverance of staff, were able to support students with their courses, their emotional and mental health, and their employability. We consider that in these times, access to an affordable, quality education which enables students to gain the career skills that they need is more important than ever.

Since its inception in 1860 as the Lady Byron School, the University of West London has amassed a long and distinguished history of extending the reach of education to those who have been excluded from it. Built on a mission of enablement and enrichment, the University continues to evolve, driven by the pursuit of three fundamental and transformative rights: inclusion, enhancement and participation. By staying true to these founding ideals, we are now one of the leading widening participation institutions in the country and we inspire students of all ages, ethnicities and backgrounds, to become smart professionals while connecting them to exciting and rewarding careers.

To realise this mission, our courses and curriculum combine the highest standards of academic rigour supplemented by continuous input from external professionals. It is where an outstanding learning experience meets impactful research, relevant scholarship, and the fundamentals of professional practice. This is further enhanced by our probably unique relationship with our Students' Union, where we work in partnership to closely align our respective missions.



This is the case regardless of whether our courses and student support is delivered face to face or online.

Although we inevitably lost opportunities as a result of Covid-19 lockdown, the University has nonetheless managed to sustain and increase its income and surplus thanks in the main to sound financial management. Our reputation also continues to grow with the best ever league table position reaching 34th in The Guardian University Guide alongside being awarded the 'University of the Year for the Student Experience' by The Times/The Sunday Times Good University Guide 2021. Much of the latter being built on another set of brilliant NSS scores where once again we were the best London and the 11th best modern<sup>1</sup> university in the country for student satisfaction.

Unfortunately Covid-19 did not just result in lost revenue for the University, we also lost several key members of our community including Mr Steve Negi our Deputy Director of IT Services, Professor Marcia Worrell, who helped champion the disadvantaged throughout her career, and also Mr Ricky Singh, an honorary graduate who has been instrumental in the West London Equality Council. This report is dedicated to their memory.

**Professor Peter John CBE**  
**Vice-Chancellor**

<sup>1</sup>A modern university, is a university created in, or after 1992.

# Highlights and Achievements

The academic year 2019-20 saw a number of achievements which went some way to help us realise the vision and outcomes of our strategic plan: *Achievement 2023*. Improvement continued even during the pandemic, demonstrating our ability to pivot quickly to online and continue our excellent delivery. Of significance was the level of student satisfaction achieved alongside our excellent set of metrics.

## NSS 2020



86% Overall Satisfaction

Best University in London for Overall Satisfaction<sup>1</sup>

Top 30 in the country

## Improved Recruitment

12%+

Undergraduate students 14%+

Postgraduate students 9%+

International 22%+

## Teaching excellence and Recognition

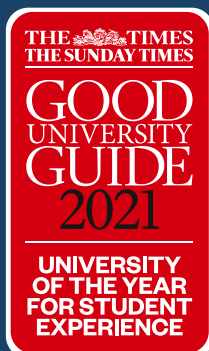
TEF Silver



<sup>1</sup>National Student Survey 2020, question 27. Excludes specialist institutions.

## Rankings

THE  TIMES  
THE SUNDAY TIMES



The  
Guardian  
University Guide 2021

**34th** in the UK -  
up 23 places

**No 1** modern<sup>3</sup>  
university  
in London

**9th Best**  
University  
in London

**1st** in England  
for Teaching  
Satisfaction

## Excellent Financial results

**£116m**  
income

**8%**  
surplus on  
operations

Enterprise  
income over  
**£28m**

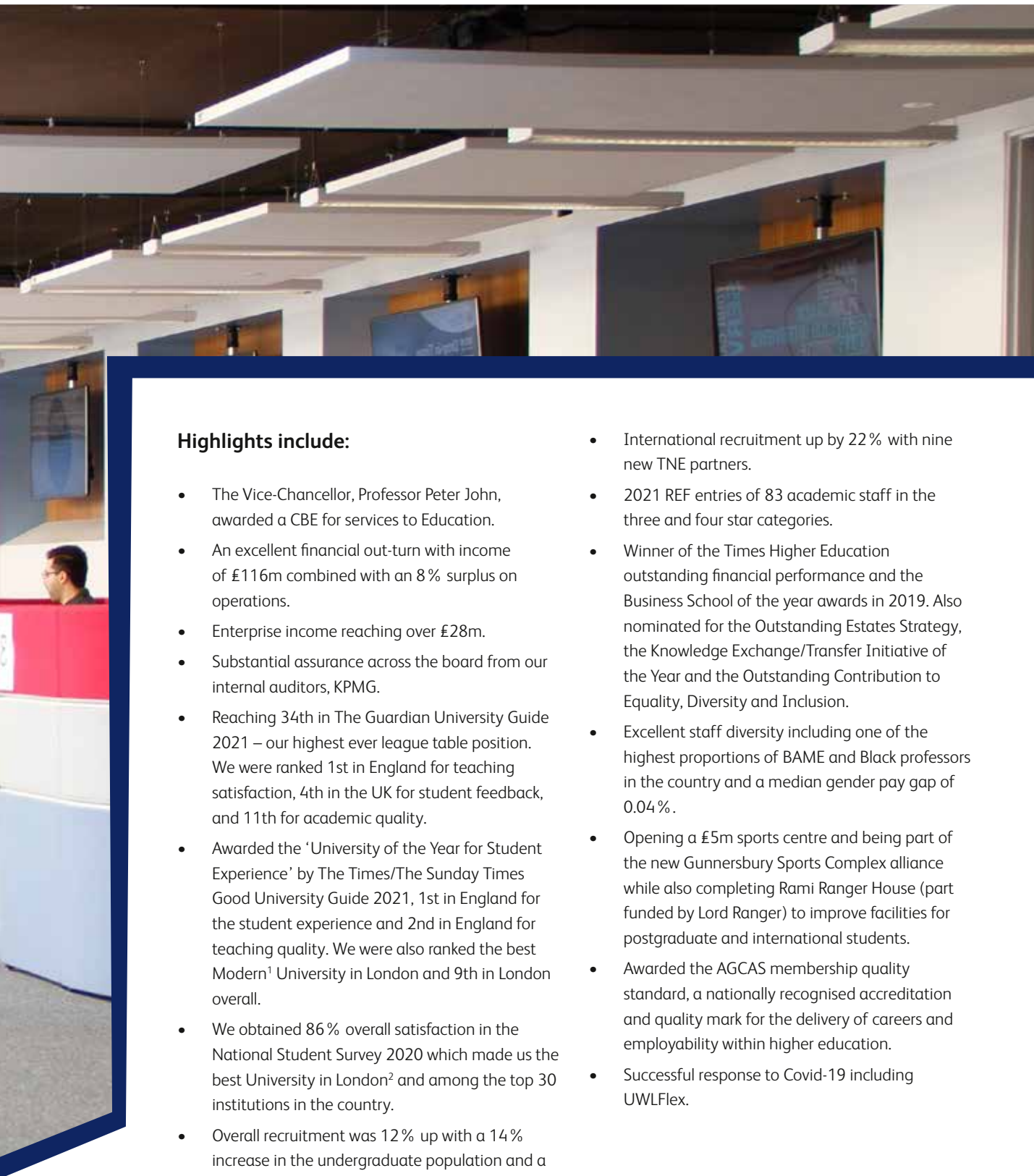
<sup>3</sup> A modern university is a university created in or after 1992.





# Highlights and Achievements





### Highlights include:

- The Vice-Chancellor, Professor Peter John, awarded a CBE for services to Education.
- An excellent financial out-turn with income of £116m combined with an 8 % surplus on operations.
- Enterprise income reaching over £28m.
- Substantial assurance across the board from our internal auditors, KPMG.
- Reaching 34th in The Guardian University Guide 2021 – our highest ever league table position. We were ranked 1st in England for teaching satisfaction, 4th in the UK for student feedback, and 11th for academic quality.
- Awarded the ‘University of the Year for Student Experience’ by The Times/The Sunday Times Good University Guide 2021, 1st in England for the student experience and 2nd in England for teaching quality. We were also ranked the best Modern<sup>1</sup> University in London and 9th in London overall.
- We obtained 86 % overall satisfaction in the National Student Survey 2020 which made us the best University in London<sup>2</sup> and among the top 30 institutions in the country.
- Overall recruitment was 12 % up with a 14 % increase in the undergraduate population and a 9 % increase in postgraduates.
- International recruitment up by 22 % with nine new TNE partners.
- 2021 REF entries of 83 academic staff in the three and four star categories.
- Winner of the Times Higher Education outstanding financial performance and the Business School of the year awards in 2019. Also nominated for the Outstanding Estates Strategy, the Knowledge Exchange/Transfer Initiative of the Year and the Outstanding Contribution to Equality, Diversity and Inclusion.
- Excellent staff diversity including one of the highest proportions of BAME and Black professors in the country and a median gender pay gap of 0.04 %.
- Opening a £5m sports centre and being part of the new Gunnersbury Sports Complex alliance while also completing Rami Ranger House (part funded by Lord Ranger) to improve facilities for postgraduate and international students.
- Awarded the AGCAS membership quality standard, a nationally recognised accreditation and quality mark for the delivery of careers and employability within higher education.
- Successful response to Covid-19 including UWLFlex.

<sup>1</sup>A modern university, is a university created in, or after 1992.

<sup>2</sup> NSS 2020 Excluding small and specialist organisations



# Strategic direction



The early achievement of a number of the ambitious goals outlined above, was guided by the University's strategic plan: *Achievement 2023*. The overarching strategic objectives of the plan are to be:

- **Continuously placed in the top 50 universities in the UK**
- **Ranked in the top 100 UK universities for research**
- **The best university in the country for employability**
- **A gold TEF institution**
- **Consistently the best modern<sup>1</sup> university in London and one of the top 10 moderns in the country.**

At the heart of the plan are nine commitments which form the bond between the University, our students, stakeholders, and partners:

1. **Offering a transformative educational experience**
2. **Being a model for affordable, quality higher education**
3. **Producing impactful research**
4. **Providing exceptional work-related career opportunities**
5. **Being an engine of innovation and enterprise**
6. **Offering an enriching work environment**
7. **Being financially and environmentally sustainable**
8. **Investing in the future**
9. **Establishing a global learning network.**

The above objectives and commitments drive our activity and define our further progress towards even more inspiring achievements.

<sup>1</sup>A modern university, is a university created in, or after 1992.



Boeing 737 Flight Simulator

# Size and shape



## Our location and academic schools

The University is based in the heart of one of the UK's most successful business regions (west London) and operates out of two main sites: St Mary's Road in Ealing and Paragon House in Brentford. We also offer Nursing and Midwifery education from our Berkshire Institute of Health in Reading. Working with local chambers of commerce and local employers (including the NHS), the University aims to capitalise on these powerful connections with key industries and its wealth of experience in a number of mainly vocational disciplines by delivering a demand-led curriculum. To enable this, the University is structured into the following nine academic Schools and Colleges which bring together cognate subject areas and are responsible for ensuring that they deliver an appropriate curriculum and develop new areas in response to student, societal and industry requirements:

- The Claude Littner Business School
- College of Nursing, Midwifery and Healthcare
- London College of Music
- London Geller College of Hospitality and Tourism
- London School of Film, Media and Design
- School of Biomedical Sciences
- School of Computing and Engineering
- School of Human and Social Sciences
- School of Law

The Schools are dynamic to ensure that we provide vocationally relevant programmes and seize new opportunities. To this end, the discipline of criminology was moved to the School of Human and Social Sciences at the end of the 2019 academic year to ensure that we can fully utilise the research and teaching opportunities we are developing in crime and policing. In 2019 we also launched a new School of Biomedical Sciences to widen our reach in STEM subjects and we welcomed 60 students in new courses in Biomedical Sciences, Human Nutrition and Pharmacology in September 2020.

## Growing student numbers

	2015 - 16	2016 - 17	2017 - 18	2018 - 19	2019 - 20
Undergraduate (including higher and degree apprenticeships)*	9,050	8,820	8,984	9,057	9,859
Taught Postgraduate	1,358	1,572	1,784	2,000	2,220
Further Education and L2/3 apprenticeships	699	816	585	325	221
Transnational Education / Franchise / External Delivery	975	1,344	1,932	2,377	2,857
<b>TOTAL</b>	<b>12,082</b>	<b>12,552</b>	<b>13,285</b>	<b>13,759</b>	<b>15,157</b>
* L4+ Apprenticeships	0	67	145	383	573

Continued investment in our estate and improvements in our reputation have allowed the University to grow full-time undergraduate cohorts, even in the face of increased NP competition, demographic changes and now Covid-19. Although both undergraduate and postgraduate part-time numbers have declined, this has been outweighed by our recruitment of full-time students. Our full-time postgraduate taught cohorts have increased year on year with 12% growth in 2019-20 and we have experienced growth in international students to 1,178 students. Although our FE provision has declined as more schools are retaining students at age 16, higher and degree apprenticeship enrolments have grown

from 67 in 2016-17 to 573 in 2019-20. The University also continues to extend its global reach through transnational education and partnerships and we now have over 2,858 students studying UWL degrees at other institutions in the UK and overseas and eight new partners for September 2020.

Our student headcount numbers as returned to HESA and the Education and Skills Funding Agency are set out in the table above. In addition, there are further students who are studying for UWL validated awards at partner institutions across the UK.





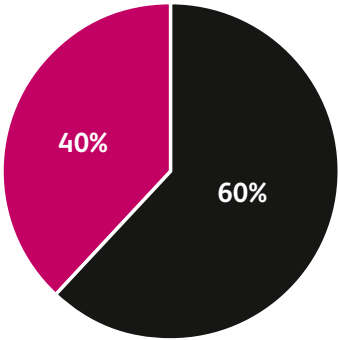
# A diverse staff and student community

We are proud of our very diverse staff and student community which is testament to our commitment to equality of opportunity and social inclusion at all levels of the University.

59 % of our students are from black and ethnic minority groups, 60 % are female, 56 % were aged 21 or over on entry, and 13 % have a disability. 51 % of students are from areas of multiple deprivation.

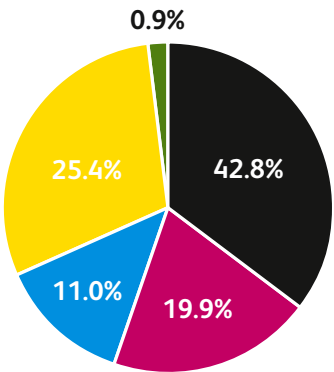
## Student diversity

Gender



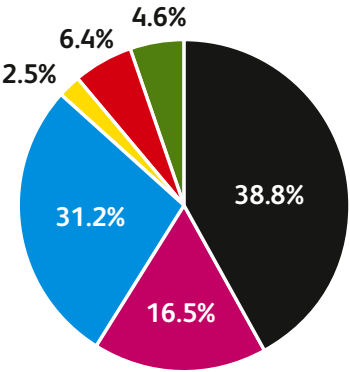
● Female  
● Male

Age group on entry



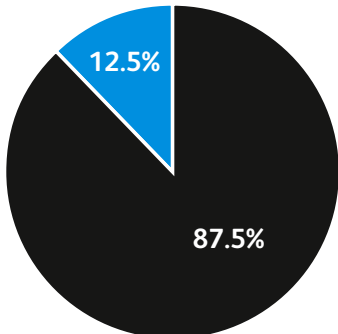
● Under 18  
● 18 - 21  
● 21 - 24  
● 25 - 29  
● 30+

Ethnic Group



● White  
● Asian including Chinese  
● Black  
● Information not available  
● Mixed  
● Other

Disability



● No Known Disability  
● Disability

## Staff diversity

Our commitment to equality and diversity is particularly evident in our staff community. In terms of gender equality, 50 % of our Academic staff are female in contrast to 46 % in the sector<sup>2</sup>. Women comprise 30 % of our professors, which again is higher than the sector average of 27 %, and 42 % of the senior staff of the University are female.

The University also has an ethnically diverse workforce, with 34 % of staff from black and minority ethnic backgrounds which is significantly more than the national average. 29 % of academic staff are from BAME backgrounds in contrast to 17 % across the HE sector. Staff from BAME backgrounds are able to succeed at all levels of the University: 30 % of our professoriate are from BAME backgrounds compared with 10 % in the sector and 8 % are from Black backgrounds in comparison to 0.7 % in the sector. The University also monitors our ethnicity pay gap, which currently stands at 5.57 %.



**Staff from BAME backgrounds are able to succeed at all levels of the University**

## Gender equality is also demonstrated by our Gender Pay Gap:

the mean gender pay gap was 6.68% (reducing to 4.01%, if hourly paid temporary student roles are not included), and the median was 0.04%. This compares with a sector mean gap of 16.7% and a median gap of 13.7%.<sup>3</sup>



<sup>2</sup>HESA Higher Education Staff Statistics: UK, 2018/19

<sup>3</sup>Advance HE: Equality and Higher Education: Staff Statistical Report 2019







# Operating and financial review



## How we measure performance

The operating and financial review of the performance of the University in 2019-20 has been undertaken in relation to our strategic plan: *Achievement 2023* which is now in its second year. To ensure that we drive the plan forward and maintain the sustained progress for the University, each commitment is underpinned by key objectives and the overall performance is measured by a range of high level key performance indicators (KPIs). Key risks which might prevent the plan being realised are also monitored and these, along with the KPIs, are set out at the end of the review.

The review of the 2019-20 Academic Year is set out in relation to the commitments outlined in the plan, the detailed strategic objectives which underpin each one and the wider sector context together with reflections on the impact of Covid-19. Despite the challenges of the pandemic, we consider that the plan still provides a platform for the University to move forward and grow in the coming years.







## The sector context

The HE sector, like the UK in general, is facing an uncertain political and economic future which has been heightened by Covid-19. Like all institutions of higher education, we face multiple challenges including:

- Dealing with effects of Covid-19, including a potential decrease in income, and delivering on teaching quality and the student experience
- Higher reliance on IT systems with the sudden pivot to online and blended learning with a simultaneous increase in cyber crime
- Intense competition for students and staff particularly in London
- The known and unknown effects of our departure from the European Union including a new immigration system
- Constrained public funding with the effects of Covid-19 and a potential reform of the current fee structure
- An ever changing and precarious labour market requiring new knowledge and skills, and flexible working
- Increasing demands for greater accountability, transparency and value for money
- Growing institutional scrutiny driven by the new regulator the Office for Students
- Scarce and competitive research and enterprise funding measured by the new Research Excellence Framework (REF) and the forthcoming Knowledge Exchange Framework (KEF)
- The need to adapt to the rise of new technologies, artificial intelligence, and the increasing power of social media.

Nevertheless, the University is confident that through its prudent approach to financial stability, its reputational gain and the proactive approach to the Covid-19 pandemic we can continue to flourish despite the current constraints.

# 1. Offering a transformative educational experience

## Progress with 2023 strategic objectives

Improve overall NSS satisfaction rates to 85%+ in all categories

Ensure the 'student voice' remains one of the best in the country

Enhance our continuation and completion rates to above benchmark

Regularly review the portfolio to maintain relevance and marketability

Continue to improve the attainment of Black and Asian Minority Ethnic (BAME) students

Introduce a new 'core curriculum' with experiential and work-place learning at its heart

Bring in a series of new two year degrees

### Key

● Achieved ● Working towards ● Work still to commence

## Student satisfaction

This year saw the University consolidate its improvement in student satisfaction with overall satisfaction at 86 % in the National Student Survey (NSS 2020).

This places us in the top 30 for satisfaction in the UK and the best University in London<sup>4</sup>. As a result, the University was named as University of the Year for Student Experience in The Times/The Sunday Times 2021 League Table.

<sup>4</sup>Not counting small and specialist institutions.





National Student Survey themes	Score	London	Sector
The teaching on my course	89.20	4	9
Academic support	87.47	3	9
Assessment and feedback	79.53	1	16
Learning community	83.74	3	14
Learning opportunities	89.07	2	6
Learning resources	90.86	1	5
Organisation and management	79.53	2	13
Student voice	85.93	1	2
Overall satisfaction	86.34	5	30

Part of our success comes as a result of improved mechanisms to hear and act upon the student voice which includes the use of module evaluation questionnaires and the NSS for which we ranked 1st in London and 3rd in the UK. Through our unique, constructive partnership with the Students' Union (which was also rated 1st in the UK in the NSS) we are also able to pick up and deal with student issues quickly through a weekly Student Issue tracker. This partnership with the Students' Union also enables us to develop vital social networks for our students through course based activities and relevant extra-curricular activities that enhance the student experience and students' sense of belonging within the University. These activities will continue online in 2020-21.

Improvements in teaching and learning also contributed to the improved NSS scores and this was supported by developments pedagogy, an excellent teaching student:staff ratio of 15:2 and delivery in small classes. During the lockdown, we were able to continue learning support using Blackboard, our virtual learning environment, and were able to provide some innovative solutions to delivering subjects

online, particularly in the creative areas. As a result, a survey of students during lockdown demonstrated that the majority were satisfied with the support we provided to enable them to finish their degrees or progress to the next level.

Learning resources are a key aspect in providing a quality teaching and learning experience. In 2019-20, Library Services' commitment to continuous improvement was evidenced by the NSS as 93% of students agreed with the statement that "The library resources (e.g. books, online services and learning spaces) have supported my learning well". Excluding small and specialist institutions, this is the highest score for this NSS question in the UK. The Library has a focus on improving the academic support provided to students through the framework of the Customer Service Excellence award, and in its first year of full Customer Service Excellence re-accreditation the Library was rated "Compliant" in all 57 areas and "Compliant Plus" in eight. The library also received a rating of 'significant assurance' based on internal audit of its development and delivery of the Library Services Strategy 2018-23.

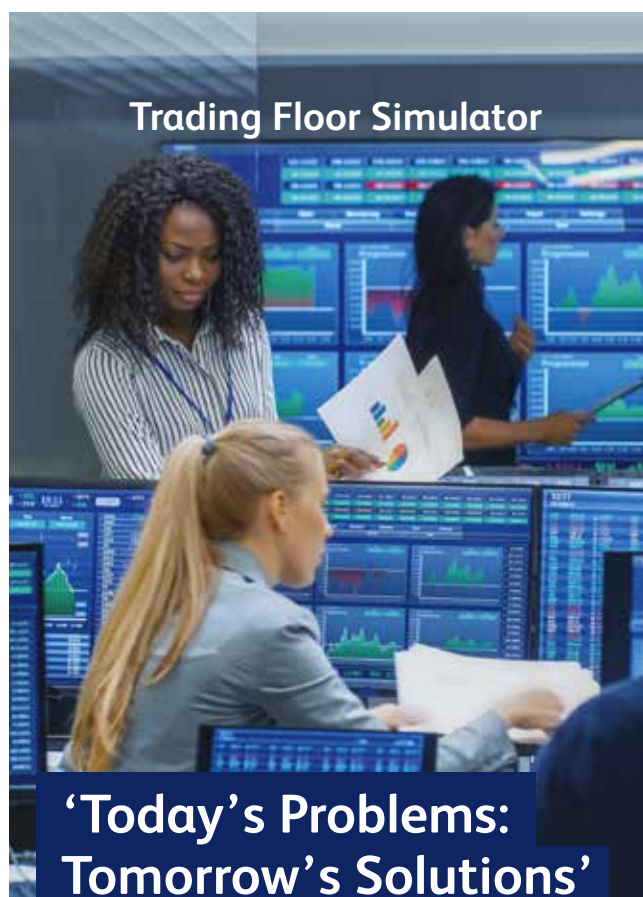
The Library has run a hybrid service for many years, and in response to the Covid-19 crisis, it shifted provision including teaching and enquiries fully online. As well as temporarily free access to additional resources offered by publishers during the pandemic, the Library strengthened its online

collections to support students' learning. This included an investment in an additional 1,188 ebooks during March-July 2020, which remain available. This investment will help students going forward as we place more reliance on electronic resources to support students.

## Our portfolio

The academic schools continue to review and renew the curriculum with support from the Strategic Planning Team which identifies opportunities and areas where the University can succeed. Since its inception in 2018, our 'Today's Problems: Tomorrow's Solutions' strategy has seen the successful launch of a number of new degree programmes designed to provide the skills required by employers in the last three years including undergraduate degrees in Education Studies, Cyber Security, Business Economics, Human Resources Management, Politics and International Relations and Social Media Marketing. Postgraduate courses include an MA in Digital Marketing, an MSc in Public Health and Wellbeing and an MSc in Dementia Care. Some of the developments build upon our current programmes, for example, we have built on our successful airline and airport degrees with the Aviation Management with Commercial Pilot degree launched in 2019 and courses in Transport Operations and Management in September 2020. We have also expanded our portfolio of health courses and September 2019 saw the launch of the first MSc in Paramedic Science in the country, together with integrated masters degrees in Nursing to allow students to gain qualifications in mental health and either adult or child nursing.

In 2018 we made the strategic decision to launch a new school in Biomedical Sciences which complemented our portfolio and added the new areas of Biomedical Sciences, Pharmacology and Human Nutrition, allowing the University to expand its STEM provision. This successful development is very timely given the current need for more biomedical laboratories and those with the skills to work in them.



# New models of teaching and learning: UWLFlex

The pandemic required of a new approach to teaching and learning. UWLFlex, as the name suggests, is the University's new online flexible learning platform. Building on our reputation for excellence in teaching, learning and student support, this initiative will provide a seamless interface between online and face-to-face learning. Shaped by world leading research into online pedagogy (Laurillard, 2009), the approach places the student at the heart of the learning experience. Using a variety of tools, including the University's virtual learning environment Blackboard, every student will have a personalised learning experience supported every step of the way on their learning journey. This will involve enhanced academic content and structured online delivery combined with meaningful access to staff. Wrapped around this main learning platform are additional academic and pastoral services, online library services, online journals and learning materials, student services, finance, and welfare. Lastly, all activities will entail engagement with a series of confidence raising activities, first class careers support, and student community with the Students' Union.



The strategy is defined by the following key elements:

- An intent to enhance learning and development in a way that reflects the University's teaching and learning and assessment strategy
- A design that reflects the pedagogic methods that are, and will continue to be, best suited to the needs of our students
- A variety of technologies (software and hardware) that encourage independent, inclusive, social and academic learning
- A flexibility that will offer synchronous and asynchronous options to address all time zones, and all locations and situations
- A 'learning together' approach which will be underpinned by a supported learning environment accompanied by real tutors in real time
- A fully accessible methodology with baseline technology tools provided to those students who require infrastructure support.

The aim is to provide an agile learning approach that facilitates blended learning including both online and face-to-face teaching mode. While the University is planning to provide much of students, courses face to face, this approach means we are prepared to move more activity online as required by the Covid-19 situation.



## Student achievement

The University is committed to improving retention to ensure that the students we recruit are able to complete their degree in spite of the challenges and barriers they face. To this end, we have invested in a dedicated Engagement Team to provide mentoring and additional study support, particularly for English and Maths. We also have a Retention Team who keep track of student attendance as all the evidence points to a correlation between attendance and achievement. The team keep a track of students who are perhaps struggling to engage to ensure that they are supported to return to the University. This activity, underpinned by a Strategic Planning Dashboard which enables staff to track student engagement effectively, is beginning to translate into improved retention and projected completion rates. Our HESA continuation rate for 2017/18 starters into 2018/19 is 85 % which is a slight improvement on the 84.4 % for the 2016/17 cohort. The degree completion rate remained the same at 78 % , but we have improved against our benchmark.

Another key target is the improvement of black and minority ethnic (BAME) degree level achievement as measured by the proportions of students gaining an upper second or first, which is an issue across the sector. Over the last two years, we participated in a project with two other University partners to improve BAME attainment through targeted interventions around assessment. This work, together with a continued focus on equality, has enabled the University to decrease the attainment gap although this work has stalled following Covid-19 with the implementation of the Emergency Regulations.

## Social mobility

At the heart of our approach is a commitment to social mobility and all the advantages it brings. We are active in AccessHE (which the Vice-Chancellor chairs) which monitors and investigates access and widening participation in the sector and beyond. We have also signed the Social Mobility Pledge founded by former UK Cabinet Minister, Rt Hon. Justine Greening, and UK entrepreneur David Harrison. The pledge represents a powerful and pioneering shift towards being a truly purpose-led organisation committed to social mobility.

## 2. Be a model of quality affordable Higher Education

### Progress with 2023 strategic objectives

Improve student employment opportunities within the institution, and fund new mechanisms to assist those students most in need

Manage fee levels in line with national guidelines

Ensure that all courses provide value-for money

Work pro-actively with the Office for Students (OfS) and our Students' Union to improve student welfare and develop an excellent network of outreach programmes

Ensure our degrees and qualifications hold their value over time

#### Key

● Achieved ● Working towards ● Work still to commence

## Outreach to improve access

The University has been successful in its outreach activities to raise aspiration and attract under-represented groups to study with us. Working closely with our local borough to promote and encourage raising aspiration and participation, these activities have included Saturday Clubs in Art and Design, the LCM Junior Music College, the Junior Chef College, Writing and Talking for secondary school age children and Have a Go! days for primary school children.

As well as targeting school age children, 'UWL in the Community' was an innovative project to support mature learners who have traditionally been a hard to reach group. Through consultation with current mature students, adult learner organisations and the local community groups, we developed activities to encourage learning at any stage of

life, ranging from short lectures in local libraries to intensive multi-day programmes on campus that strengthen key skills in preparation for university study.

Following the impact of Covid-19, the University is reviewing its programme to develop new ways to engage and continue its aspiration and confidence building activities to ensure we can still attract those from disadvantaged backgrounds. This year's study skills workshops for mature learners held online were very successful and we were able to accommodate more participants than usual. We are also planning to move some of our existing activities such as Saturday Club, Teacher Lates and personal statement workshops online to meet the needs and requests of our local communities.

## Widening Access and Participation success

The success of our outreach programmes is evidenced by our exemplary record in widening participation and social inclusion, extending the reach of higher education to people who have traditionally been excluded from it. Our inclusive culture supports one of the most diverse student populations in the UK as we have been able to attract under-represented groups at a local and national level:

- **59% of the University's students are from Black and Minority Ethnic backgrounds, compared to 24% in the sector**
- **56% of UWL's students are mature (aged over 21 on entry), compared to 27% in the sector**
- **51% of students are from areas of multiple deprivation (classed as index of multiple deprivation quintiles 1-2) compared to 28% in the sector.**



UWL invested £5.6m in its Access and Participation Plan to support underprivileged students' success within higher education in 2019-20. Although it has acknowledged our success, the Office for Students challenged the University to produce an even more ambitious five-year Access and Participation Plan for 2020-25. We identified that, although we are successful as outlined, we can do more particularly in the area of white working class male recruitment and the University is reviewing how we can reach this group of potential students.

## Financial support

With the income profile of our students, it is important that the University is able to support students financially as part of our commitment to widening access and helping those from disadvantaged backgrounds to complete their courses. The University offers a generous package of bursaries and scholarships for students in financial need and it is the highest in London for student spend in this area. In 2019-20, 1220 students received the UWL Full-time Undergraduate Bursary worth £1,500 over three academic years, available to students with a household income of £25,000 or less.

In addition, 796 students on a four-year degree with a foundation year received the 'Path to Success' scholarships worth £2,000 over two years. Alumni discounts were also made available to ensure that our students are able to continue their studies and have access to postgraduate and doctoral study. In addition, over 60 donors supported our student awards appeal, enabling us to help students in all nine Schools and Colleges with donor backed scholarships and bursaries.



# Student employment

The University recognises the need of many of our students to work to finance their studies and has provided 657 part-time opportunities for our current students to access part-time and/or short term positions. While many of the opportunities are sourced from local employers, it also includes the employment of 112 students within the University through the UWL Talent Bank which was established to link registered students to the available opportunities on campus. The library employs students to provide student support in using IT resources and there are student ambassadors who support our recruitment and outreach activities. In addition to the opportunities provided by the University, our Students' Union also employs students each year in a range of opportunities. These roles not only provide much needed financial support, but also help students develop their skills and employability, leading to better graduate prospects at the end of their studies.

While the lockdown meant that some of these students were furloughed, some were redeployed to help our efforts to support our students' online engagement. Going forward there may be less demand in some areas, but we aim to continue giving students opportunities and as an example will be employing students as wayfinding ambassadors to encourage social distancing as we re-open.

Another means of building the social capital of our students is through providing volunteering opportunities to work directly with local, voluntary, community and not-for-profit organisations. Volunteers are involved in a wide variety of projects from mentoring young offenders to supporting primary and secondary school children with language barriers. This activity is recognised on their Higher Education Attainment Report and celebrated at an awards event.

**Our Students' Union employs students each year in a range of opportunities.**





## Student support

Student Services are an essential part of the University's offer and help students experiencing difficulties. The department encompasses a wide range of specialist student support including wellbeing, counselling, mental health, immigration and funding advice and faith support. There is a Welfare Team whose role is to provide general welfare support to students to supplement the specialist advisory support. This team helps students on a wide range of issues including accommodation, homelessness, domestic violence and relationships. Their role was particularly important during the Covid-19 lockdown where they continued to support students as they studied in unfamiliar and unsettling circumstances.

Student Services are at the forefront of the University's efforts to support and improve student mental health which is currently a key issue for higher education and one exacerbated by the lockdown. The team has implemented a policy framework with a raft of interlinked policies designed to help students with mental health difficulties to complete

their courses. This has been underpinned by training for staff in mental health first aid as well as workshops for students on how to 'look after your mate'. These initiatives are at the heart of a new Health and Wellbeing Framework for staff and students which the University developed in conjunction with the Students' Union.

The work to support students' mental health continued during the lockdown and there were regular communications with strategies and resources including webinars and videos to encourage students to keep healthy. Student Services also continued with their successful campaigns to support students which previously included: 'Need Help, Just Ask', 'New Year, New Start', 'The Final Push' and 'Exam Prep and Stress Busting'. Support was offered online and, although it has been challenging, the department has continued to offer students a full range of services including virtual drop-ins. Going forward the support will continue to be offered through a blended approach of online and socially distanced drop-ins.

# Value for money for our students

The University provides value for money to students by focussing expenditure and investment on the student experience and how we spent our income in 2019-20 is outlined in the chart below. High quality teaching is one issue that students raised in an OfS commissioned report on value for money from a student's perspective and the University's highest expenditure is on teaching departments through the employment and development of well qualified teaching staff. As outlined previously, the University also invests a considerable amount in student support through Students Services, Library Services, IT and our generous bursary and scholarship packages. We also invest in our Students' Union to provide social capital to our students through their extra-curricular and course based activities.

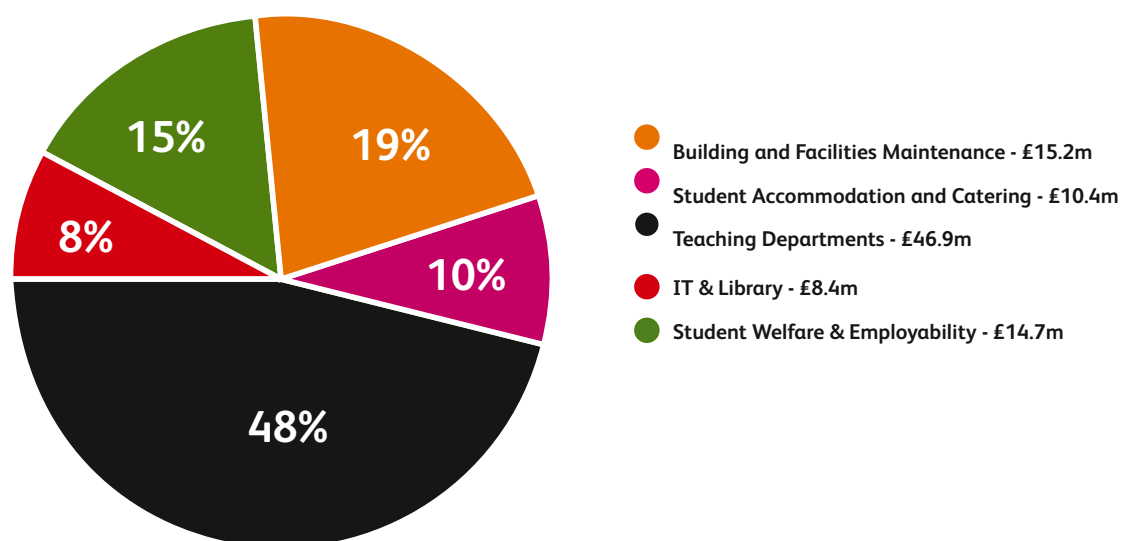
Value for money is also closely linked to affordability and the University works to avoid additional costs on top of the tuition fee. Over the past two years we have made investments in free black and white and subsidised colour printing as well as the removal of library fines which were found to be a barrier to use of the library. Via UWL Appsanywhere, students have access to free software downloads such as MS Office for up to five devices and Adobe

Creative Cloud, saving each student approximately £500 p.a. in software costs.

To ensure that there were no hidden costs at course level, the University undertook a project to review any costs which might be a barrier to some student's achievement and agreed to provide uniforms where these were required and also subsidise field trips. Whilst the pandemic has limited the ability to provide field trips, we have been exploring ways of providing alternative experiences to students such as online conferences and speaker events.

During lockdown, the University was determined to tailor support and resources for students, including free software downloads and laptops for students who were in urgent need of devices to continue their studies. The library gave students access to free electronic resources to support remote student learning and was able to supply unlimited access to owned eBooks to compensate for the lack of access to the hard copies. We also implemented Blackboard Ally to improve accessibility of our online resources to provide support to students with disabilities.

## Providing value to our students - 2019/20







Simulance

## Maintaining the value of our degrees

Part of the strategy of improving opportunities for our students is to drive up our reputation which in turn improves the value of their qualification. This strategy has delivered increased student satisfaction, which, together with our high levels of spending on student facilities and our success in widening access, feeds into our league table performance. The University has improved its league table position markedly in the past three years and is now 34th in The Guardian University Guide 2021 and was ranked as the University of the Year for Student Experience by The Times/ The Sunday Times Good University Guide 2021.

In addition to improving its reputation, the University is determined to ensure that its regulations support maintaining the value of its qualifications over time. It is reviewing the means by which it determines degree outcomes in line with the Universities UK Statement of Intent on Degree Classification to ensure that its practice is in line with the sector. It also approved emergency regulations during the pandemic to ensure that it could continue to award degrees and properly reward student achievement whilst also recognising the disadvantages the graduating cohort of students has faced and ensuring 'no detriment'.



### 3. Produce impactful research

#### Progress with 2023 strategic objectives

Place continued emphasis on UWL's research strengths and inter-disciplinary collaboration

Ensure all staff are engaged with research and scholarship at the appropriate level

Be ranked in top 100 in the REF 2021 and Beyond

Increase those on research academic contracts by 20%

Open six new research institutes/centres

Grow the research and enterprise income to £40m

Grow the research professoriate to 80+ and staff with doctorates to 60%

#### Key

● Achieved ● Working towards ● Work still to commence



## Improving research strength and inter-disciplinarity

To develop our research expertise and provide the University with an enhanced capacity to support the submission of research and consultancy bids, eight inter-disciplinary research centres and institutes have been established. These are: The Richard Wells Centre which has an international reputation for research into infection control; the European Institute for Person-Centred Healthcare; the Centre for Cybersecurity and Criminology; the National Centre for Gang Research; PRISM: the Centre for research into music and screen; the Geller Institute for Ageing and Memory which incorporates the Centre for the Study of Dementia Care; ICHARM: the International Centre for Hospitality and

Aviation Research and Management which includes the Centre for the Study of Human Trafficking; and the Faringdon Centre for Non-Destructive Testing (in collaboration with Kew Gardens). In addition, the University is home to the West London Food Innovation Lab for research into new product development.

## Research impact

Creating and disseminating impactful research is a major strategic objective and this year the University has been successful in disseminating its research which brings benefit to a range of national and regional priorities. For instance, over the past year I-Hydrate, a collaborative project led by researchers in the College of Nursing, Midwifery and Healthcare, was recognised as one of the top 100 health related projects in the country. In the same domain and in partnership with the Royal College of Nursing, a large scale literature review was carried out to understand the contribution nurses make to improving the health and well-being of children, adults and older people with learning disabilities. The University is also carrying out a pilot trial of Energy5 for patients with diabetes as well as developing a series of research assignments to help to prevent urinary tract infection in older people living in care homes

In terms of social justice and crime, we have been part of an international research project that explored strategies to combat Human Trafficking in the European Hotel Sector as well as playing a major role in the nationwide 'rape review' which addressed rape myths in policing. The impact of the findings led to the production of a series of training packages used by all new recruits in the Metropolitan Police. This was alongside research into 'Open Cities' which continues to delve into the extent to which cities welcome newcomers - migrants, 'gentrifiers', and the homeless.

In the creative sphere, we produced work that examined schematic techniques in the musicology of record production and the changes in the way the public listens to music. In addition, the PRISM team, in conjunction with the British Film Institute, explored the concept of cultural preservation and education in relation to British music. With the aid of an Arts and Humanities Research Council grant, our creative-technology team are investigating the relationship between gender, work and technology.

In engineering and the built environment, research teams assessed the ways in which thermal measures can enhance the performance of existing and new buildings. In computing, ground-breaking work was carried out into the value of human-centred systems design, while in cyber security a team are currently investigating the use of intelligent threat hunting systems. Other examples include using our pioneering expertise in ground penetrating radar which led to an innovative project with Kew Gardens examining the health of ancient trees. In addition, an EPSRC funded investigation into digital innovation in water-related disease prevention was secured.

In the field of biomedical science, a team carried out 'ScienceTensor-Mapping' to resolve problems in echocardiographic strain imaging; a project that was funded by the British Heart Foundation. The team in the Geller Institute for Ageing and Memory gained a significant UKRI

grant to investigate the use of multisensory culture boxes to promote public health guidance and to support the wellbeing of people with dementia in care homes.

As a result of these improvements in research and its impact, the University has been successful in increasing the volume and value of the externally funded research. In

2019-20, more than 60 submissions were made to research funding bodies and charitable organisations requesting a total of c.£9m which is significantly up from £5m the previous year of which more than £4m was awarded. This contributes to our overall growth in annual research and enterprise income which has now reached £28.2m.

## Improving the research environment

As well as improvements in impact, the University has made significant improvements in the research environment over the past year. In terms of infrastructure investment research and laboratory facilities have been extended to include: a concrete lab; 12 computer labs; a built-environment studio; two simulation centres; six biomedical science labs; a forensic investigation lab; a VR lab; and numerous performance studios. We have also invested heavily in new research staff as well as offering a full range of sabbaticals with just over £2m invested in doctoral bursaries. In addition, we appointed a Head of Research and Engagement and supplemented the research office team with mentors, advisers, and reviewers to provide support for bid writing and research training and support. We have also established two commercial entities to stimulate research and knowledge exchange: the Westmont Enterprise Hub and the West London Food Innovation Centre (a £1.46m ERDF-funded lab for food product development).

The University now has 54% of its staff with a doctorate and has increased the number of professors to 70, partly through the development of internal talent. The resulting improvements to our research quality, impact and environment will be measured by the Research Excellence Framework (REF). Our entry will have 82 FTE – all of which have been graded as 3\* and 4\* by external research experts. Beside this there are a further 70 academics who have been

graded as working at national and international level. Put together, this represents an increase of 60% in the pool of staff with significant research responsibilities in the last three years. In addition, we have sponsored 63 doctoral scholarships to support strategic areas of research and awarded 76 doctorates.

As well as preparing for the REF, the University encourages all academic staff to be engaged in research or scholarship in order to deliver research informed teaching. Staff who have demonstrated a promising research trajectory are being identified as “next generation” researchers and support and mentorship is being offered to develop their research outputs. Much of the annual QR funding has been used to provide core infrastructure to facilitate research by all. This has helped support submissions to research funding bodies outlined above, provide sabbaticals and study leave, as well as support the University’s in-house journal ‘New Vistas’ which offers a journal for those starting out. In 2018-19, the University also ran three one-day research conferences; courses on research degree supervision and research specific training sessions to support staff.



## 4. Provide exceptional work-related career opportunities

### Progress with 2023 strategic objectives

Improve graduate employability to 80% and overall employability to 100%

Improve the quality and choice of work placements and extend the work placement guarantee to post-graduate courses

Have 2,000 registered employers offering placements and work experience

Increase higher and degree level apprenticeships to 300 in a range of new areas

Ensure starting salaries remain in the top quartile in the sector

### Key

● Achieved ● Working towards ● Work still to commence

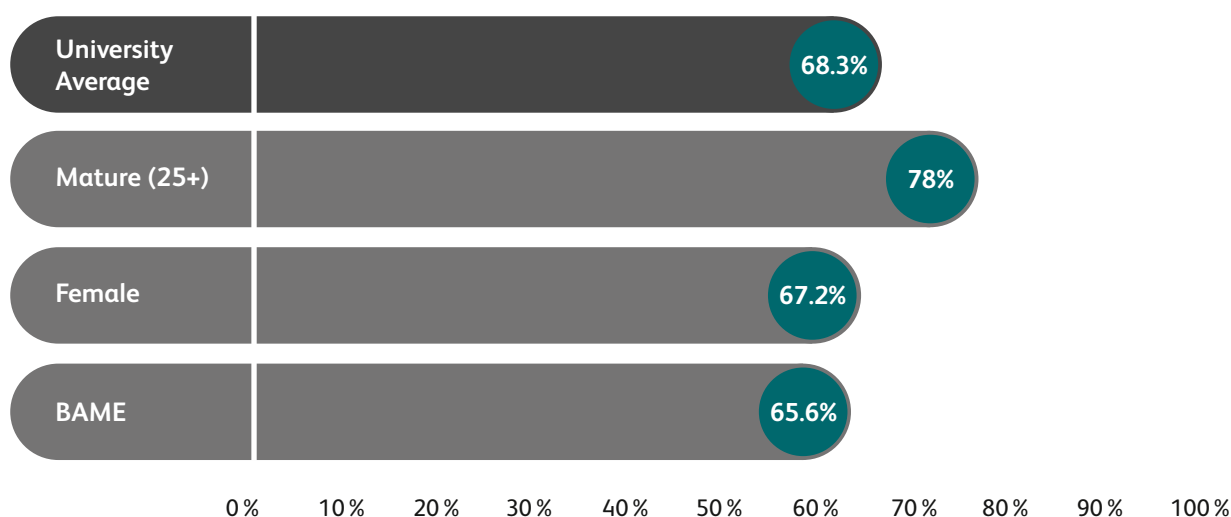
The University has developed courses in collaboration with employers, local authorities and professional bodies to ensure that they provide students with the skills required in the workforce. Underpinning this is the Careers Service which supports students as they engage in career management, providing them with the best information, advice, and guidance. The Service works closely with the academic schools and colleges to ensure the embedding of employability within curricula. It has recently attained the AGCAS membership quality standard which is a nationally recognised accreditation and quality mark for the delivery of careers and employability within higher education. This quality standard emphasises to the wider HEI community and students our commitment to quality for our students and why we label ourselves the Career University.

To support students following completion of their degree, we have a highly successful graduate internship scheme which offers recent graduates the opportunity to acquire valuable skills through short-term paid positions at the University. Following the scheme, over 60 % of interns indicated they had since found employment. To date, 141 of our graduates have been supported through the scheme with an additional 22 currently registered in 2020.

In 2018, HESA replaced the Destination of Leavers from Higher Education (DLHE) survey of graduates' employment with Graduate Outcomes, which is a new national survey of all UK university leavers. The new survey contacts graduates 15 months after graduation, rather than six in the previous DLHE. It also makes use of linked data such as earnings (from the Longitudinal Educational Outcomes (LEO) dataset) and study data (from the HESA Student Record) to build up a broader picture of graduate outcomes and make the survey more efficient.

The first Graduate Outcomes survey ran from December 2018 to November 2019 via four separate survey cohorts, with HESA releasing the first tranche of results in the summer of 2020. Due to Covid-19, the Employment Performance Indicator (EPI) results were delayed and are due to be published in the autumn. There are issues with the methodology as our students who have caring responsibilities were not classed as in employment which would have increased the percentage and we are working with HESA to try to correct this anomaly.

68.3% of our students entered professional-level employment and with 70.4% male, 67.2% female. In terms of age 78% of mature students, 59.2% of younger students were in professional employment and 65.6% BAME opposed to 71.7% non BAME.



The average salary for all UWL graduates was in the range £20,000 - £24,999 and for part-time students it was £35,000+. The top three schools/colleges for salaries were: SCE (£25,000), CNMH (£24,000) and LGCHT (£23,000). Females earned more than males (female (£23,000), male (£21,000) and BAME graduates were earning more than non BAME £23,000 (BAME), £21,750 (Non BAME).



# Placements

The Placement and Employment Service, which operates under the badge of 'World of Work' or WOW, assists students in finding placements integrated as part of the course and monitors arrangements to ensure that these placements adhere to the highest quality standards. Each year the University expands the number of courses with placements or periods of work experience to ensure students have sufficient industry knowledge before embarking on their chosen career, an offer which is at the core of our value proposition as the Career University. Those at postgraduate level in particular have expanded rapidly.

To help students find placements and employment, the service runs school/college specific employment and part time fairs which were attended by 2455 students and 205 employers in 2019-20. In addition, the service advertises opportunities and in 2019-20 a total of 2133 employers either attended campus or engaged virtually with our current students and recent graduates. In 2019, the service embarked on a pan London 'Inclusive Futures' virtual recruitment fair to encourage diversity in the workforce. The University used this experience to sustain access to employment opportunities and student engagement throughout the pandemic, and invested in an online virtual career fair platform to enable the service to deliver industry

specific career fairs seamlessly to students and graduates. This enabled employers to engage with our graduates/ placement students and advertise their opportunities whilst in lockdown together with the delivery of 16 employer webinars.

Currently the University engages with over 4508 employers across the region and 555 new employers were added this year. The University hosted a regional business reception and launched 'Partner with the Career University' brochure to businesses within west London which demonstrates the whole offering of the University to the business world. The University's software system, Target Connect, has helped manage the links with employers and improve our ability to engage with them. The system also creates an easy platform for students to engage with career planning and employer engagement activities including applying for jobs, placements and volunteering opportunities.



## Working with our NHS partners

Nursing, midwifery and other healthcare courses are a strategically important part of the University's portfolio and the University has links with a growing number of Trusts in London and Berkshire and from 2019, the London Ambulance Service. The University works collaboratively with these NHS partners to acquire an increased portfolio of relevant contemporary practice placement opportunities to enable us to grow our provision. Through these links, the University has steadily increased its recruitment of nursing and midwifery students with the demand from our Trust partners for apprenticeships driving a significant element of this growth. Students on healthcare programmes accounted

for around 12.4% of the University's total income in 2019-20 at £14.4m.

Continued demand for nursing and other healthcare courses has been aided by the high profile of NHS staff during the pandemic. This, together with a new bursary for these courses, has meant that recruitment for the College of Nursing, Midwifery and Healthcare has been very strong for September 2020 which bodes well for the continued success of these programmes in producing the healthcare workforce of the future.

## Apprenticeships

The University underwent an Ofsted inspection in May 2019 in relation to its Apprenticeship and FE provision. The outcome of the inspection was that the University was rated as 'Good' in all areas with an overall judgement of 'Good'. This is an excellent achievement, especially as much of the provision was relatively new. The University was particularly commended for:

- the commitment to the activity and its alignment with the vision and mission
- the culture of the University and the high aspirations for learners
- effective partnerships with employers and responsiveness to local employment needs
- effective teaching and support enabling learners to develop skills in the workplace.

This inspection has provided the University a good platform from which to bid for future increases in its apprenticeship offer and 2019-20 saw further significant increases in degree and higher apprenticeship students. 658 apprentices were registered of which 586 are higher or degree apprenticeships providing a total income of £3m, up from £2m in 2018-19 and £1m 2017-18. In addition to new Nursing and Midwifery apprenticeships, the University also secured contracts with major employers such as GlaxoSmithKline, BP, Virgin Media, Sega, Pladis (United Biscuits), and McDonald's. Significant

relationship management activity by the Apprenticeships Office fed into strong levels of repeat business and new starts in areas such as Nurse Degrees; Operating Department Practice and Senior Leader Apprenticeships. This successful track record has led to the award of the Metropolitan Police apprenticeship contract as part of a consortium led by Babcock International.

The Covid-19 pandemic has had a major impact on businesses and their apprentices. This has particularly affected apprenticeships in the health and hospitality and tourism sectors, where employers have had to close their businesses immediately or apprentices who are key workers have been re-deployed and taken off their study leave /off the job learning. During this period UWL managed to retain around 80-85% of existing apprentices through breaks in learning and online delivery. The pandemic has also had an impact on new apprenticeship starts which are down by about one third for September 2020. However, many postponed apprenticeships in nursing restarted the Autumn and we also anticipate further business in January as many employers are looking to start new apprenticeships in order to take advantage of the government's additional incentive scheme whereby employers are paid £2,000 for all 18-24 new apprentices (new employees) and £1,500 for those new starters aged over 24.



## 5. Be an engine of enterprise and innovation

### Progress with 2023 strategic objectives

Develop the *Westmont Enterprise Hub* to accelerate business incubation with more than 100 incubated enterprises and a 5% revenue from intellectual property and stakeholding

Create a University-wide executive education programme which will contribute to 5% of the enterprise budget

Ensure that all students are registered with the Hub and that corporate sponsorship contributes up to 50% of the revenue

Support up to 50 new businesses annually through the *West London Food Innovation Lab*

Have a number of new patents and other protected IP (joint or sole)

#### Key

● Achieved ● Working towards ● Work still to commence

## Supporting innovation

The University has a track record of developing and translating its research and knowledge into practice to ensure societal impact. It has a focus on regeneration and local growth and UWL is at the heart of economic growth in the local community and beyond. We work with industry to develop future talent and support businesses to grow and for ideas to flourish, harnessing our knowledge to empower the communities around us to drive innovation, enrich the economy and address the most pressing problems in our society. By working in partnership with businesses, local authorities and community groups in this way, we are creating a pipeline of skills for the future, developing the businesses that will drive economic growth and finding the solutions that will deliver regeneration in west London.

In 2019-20, the University delivered significant development and dissemination contracts, including supporting innovative food products, the evaluation of the usability of a range of apps together with a raft of consultancy projects across all areas of the University.

In recognition of the innovation delivered in these projects, the University received £404,000 from Research UK to support further work to underpin the UK's Industrial Strategy. The University has also started to launch executive education through courses on artificial intelligence and resilience and will continue to develop this aspect of its work.

Much of work to support innovation in the region was through the University's EU funded West London Food Innovation Laboratory (WLFIL). WLFIL supported 40 SMEs, of which 21 were start-ups and 27 new products were developed. Examples include Jelly Drops which are sweets made from 95% water and are sugar free with natural flavours designed to boost water intake. The company has launched successfully and is now recruiting more staff. Other products include a plant based chewing gum, a low calorie pizza dough and unique fermented coffee drinks.



West London  
Food Innovation Lab

## Support for entrepreneurship

Funded by a generous donation from Westmont Holdings and our Chancellor, Laurence Geller, the University launched the Westmont Enterprise Hub in 2018. The Hub is a business incubator for west London to support enterprise creation and the entrepreneurial aspirations of both students and local community. It brings together students, staff, and local companies to drive business innovation, share knowledge and ideas and provide a focus for new start-ups as well as spin-outs of University intellectual property.

The Hub is now supporting 18 start-ups, with a further 191 members with potential business ideas benefitting from business advice and support. In addition it has over 1000 subscribers registered to receive information on services and who are able to participate in webinars delivered by the Hub and other business support organisations.

As the University went into lockdown, the Hub moved from face to face activities and transferred its entire operation to a virtual incubation model that undertook regular and detailed evaluations of the individual startup's progress through Covid-19 pivot plans, webinars that addressed specific business activity and online workshops. This virtual model of business incubation has proved to be a robust and effective way of continuing the ideation and development of incubating businesses and developing the pool of potential incubatees.

## Student entrepreneurship

A major driver of the development of the Westmont Enterprise Hub was to provide support to the next generation of entrepreneurs and to help our students develop their business ideas and products. The businesses of our students and former students being incubated by the Hub have exciting and innovative ideas that are proving attractive to investors and some examples include:

- Eccobell: a non-IOT QR code based entry system which allows persons with disability to answer the door through an app. The Founder of this business began ideation while completing his degree. The product is now being manufactured with a route to market with west London social housing providers. The Founder is also a Finalist in the Mayor of London's Startup competition.
- Ceesound: innovative use of virtual reality for the

partially sighted designed to create immersive sonic productions for visually impaired audiences. The product has undertaken initial development links and has sponsorship through the RNIB.

- Musidex: a web based, secure repository for musicians enabling a "safe haven" for musical scores/idea that range from complete works to a few bars of inspiration. It provides a copyright date and time stamped solution protecting the intellectual property of composers.

## Staff spin outs

The University produces much impactful research as outlined in Section 3 above. It is now developing a model that will enable spin out of this intellectual property developed by staff. An example is a research programme which has led to the development of an iOS App format called variPlay that allows a listener to change the sound of music in real time. Originally funded by the Arts and Humanities Research Council (AHRC), a pilot research project has led to the

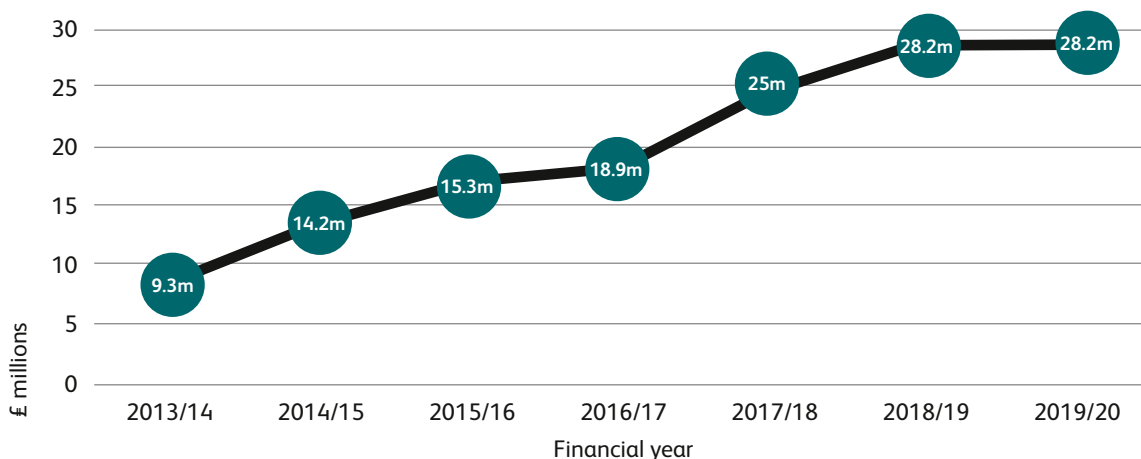
commercial release of a music EP which was downloaded several thousand times. A number of international conference publications and presentations disseminated the work, and led the AHRC to award "Follow-on Funding" to commercialise the technology with Warner Music Group.

## Consolidated enterprise activity

In 2019-20, the University generated £28.2m from enterprise activities ranging from work with academic partners, LCM Examinations, supporting local SMEs and multinationals to develop their talent through consultancy and our apprenticeship programmes to summer school opportunities venue and facility hire. Although the University anticipated a drop in its income from all of these areas as a result of the lockdown, it managed to pick up activity through socially distanced venue hire, continuing to offer apprenticeship starts online and through support to academic partners. Of particular note was the development of an online offer by LCM Examinations which has enabled it to offer candidates a choice of online examinations which it will be able to offer as well as face to face in the future. There are already signs that this will significantly improve its market share going forward.

In total the University ensured that it still secured 24% of its total income from enterprise in comparison with 25% in 2019-20. This ensures a continued diverse income base and provides additional funds with which to invest in facilities and services. Many of these activities also enable us to have a positive impact on the local economy by working with local small employers like the tech consultancy One Point to develop their staff, providing Ealing Borough Council with innovative approaches to improve the hygiene of local food establishments, or working with the Hilton Group to reduce building emissions.

### Enterprise growth over the last six years





## 6. Be financially and environmentally sustainable

### Progress with 2023 strategic objectives

Continue to achieve surpluses of 10% and above on operations

Manage staff costs at or below 50%

Better utilise campus facilities and residences for income generation

Purchase a range of new businesses

Improve the efficiency and effectiveness of the outsourced facilities and improve the yield

Develop a robust recycling programme

Ensure that all students are registered with the Hub and that corporate sponsorship contributes up to 50% of the revenue

Ensure all new-build projects meet national sustainable benchmarks

Achieve gold *Eco Campus* status

#### Key

● Achieved ● Working towards ● Work still to commence

## 2019-20 Financial Performance

Financial stability is key to the future of the University as it enables us to continue improving our facilities and infrastructure to support the student experience. It is also one of the requirements of registration with the Office for Students in order to provide certainty for our students. In 2019-20, the University delivered another year of excellent financial results and achieved an income of £116m, £5.2m higher than 2018-19. This represents year on year growth of 4.7% in a highly competitive market and a sector that has been subject to constraints in funding and the impact of Covid-19. The 2019-20 position contributes to 33% income growth over the last five years (shown in Table A).

### 5 year Income Growth

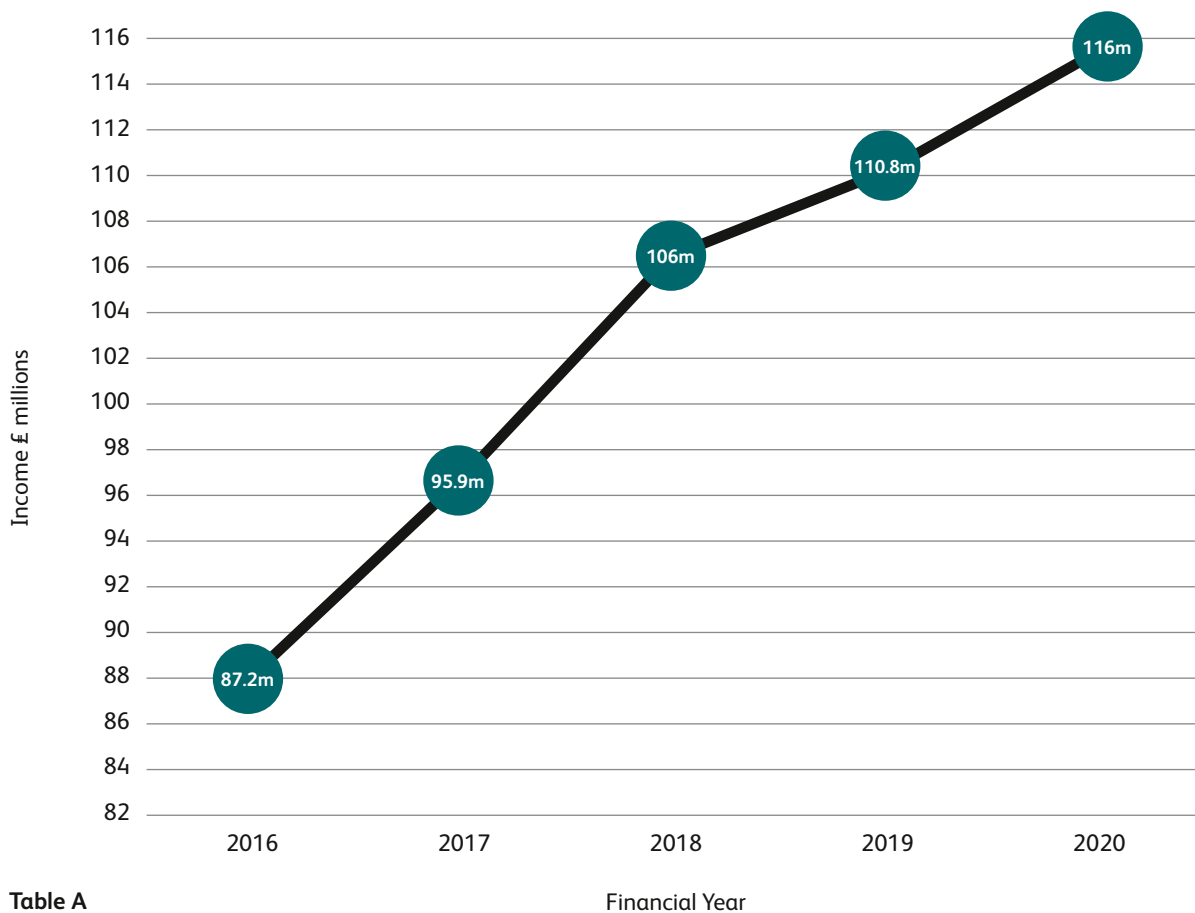


Table A

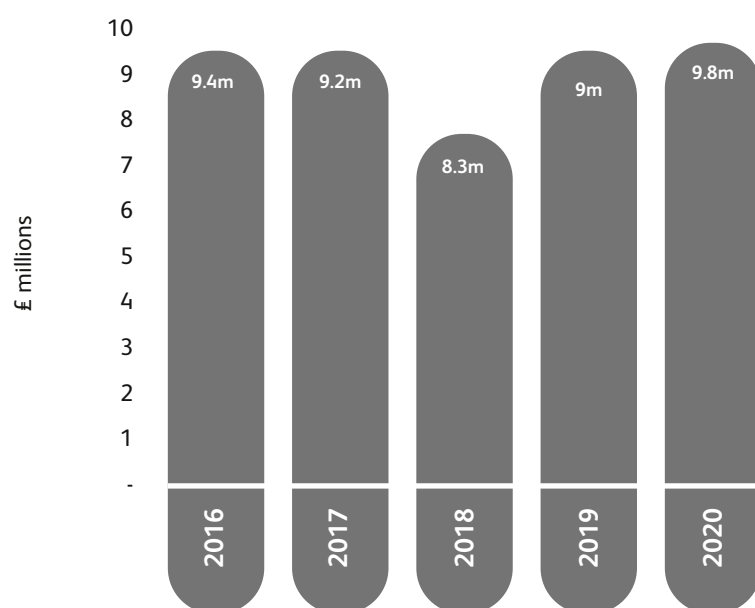
As well as providing income growth, it is essential that the University controls its costs to enable the surplus for reinvestment. As the largest area of expenditure, a key part of this is controlling staff costs, which for 2019-20 were £53.7m, an increase on prior year of £2.7m. This was due to an overall increase in overseas student numbers, improved student retention, and therefore increased teaching volume. Despite this increase, staff costs have remained at 46 % of income for 2019-20. This compares favourably with the average staff cost percentage for similar institutions in London of 55 % and the budgeted metric of 50 %.

Non-staff costs for 2019-20 were £52.3m which represents an increase of £1.8m on the prior year. This additional expenditure is due to the costs associated with diversifying income streams and increasing enterprise income and

thereby activity, investing in overseas agents to improve overseas recruitment and substantial investment in the student experience, including Students' Union activities.

The operating surplus for 2019-20 is £9.8m, representing 8.5 % of income and delivering the funds required for future investment and also enabling the growth of the sinking fund required for the repayment of the University's Private Placement Loan. UWL has achieved its surplus in a sector context of Covid-19 uncertainties, where many institutions are forecasting planned deficits and some private providers are withdrawing from the sector due to financial sustainability issues.

## Group Surplus for the Year



All figures relate to Group Surplus after depreciation of tangible assets but before tax and exceptional items

**Table B** Financial Year

The operating cash surplus achieved in 2019-20 was £20m, a £4.5m decrease on 2018-19. Through effective cash management practices the University increased its cash position overall to £53.5m, exceeding 2018-19 by £12.1m and the budget target by £3.5m.

## An expanding business

In May 2019, the University purchased the Drama Studio London (DSL) whose courses align with and strengthen our portfolio. DSL was founded in 1966 and is located around 500 metres from the University's Ealing site. It was a private education provider aiming to give "the aspiring actor the best grounding in skills and approach in order to prepare for a professional career". The acquisition has enabled the University to diversify our performing arts portfolio and its physical assets have increased the University's footprint and add to our current studio and acting space. The University has in turn enabled DSL to improve its margin, thereby ensuring more monies for future investment, and has launched a new Master of Fine Arts which is proving successful.

The DSL purchase follows that of the Register of Guitar Tutors which has now been successfully integrated into the London College of Music Examinations (LCME), providing a strong return on investment which has developed a new range of guitar examinations. A collaboration building on LCME's core capability around examinations has been made with the online assessment company GoCreate. This partnership, which is set to grow significantly over the next few years, allows expansion into a wider creative sector and with a new suite of creative media diplomas and theory examinations. It was also crucial in enabling online access to its more traditional examinations during lockdown which enabled LCM to maintain and increase market share. This online platform marks an important addition to our increasing commitment to the use of digital technology for LCM's exam assessment process which will continue once Covid-19 has subsided.



**Drama Studio London**



## Using resources effectively

The University works hard to utilise assets more effectively through the year-round use of its buildings. To this end, we developed a range of summer school opportunities as well as more effective room utilisation. Unfortunately it was not possible to run these in summer 2020 as a result of Covid-19, but we were able to provide some support to the National Citizenship Service and also provided simulation facilities for a course for aspiring doctors. These Covid-19 secure guidelines will enable us to continue venue hire in 2020-21.

The University works very closely with our catering partner, Elior, to improve the offer to students in terms of the range of menu items but also ensuring that the food is affordable. The success of this strategy was demonstrated by the value of Elior's sales which increased by almost 200% in two years, increasing the University's profit share and monies which can then be re-invested in the student experience. As the

catering outlets were closed from March 2020, this has been much reduced and it is unclear what the position will be going forward, but we are still ensuring that our food offer is affordable.

Bouygues is another key partner providing facilities management services to the University including building maintenance, cleaning and security. The University works with Bouygues on an ongoing basis to ensure the efficiency of the contract and has saved 2% per year in efficiency savings, effectively holding the contract to its 2016 value. Major savings were made during lockdown, but the costs of re-opening will be higher due to more demand for the cleaning and security associated with a Covid-19 secure campus.

## Environmental sustainability

Environmental sustainability is becoming increasingly important to our students and we recognise that the University can do more to improve performance in this area. Following the success of achieving the Eco Campus gold award in November 2018, the University is on track to secure the highest platinum rating by the end of 2020 and work to achieve this will include campaigns around recycling and energy saving initiatives, as well as trying to encourage an environmental focus in the curriculum.

Environmental initiatives also help reduce costs and we participated in the RE:FIT scheme which provided the University with an interest free loan for investment in greener technology. The aim of the scheme is to deliver significant energy savings and, thereby, providing a return from the lower consumption of power. The energy efficiency works funded by the loan were completed by September 2019, and as a result the University has over-achieved its 2020 carbon reduction target by an additional 10%.

A new waste centre opened in November 2019 at the Ealing site, which will enable the University to significantly reduce waste and, in particular, food waste and achieve a recycling rate of 50% by the end of 2020. To accompany this development, in March 2020, the University agreed a five-year waste strategy with the aim of further reducing waste generated on-site and increasing recycling. In June 2020, the University developed a Sustainable Food Policy which included measures to work towards zero food waste by 2030.

In terms of major building projects, we meet UWL's regulatory requirements regarding sustainability but as part of its environmental strategy, the University is reviewing targets in this area to ensure that its buildings are sustainable going forward. In September 2020, the University started work to identify measures to make our buildings net zero carbon. We are actively exploring options to expand the number of on-site renewable technologies to deliver this target.

In August 2020, the University worked with the London Borough of Ealing and the London Borough of Hounslow to establish safer walking and cycling routes between our main campuses and Ealing Broadway for our students and staff to follow. We anticipate the safer routes will encourage more students and staff to use sustainable modes of transport for travelling around our campuses, and leading to a significant reduction in our transport emissions, particularly as our shuttle bus has limited capacity at this time.

To demonstrate our commitment to environmental sustainability, the University joined many institutions around the world in declaring a climate emergency. The climate crisis is one of the most threatening issues of our time and the next 10 years will be critical to limit global temperature rises. Declaring a climate emergency must be matched with ambitious plans and goals, and therefore the University aims to reach net zero carbon by 2030. The University also became a founding signatory of the One Planet Pledge campaign in order to encourage other organisations to join the initiative by publicly pledging its net zero targets.



## 7. Offer an enriching work environment

### Progress with 2023 strategic objectives

Support academic and service staff in their work by providing a comprehensive professional development and promotion opportunities

Use the ExPERT Academy to drive personal and professional development

Strengthen the research culture across the institution and give greater recognition for published outputs and creative work (see page 36 )

Involve fractional part-time academic staff more fully in the life of the University

Provide a framework that supports and rewards innovation and excellence in teaching and scholarship.

Ensure 100% of staff have HEA membership and recognised professional teaching qualifications

### Key

● Achieved ● Working towards ● Work still to commence







## Supporting and rewarding our staff

Developing our people is key to ensuring that staff are ready to face the changing challenges of work in 2020 and beyond. Over the course of 2019-20, the range of staff development was improved with investments in internal training and external development conferences and courses for staff across the organisation. There has been a specific focus on supporting our line managers with a range of internal workshops to improve their management skills in areas such as staff appraisals, effective people management and feedback supported by a new toolkit for managers. The University has invested in an online platform to deliver training in equality and diversity, GDPR, information security, anti-bribery and Prevent. The scope of the training available through this product is being expanded and this proved a timely investment in relation to Covid-19 as we have been able to continue our training programme remotely.

To support its commitment to equality and diversity, the University provides training for all staff to promote awareness of equality issues including unconscious bias training. Mental health awareness sessions help academic and professional services staff to recognise and deal with the increasing number of students with mental health issues. The Human Resources Department is also working closely with Student Services and the Students' Union on the University's Health and Wellbeing Framework to ensure that staff are supported as well as students. During the lockdown and as we have gradually re-opened the campus, the team has produced a wide range of resources to help staff maintain staff engagement, mental and physical wellbeing. There has been continued promotion and use of the Employee Assistance Programme to ensure that staff remain supported, even working remotely.

The University recognises that to remain an employer of choice in a competitive market, it must continue to acknowledge the contribution of all staff. To this end it is reviewing the academic promotion framework to ensure that it recognises research and teaching. It is also taking steps to promote internal career development moves, secondment and promotion opportunities for professional services staff.



**Developing staff is key to ensuring that staff are ready to face the changing challenges of work in the 21st century.**

# Supporting innovation and excellence in teaching

The University has been very successful in increasing student satisfaction in teaching quality, partly as a result of the focus on pedagogic development of our academic staff through the ExPERT Academy. ExPERT promotes a scholarly approach to academic practice through different initiatives and in 2019-20, the focus was on delivering strategic objectives in relation to:

- equipping academic staff with appropriate and up-to-date pedagogic skills and delivering courses and support in the areas of academic literacy, language support, academic career development and TEL
- supporting learning, teaching and assessment and the development of associated University policies, practices and procedures
- the measurement of the quality of and satisfaction with learning and teaching, including the University-wide approach to module evaluation
- developing the University's capability in technology-enhanced learning (TEL) and ensuring it underpins flexibility in course delivery
- delivering courses and schemes of accreditation to ensure that the academic workforce possesses recognised and appropriate qualifications in learning, teaching and assessment.

ExPERT also leads an observation of teaching scheme, and is working on developing mentorship of new colleagues across the institution to ensure they are inducted into the UWL pedagogical model. It also hosted the annual Festival of Learning and Teaching which attracted 250 colleagues for a day of sharing and reflection on teaching in the new Covid-19 context.

Following the necessity to move all teaching and learning support online as a result of Covid-19, a significant role for ExPERT this year has been its leadership role on policy and practice in the implementation of learning technologies. The department supported staff through workshops and webinars immediately before and during lockdown and have been helping staff to implement the pedagogic model of Investigate-Apply-Consolidate as part of UWLflex. This provides for online lectures and will facilitate moving all learning support online should the need arise.

## Well qualified staff

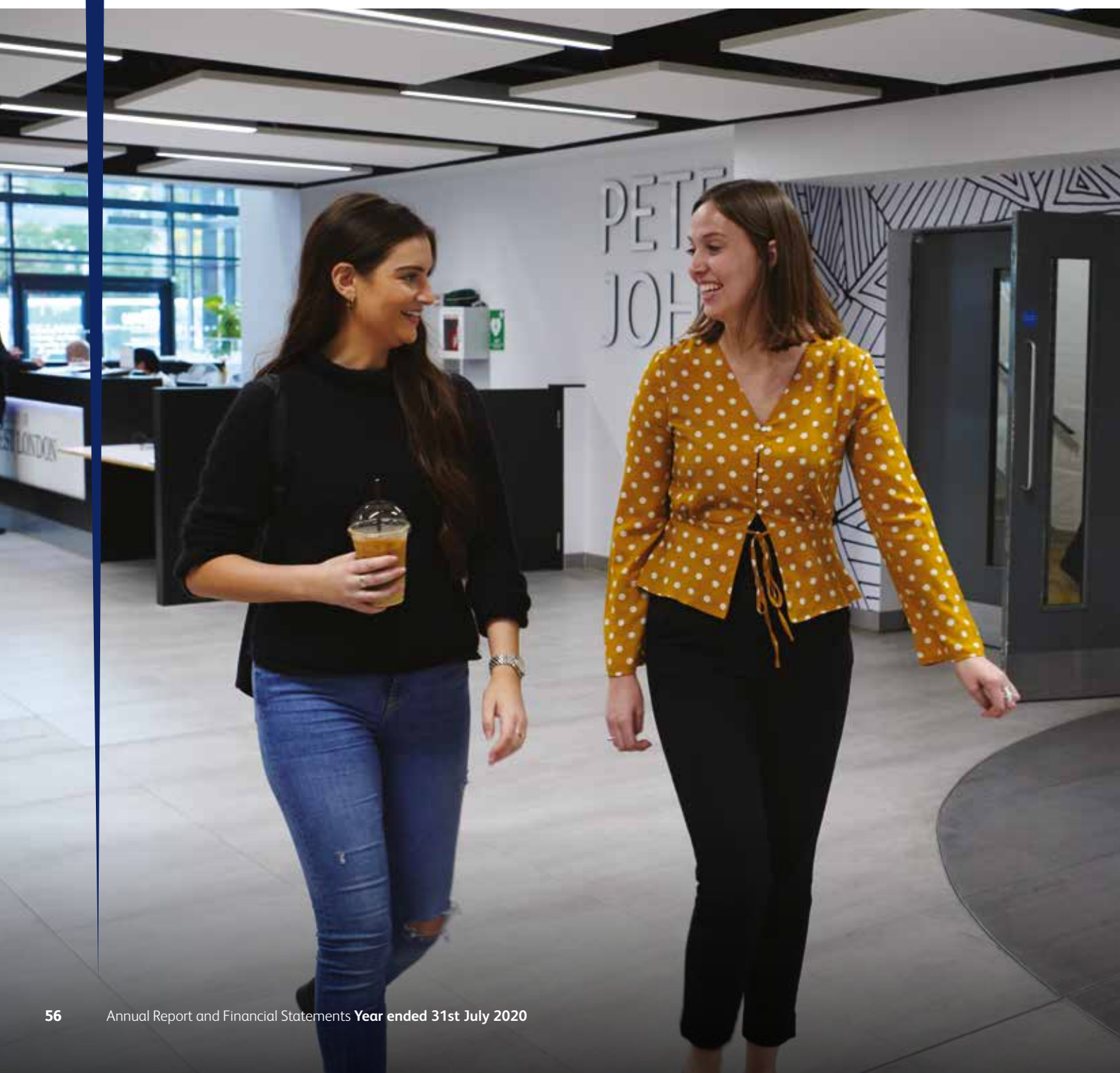
The University currently has 96% of staff with Higher Education Academy membership and recognised teaching qualifications. To ensure that our new staff are appropriately qualified, those without a teaching qualification have access to two HEA accredited courses; an Academic Professional Apprenticeship (20 students) and a PGCert provision (10 students). Those who have been teaching for three or more years, are supported in their preparation for the Advance UWL fellowships. In 2020, 17 staff members were awarded

Fellowship through Advance UWL: 3 Associate Fellows, 13 Fellows and 2 Senior Fellows. These formal qualification are supplemented by the suite of CPD and access to an online Teaching Hub which provides a one stop shop for advice, ideas and materials about learning, teaching and assessment, curriculum design, learning technology and pedagogic research. The CPD offer is also available to UWL partner institutions to ensure that all UWL students benefit from the improvements in teaching quality.

## Improving the engagement of part-time staff

All staff are encouraged and supported to take part and engage with staff development events, activities and opportunities across our campuses. Particular care is taken when scheduling events to make dates available for those

who work part-time. The induction process has recently been revised to be more inclusive and sessions, including a new short course, have been developed specifically for Hourly Paid Lecturers.



## Trade Union facility and activity time

The University seeks to promote constructive relations with its staff through effective joint consultation and negotiation with its trade union partners, UCU and Unison. As part of this, we allow facility time for staff to participate in trade union activities. In line with the Trade Union (Facility Time Publication Requirements) Regulations 2017, we publish information in relation to the time that internal trade union representatives spend on trade union duties.

Facility time is time off from an individual's job to enable them to carry out their trade union role. This includes attendance at internal union meetings such as the Joint Negotiating and Consultation Committee (JNCC), accompanying staff at individual meetings, meeting with full time officers, attending branch or regional meetings and to attend union conferences. The time spent in 2019-20 is set out below based on information supplied by the Chairs of our recognised trade unions and accurate as at 31 July 2020.

Percentage of working time spent on union facility work	Number of employees	Full-time equivalent of employees
0	0	0
1-50 %	8	8
51-99 %	0	0
100 %	0	0

Total annual payroll cost of facility time	£24,328
Total annual UWL payroll bill	£53,675,000
Percentage of total pay bill spent on union facility time	0.045 %

Hours spent on paid facility time	596
Hours spent on paid union activities	175
Percentage of union activities time against facilities time	29.36 %



## 8. Invest in the future

### Progress with 2023 strategic objectives

Complete the building of the new sports and leisure centre

Build the new International and postgraduate centre

Invest in the new Gunnersbury Park sports complex

Incorporate all University activity onto the main sites

Develop an array of new approaches through the implementation of 'UWLFlex' (see page 26)

Use new technologies to reach all students recognising that the majority are commuters

Continue to build our alumni and development base with the aim of bringing in over £15m of funding by 2023

#### Key

● Achieved ● Working towards ● Work still to commence







## Improving sporting facilities

Following a major refurbishment of the St Mary's Road campus, the University identified that we still needed to improve sports and fitness facilities on campus and invested £5m in a new sports centre to provide a bigger gym, a sports hall and studios. The new centre opened in November 2019 and has helped the University and the Students' Union to promote the health and wellbeing agenda across the University and also strengthen relationships with the local community who have access to the new facilities at certain times of the day.

As well as improved sports facilities on campus, the University has invested in the new Gunnersbury Park sport centre which is a collaboration between the London Boroughs of Ealing and Hounslow, and Sport England, which is due to open fully in November 2021. This will provide a wide range of sports and leisure facilities for students, such as outdoor all weather pitches, major sports hall and associated facilities and classes at discounted prices within easy reach of both the University's Ealing and Brentford sites. There will also be opportunities for work placements and part-time student employment.

## Investing in social spaces

At the same time as the new Sports Centre, the University built a new International and Postgraduate House (now renamed the Rami Ranger House following a generous donation). Designed as a supportive and collaborative learning space aimed at enhancing the student experience, it will provide dedicated space for our growing number of doctoral and international students. To further improve the experience of our postgraduate students, the University has also created a dedicated postgraduate common room which has PCs, social and work spaces and a coffee machine for out of hours working.

These developments are part of a wider strategy to provide new social spaces for students on campus, particularly to support the many commuting students who need places to meet and work between classes. To this end, the University

refurbished one floor of Paragon House to be a social learning space with access to the Students' Union and Student Services. Although the number of students this and similar spaces across the campus can accommodate, including in the library, have been reduced as a result of making the campus Covid-19 secure, they nonetheless provide valuable space for students, particularly those who do not have living conditions which are conducive to study.

Although the University has a strategy to consolidate space onto the St Mary's Road and Paragon House sites, it has had to reconsider this approach as a result of Covid-19. Making the campus safe has meant a reduction in capacity for all its teaching space. To alleviate this, it has retained Villiers House next to Ealing Broadway station to provide space for its performing arts courses.



## Investing in learning resources and IT

Following similar investments in 2018-19, the University invested £174,000 in nearly 9,500 new books and ebooks for the Library in 2019-20. As part of our response to the Covid-19 pandemic, the Library shifted purchasing to materials to support online learning including an additional 1,188 ebooks which reflected an investment of £103,000 in this area. New industry-specific databases and software that students will continue to use in their careers have been a key focus of these acquisitions.

Whilst Covid-19 presented many challenges to the University, IT Services supported the rapid shift to online learning and teaching and staff working from home. This included mobilising extra infrastructure and software in a very short space of time, such as offering a laptop loan scheme to support students who did not have devices at home and

installing a new VPN service. The University also invested in additional security measures to better protect staff and students working remotely, including the latest anti-malware and intruder detection systems. These and the necessary policies and risk management approaches to accompany them enabled the University to achieve the Cyber Essentials Plus accreditation.

In addition, IT Services worked with colleagues in Marketing and Recruitment to deliver a new CRM system for recruitment and admissions activity, the first part of a major £4m+ investment in IT to support the entire student life cycle, and also delivered an updated attendance monitoring system. These improvements in technology should enable the University to provide an enhanced service to our students going forward.





# Fundraising

The positive impact of philanthropy on the student experience can be seen across the University. From student support in the form of scholarships and bursaries to refurbished facilities and innovative research projects, donations from our alumni and supporters help to advance the University's mission.

In 2019-20, the University received over £1.6m in new pledges and nearly £280,000 in cash gifts. 61 students were supported through donor backed awards ranging from £500 to £5,000. We are grateful to our donors for stepping up during these unprecedented times to assist our students with scholarships and bursaries. Our special Covid-19 appeal has already raised over £25,000 for students affected by the pandemic.

Our academics continued to secure valuable funds from a variety of sources for their pioneering work. Notable major gifts include a commitment from the British Heart Foundation to fund a collaborative research project with scientists at Imperial College London to evaluate the use of tensor-mapping in the assessment of cardiac disease, and a fully funded PhD studentship from the Wellcome Trust.

Apart from supporting our researchers and students, philanthropic gifts allowed us to continue the support of important community initiatives such as the Heathrow Exhibition and Archive, and the Westmont Enterprise Hub. The Heathrow Exhibition and Archive will benefit from a Heritage Lottery funded partnership with the National Portrait Gallery as part of their wider community engagement project.

All philanthropic gifts across the University are undertaken in accordance with best practice and ethical guidelines for fundraising as described by the Council for the Advancement and Support of Education and the Code of Fundraising Practice as set out by the Fundraising Regulator.

## 9. Establishing a global learning network

### Progress with 2023 strategic objectives

Invest in complementary business ventures in the UK and across the world

Prepare our students to thrive in a global context by infusing the curriculum with international awareness, citizenship values and learning opportunities

Develop income and student number growth whilst increasing the yield per student

Our TNE Hubs each deliver a minimum of £1m income per annum

Have c.6,000 overseas and TNE students enrolled by 2023

#### Key

● Achieved ● Working towards ● Work still to commence

## Growing numbers of international students

The University has an increasing number of international students which it has grown from a relatively low base over the past five years. In 2019-20 international numbers almost doubled as we welcomed 1,178 students in contrast to 601 in 2018-19. We have been particularly successful with our Extended Masters Programme which includes integrated study and analytic skills and the June cohort started online with a view to coming to the UK in October or as soon as possible. Due to Covid-19, we are anticipating it will take some time for students to get to the UK and we will be supporting their learning online until they are able to do so. However, indications are that recruitment of international students has held up and even increased for September 2020. These students bring cultural diversity to the classroom which gives all students

a broader and more international outlook. They also contribute to the financial stability of the University.

Other initiatives to internationalise the curriculum include participation in the Erasmus+ programme which promotes staff and student mobility across Europe and beyond. Although the University's programme is small, and it is unclear what the future is beyond Brexit and indeed Covid-19, our 2019-21 project is still ongoing. Seven students and two members of staff have so far been funded through the programme to work and study in partner organisations in Germany, Austria, Spain and Italy. We also continued to welcome students and visiting academics from Erasmus+ partner universities.





## Expanding global partnerships

We have a growing number of academic partnerships in the UK, Europe and beyond to deliver UWL courses. These partnerships offer the advantage of providing students the opportunity to gain a UWL degree irrespective of physical location. Over the past year, the University has continued to focus its strategic partnership activity on growing existing Transnational Education (TNE) hubs and identifying new opportunities through the dedicated Global Partnerships Office. This office now also has oversight of UK partnerships to ensure that all partnerships meet the expectations of the Office for Students. In the context of the new quality landscape under the Office for Students, the University reviewed its TNE procedures and produced a new handbook for partnership development. As well as assuring the quality of the courses, the University also engages in development activities with its partners and runs an annual Partnership Conference which attracted staff from all our partners and enables us to share good practice and strengthen networks.

The University now has 30 UK and overseas academic partnerships with nine new ones this year as well as new courses for existing partners. The growing international

footprint of UWL is outlined in the map below and key new developments include:

- Approval and re-approval with the Committee for Private Education in Singapore of our Singaporean partnerships, including a new partnership the SDH Institute in Singapore, as well as applying to the Chinese Ministry of Education for approval for these partners to recruit students from mainland China
- The approval of bilingual delivery in German with two partners to increase student recruitment
- The first partnerships in Greece with Business College Athens and Le Monde
- Five new UK partners; UKCBC, London Metropolitan College, Dundee and Angus College, Momentum and Linx
- The University's branch campus in Ras al Khaimah (RAK) was shortlisted as the 'Best Education Provider' at the RAK Economic Zone Excellence Awards 2019 and it continued to expand its international outreach in the Middle East attracting over 160 new students.



## CURRENT INTERNATIONAL PARTNERS



In 2019-20, the University supported 4154 students through academic partnerships which is a 49% increase on 2018-19. There was growth in numbers in the UWL RAK Branch Campus; from the new partners in Hong Kong, Singapore, Thailand and mainland China; and growth within some niche creative subject partners in Europe.

However the majority of income came from UK partners and the Indian subcontinent with four new campuses at IIHM/IAM in India and growth at ANC, Sri Lanka and from UK partners. This income has grown over the past 4 years as shown below:

	16/17	17/18	18/19	19/20
Income – UK and TNE	£2.9m	£4.5m	£5.7m	£7.4m
Student Numbers – UK and TNE	1430	2049	2781	4154

Although it was thought that income in 2019-20 would be greatly reduced as a result of Covid-19, this has not been the case. The University has worked with partners to enable them to continue teaching during different national lockdowns and will also be sharing resources going forward. In 2020-21, student numbers

are anticipated to increase, but income is not expected to rise proportionally as the University is working with several long-term partners, especially in South Asia, who have been granted service fee reductions and bursaries to support their students during the pandemic.

# Monitoring performance

In order to ensure that it delivers on its *Achievement 2023* commitments and its strategic objectives, the University tracks its performance against the key performance indicators outlined below. Each year milestones towards the 2023 KPI

are agreed with and monitored by the Board of Governors at its two away days. Performance in 2019-20 was excellent across all KPIs and the University met the 2023 target for apprenticeship enrolments as well as that for staff costs.

	2023 KPI	2019-20 KPI	2019-20 Performance
Employability	100%	98%	Not yet available
Graduate employability	80%	75%	74%
Higher and degree apprenticeships	300	600+	573
Hub incubation of businesses	100	35	36
NSS satisfaction	90%	87%	86%
Completion	85%	78%	78%
TEF	Gold	Silver	N/A
Aggregate League table position	Top 50	67	58
Research and Enterprise income	£40m	£28m	£28.2m
% staff with doctorates	60%	54%	54%
Research Excellence Framework ranking	Top 100	Outcome known in 2021	Outcome known in 2021
Operating Surplus	10%	8%	8%
Staff costs	≤50%	46%	46%
Estates grade A/B condition	97%	97%	97%
IT performance	8:10	8:10	8:10
Overseas and TNE performance	6000	2500	2857
Alumni/Development	£15m	£11m	£11.6m

As well as mapping its progress, the University needs to pay attention to the risks it faces, particularly in an increasingly uncertain external context. To this end it monitors key risks, some of which are related to *Achievement 2023* and others to ensure the ongoing health of the University. We have identified the super risks below relating to recruitment and retention, student experience academic quality, finance

and reputation. The status of risks for 2019-20 Academic Year is set out below. The rating given to each risk follows careful consideration of the overall risk outcome at the end of the academic year. However, it should be noted that as we move into 2020-21, the status of these risks will change significantly, particularly student retention.

## Key Risk Table

Key risks	2019-20 risk status
Recruitment of adequate student numbers	Minor
Retention of students and supporting their progression	Major
Meeting student expectations and delivering on the student experience	Minor
Sustaining a strong and financially viable position	Minor
Maintaining strong regulatory compliance including OfS, UKVI, Ofsted and GDPR	Minor

● Major
 ● Moderate
 ● Minor





# Public benefit statement

The University is an exempt charity (as defined by the Charities Act 2006) and is regulated by the Office for Students. The University's charitable purpose is the advancement of education and it makes a contribution for public benefit via teaching, research and community activities. The Board of Governors are the trustees of the Charity and the governors have had regard to the Charity Commission's guidance on public benefit. The University's mission, vision and values reflect its commitment to public benefit and much of the work outlined above reflects this.

The University has a commitment to engage with our local community and provides opportunities for use of facilities, volunteering support and sponsorship for community organisations. It plays a key role in supporting sporting and cultural events in the local community including sponsorship of Brentford Football Club and Ealing Trailfinders Rugby Club. The new Sports Centre is also available for community use. For the third year running we were pleased to sponsor the Chiswick Book Festival which is a not-for-profit community festival promoting literature of all genres to all age groups. We also have a long standing partnership with Ealing Music and Film Festival and welcomed many guests of the festival to various events across campus including the flagship concert in Weston Hall.

The University's Volunteering service enables students and staff to work directly with local, voluntary, community and not-for-profit organisations. Volunteers are involved in a wide variety of projects from mentoring young offenders to supporting primary and secondary school children with language barriers. The Volunteering Team was established in 2010 and has since created 602 volunteering opportunities, this year students delivered 10,600 hours of community service which was recognised on their HEAR and celebrated at an Awards event. Students continue to raise significant funds for a range of local and national voluntary organisations.

The University runs a series of professorial and public lectures throughout the year to provide access to its research and in 2019-20 the lecture programme included topics as diverse as 'the role of HEIs in shaping autonomous, resilient and compassionate nurse's and 'How to put a price on Information Privacy in an unsecured world'. We have also made available a key archive and exhibition 'Heathrow: the Journey' which is based at the University, and is open to the public and researchers to enable them to explore the history of Heathrow and aviation.

We support local business and have developed positive relationships with the local business community, in part through active membership of networking groups such as: West London Business, Hounslow Chamber of Commerce, the Logistics Skills Alliance, and Brentford Chamber of Commerce. Developments such as the West London Food Innovation Lab, the Westmont Enterprise Hub, alongside a growing apprenticeship portfolio, and business support through The Claude Littner Business School, are helping local business to grow and thrive.

The University's commitment to social inclusion and the importance of widening access is enshrined in our strategies and policies. Specifically, inclusion is defined as enabling and empowering all students to access education that meets their needs and providing increased access, student success and progression to employment and further study for students from under-represented groups. As part of this mission, UWL has a dynamic outreach team dedicated to widening participation that engages in outreach work with local schools which is aimed at raising aspirations of local children to benefit from a University degree.

# Modern slavery

The University is required to produce a statement on its approach to eradicating modern slavery from its supply chain. The University considers that modern slavery is a crime and a gross violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

UWL is committed to acting ethically and with integrity in all our business dealings and relationships and to implementing effective systems and controls to ensure modern slavery is not taking place anywhere within the University.

UWL is also committed to ensuring there is transparency in our approach to tackling modern slavery throughout its contracts and supply chains, consistent with its disclosure obligations under the Modern Slavery Act 2015. The University expects the same high standards from all contractors, suppliers and other business partners, and as part of the contracting processes, includes specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children. The University expects that suppliers will hold their own suppliers to the same high standards.

# Corporate governance statement

## The Board of Governors

The following served as members of the Board throughout the year except where stated.

Independent governors	
Ms Jennifer Bernard <sup>3, 4</sup>	(and Chair of the Board)
Mr Dermot Blastland <sup>3, 4, 6</sup>	
Ms Sandra Botterell <sup>5</sup>	
Ms Shirley Cameron <sup>1, 3, 4</sup>	
Mr Mark Cammies <sup>2, 3</sup>	
Mr Steve Fowler <sup>1, 3</sup>	
Mr Geoff Fuller <sup>1</sup>	
Mr Jonathan Lawrence <sup>5</sup>	
Dr Christopher McLaverty <sup>5</sup>	
Mr Kris Murali <sup>2</sup>	(to 30 September 2020)
Ms Kerry O'Callaghan <sup>6</sup>	
Ms Helena Peacock <sup>2</sup>	
Mr Paul Sahota <sup>2</sup>	
Mr Kiran Virdee <sup>2</sup>	(from 1 October 2020)
Mr Patrick Younge <sup>3, 4, 5, 6</sup>	
Independent member with experience of the provision of education	
Mr Derek Hicks <sup>2</sup>	
Ex-officio member	
Professor Peter John	(Vice-Chancellor)
Academic Board member	
Ms Sara Raybould	(to May 2020)
Professoriate member	
Professor Heather Loveday	
Staff member	
Dr Suresh Gamlath	
Student member	
Ms Ancha Joof	(from 1 July 2020)
Mr Jacob Pepper	(from 30 June 2020)
Co-opted members of sub-committees	
Ms Kim Ansell <sup>5</sup>	
Mr Bob Atkins <sup>2</sup>	
Mr Kris Murali <sup>2</sup>	(from 1 October 2020)
Mr Neil Morris <sup>1</sup>	(from 1 March 2020)
Mr James Southgate <sup>1</sup>	
Mr Kiran Virdee <sup>2</sup>	(to 30 September)

### Member of the:

<sup>1</sup> Audit and Risk Committee

<sup>2</sup> Finance Committee

<sup>3</sup> Governance and Nominations Committee

<sup>4</sup> Remuneration Committee

<sup>5</sup> Workforce Advisory Committee

<sup>6</sup> Student Liaison Committee



## The University's structure of corporate governance

The University is a higher education corporation established by the Education Reform Act 1988, and given University status by the Further and Higher Education Act 1992. It is an exempt charity regulated by the Office for Students. It is governed by the University's Instrument and Articles of Government which were approved by the Privy NP Council.

In accordance with the Instrument and Articles of Government, the Board of Governors of the University (the Board) is responsible for ensuring the effective governance and management of the affairs of the University and is required to present audited Financial Statements for each financial year.

The Board is responsible for the strategic direction of the University, including:

1. the determination of the educational character and mission of the University and for oversight of all of its activities;
2. the financial sustainability and viability of the University including approving the annual budget and financial forecast and the annual statement of income and expenditure;
3. upholding the Regulator's public interest governance principles and complying with its conditions of registration and any other requirements of the Regulator and its other regulators; and
4. the appointment, appraisal, suspension, dismissal and for determining the remuneration of and terms and conditions of service of the Vice-Chancellor of the Secretary and other members of senior staff as set out in the Regulations.

The Board has responsibility for reviewing compliance with ongoing conditions of registration OFS. The Board comprises 14 independent members, one independent member with experience of education and the Vice-Chancellor. The membership also includes elected representatives of staff, the Academic Board, the Professoriate and the student body. Subject to the overall responsibility of the Board, the Academic Board has oversight of the academic affairs of the University and draws its membership entirely from the staff and students of the University.

The Vice-Chancellor is the Head of the University, its Chief Executive and the Accountable Officer. The Vice-Chancellor's responsibilities are set out in the Board of

Governors Regulations. Throughout the year the Vice-Chancellor was assisted by the Vice-Chancellor's Executive. The Board conducts its business in accordance with the Standards in Public Life and the Committee of University Chairs (CUC) Code of Governance 2014 (revised 2018). In July 2018 it formally adopted the CUC Higher Education Remuneration Code. The Board also takes account of other codes or good practice as appropriate, including those from the NP Charity Commission.

The Board's practice and procedure is in line with the OfS Regulatory Framework for Higher Education in England and the guidance notes issued by the OfS. In March 2020, it adopted new Instrument and Articles of Government and new Regulations which align with the Public Interest Principles as outlined in the OfS Regulatory Framework.

Much of the detailed work of the Board is delegated to its Committees, details of which are set out below. The decisions of these Committees are formally reported at each meeting of the Board.

## Committees of the Board

### Audit and Risk Committee

The Audit and Risk Committee considers detailed reports on risk management and control together with recommendations from the internal audit service for the improvement of the University's systems of internal control, management responses and implementation plans. It is responsible for reviewing the annual accounts and the External Audit management letter and any recommendations. It is also responsible for oversight of the quality of data and for considering reports relating to quality assurance, academic standards and compliance as part the Board's approach to overseeing its registration with the Office for Students. The Audit and Risk Committee makes an annual report on risk to the Board. Ultimate responsibility for the approval of risk rests with the Board.

### Finance Committee

The Finance Committee receives regular reports on the following: management accounts and financial forecasts; the Estates Strategy; TRAC and the HESSES return and maintains an overview of pension liabilities. The Finance Committee reviews and monitors the risks pertinent to its areas of responsibility. The Finance Committee also approves the Financial Regulations.

### Student Liaison Committee

The Student Liaison Committee considers the University's

strategic approach to the improvement of the student experience including the consideration of the annual report on complaints and appeals and the Prevent Duty as part the Board's approach to reviewing its registration with the Office for Students. It reviews the work of the Students' Union and considers the University's funding to the Students' Union (SU) before its approval by the Finance Committee and the Board. It reviews the performance of the SU against its objectives including financial performance and the audited accounts.

## Governance and Nominations Committee

The Committee considers issues of governance, committee membership and the recruitment, training and succession planning of governors. The Committee maintains an overview of the University's governing documents and process. The Committee considers and recommends nominations for vacancies in Board membership and co-opted members of committees. It also reviews reports made to the OFS.

## Remuneration Committee

The Remuneration Committee determines the remuneration of the Vice-Chancellor, other senior post holders and the University Secretary.

## Workforce Advisory Committee

The Workforce Advisory Committee advises the Board on all matters relating to the University's workforce and its employment framework. It also considers the University's approach to equality and diversity, including the Gender Pay Gap Report.

## Register of Interests

The University maintains a Register of Interests of Members of the Board and senior officers. The Register is available on the University's website.

## Payments to Governors

A total of £2,730 was paid in expenses to eight Governors during 2019-20 in relation to travel costs. The Academic Board and Staff Governor Representatives are employees of the University and are paid accordingly. The student representative is an employee of the University's Students' Union which is predominantly funded by the University. No members of the Board receive remuneration for the work they do for the Board, except for the Vice-Chancellor who is a member of the Board by virtue of the office he holds.

## Secretary to the Board of Governors

In accordance with the Articles of Government of the University, the University Secretary has been appointed as Clerk to the Board and in that capacity provides independent advice on matters of governance to all Board members. The University Secretary has a key role to play in the operation and conduct of the Board and in ensuring that appropriate procedures are adhered to.

## Financial responsibilities of the Board

The Board is responsible for ensuring that proper accounting records are kept which will disclose, with reasonable accuracy, at any time, the financial position of the University and enable it to ensure that the Financial Statements are prepared in accordance with the University's Articles of Government, the Statement of Recommended Practice: Accounting for Further and Higher Education, the Office for Students accounts direction and other relevant accounting standards. In accordance with the Office for Students accounts direction, the Board, through its Accountable Officer, is also required to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the University and of the surplus or deficit and cash flows for that year. In preparing the Financial Statements, the Board has to ensure that:

- Suitable accounting policies are selected and applied consistently;
- Judgements and estimates are made that are reasonable and prudent;
- Applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the Financial Statements;
- Financial Statements are prepared on the going concern basis unless it is inappropriate to assume operations will continue. The Board is satisfied that resources are adequate to continue in operation for the foreseeable future and for this reason the going concern basis continues to be adopted in the preparation of the Financial Statements; and
- The integrity of the financial information included on the University's website is maintained. The Board must ensure that it has taken reasonable steps to:
- Ensure that funds from the Office for Students and UKRI are used only for the purposes for which they have been given and in accordance with the terms and conditions for these funds;

- Ensure that funds from the Office for Students and UKRI are used only for the purposes for which they have been given and in accordance with the terms and conditions for these funds;
- Ensure that there are appropriate financial and management controls (including controls against fraud and theft) in place to safeguard public funds, including Student Loans Company payments, and funds from other sources;
- Safeguard assets and prevent and detect fraud and other irregularities; and
- Secure the economic, efficient and effective management of the University's resources and expenditure.

Such steps have been taken by the Board, or where appropriate by delegation of function to its Accountable Officer or Committees in accordance with and where permitted by the Instrument and Articles of Government.

All current Governors have taken all the steps that they ought to have taken to make themselves aware of any information needed by the University's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Governors are not aware of any relevant audit information of which auditors are unaware.

# Statement of internal control

The Board is responsible for maintaining a sound system of internal financial control in accordance with the responsibilities assigned to the Governing Body in the Education Reform Act 1988, Further and Higher Education Act 1992, the University's Instrument and Articles of Government and the registration requirements of the Office for Students. The system supports the achievements of policies, aims and objectives, while safeguarding the public and other funds and assets while providing for the prevention and detection of corruption, fraud, bribery and other irregularities.

The system of internal financial control is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board is responsible for reviewing the effectiveness of the system of internal control and this is informed by:

- Matters related to the Mission, Strategy and sustainability of the University are discussed on a regular basis.

- The Chair of the Audit and Risk Committee reports to each meeting of the Board on matters discussed at the Committee.
- The Audit and Risk Committee receives reports from Internal Auditors at each of its meetings, which provide an independent opinion on the adequacy and effectiveness of the internal control systems together with recommendations for approval.

Throughout the year the Audit and Risk Committee receives reports at each of its meetings from the internal auditors, which include their independent opinion on the adequacy and effectiveness of the University's system of internal control and value for money together with recommendations for improvement.

The Audit and Risk Committee approves the annual Internal Audit Plan. The Plan was approved by the Committee at its meeting on 21 September 2020. The Plan is linked to the Strategic Plan and the Strategic Risk Register. During 2020, changes were made to the Plan to enable the Audit and Risk Committee to review the University's response to the Covid-19 pandemic.

# Risk management

The Board is responsible for reviewing the effectiveness of the risk management within the University and this is informed by:

- Each year the Audit and Risk Committee approves an audit programme for the year, which is based on a balanced portfolio of risk exposure while focussing on key risks.
- There is a clear policy and plan of risk management which has been communicated throughout the University. Risk appetite has been clearly defined by the Board.
- The Audit and Risk Committee annually reviews the effectiveness of the risk management arrangements to ensure that they are embedded in ongoing operations.

The Board reviews the risk management policy regularly and agrees the level of acceptable risk. The Audit and Risk Committee on behalf of the Board has responsibility for overseeing risk management within the University as a whole. The responsibility for the Risk Management Policy and the maintenance of the Risk Register lies with the University Secretary with the support of the Vice-Chancellor's Executive and in particular the Director of Strategic Planning. The Strategic Risk Register sets out the key risks and the controls for their mitigation. This work is underpinned by the maintenance of risk registers in the academic schools and professional services.

The Strategic Risk Register is updated throughout the year and includes the main risk owners and risk mitigating actions. Risks are prioritised by likelihood and impact and ranked accordingly. They are also linked to the Key Performance Indicators set out in the University's Strategic Plan. The Risk Register covers business, operational and compliance risks as well as financial risks.

The Audit and Risk Committee, in conjunction with the executive team, regularly considers and debates the development of the Strategic Risk Register and the processes required to achieve effective and appropriate risk management. The Audit and Risk Committee considered the Strategic Risk Register at three of its four meetings of the Committee held during the year.

## Report of the Audit and Risk Committee

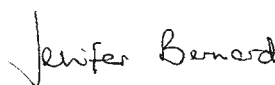
The full particulars of the work of the Audit and Risk Committee, including details of the recommendations considered during the course of 2019-20, are set out in the Audit and Risk Committee's Annual Report to the Board. This report, which was considered by the Board on 24 November 2020 and will be submitted to the Office for Students, included the Audit and Risk Committee's conclusions on:

- Risk management, control and governance
- Economy, efficiency and effectiveness (value for money)
- Management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, Office for Students and other bodies.

The Audit and Risk Committee places considerable reliance on the work of the internal and external audit teams and also on assessments made by external agencies such as the OfS. The Committee has and will continue to work with those audit teams and, in conjunction with the executive team, to ensure the further development of effective processes which enable the risks facing the University to be closely monitored and regularly reported both to Governors and other interested bodies.

The Board has received from the Chair of the Audit and Risk Committee the necessary assurances about the adequacy of the internal controls in place throughout the year up to the point of this report, thus enabling the 2019-20 Financial Statements to be signed and submitted to the Office for Students. It is confirmed that there were no significant internal control weaknesses or failures that have arisen during the financial year or before these reports were signed.

Signed on behalf of the Board of Governors



**Jennifer Bernard**  
Chair of the Board of Governors



**Professor Peter John CBE**  
Vice-Chancellor and Chief Executive



# Independent auditor's report to the board of University of West London

## Opinion

We have audited the financial statements of The University of West London ("the University") and its subsidiaries ("the Group") for the year ended 31 July 2020 which comprise the consolidated and university statement of comprehensive income, the consolidated and university balance sheets, the consolidated and university changes in reserves, the consolidated cash flow statement 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* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the University's affairs as at 31 July 2020 and of the Group's and the University's income and expenditure, gains and losses, changes in reserves and of the group's and the University's 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 Group and University 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 have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the board members use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the board members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the University's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The board are responsible for the other information. Other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information including the Strategic Report, Statement of Corporate Governance and Internal Controls 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

## Opinion on other matters Students (“OfS”)

In our opinion, in all material respects:

- Funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.
- Funds provided by the OfS, have been applied in accordance with the relevant terms and conditions
- The requirements of the OfS’s Accounts Direction (OfS 2019.41) have been met.

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

- The University’s grant and fee income, as disclosed in the note to the accounts, has been materially misstated.
- The University’s expenditure on access and participation activities for the financial year has been materially misstated.

## Responsibilities of the board

As explained more fully in the board members responsibilities statement set out on page 75, the board 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 board members 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 board are responsible for assessing the Group and the University’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intend to liquidate the Group or the University or to cease operations, or have no realistic alternative but to do so.

## Auditor’s responsibilities for the audit of the financial statements

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

In addition, we also report to you whether income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the University have been properly applied only for the purposes for which they were received and whether income has been applied in accordance with the Statutes and, where appropriate, with the Terms and Conditions of Funding with the OfS.

## Use of our report

This report is made solely to the University board, as a body, in accordance with Section 75 of the Higher Education and Research Act 2017. Our audit work has been undertaken so that we might state to the University’s board those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the board members as a body, for our audit work, for this report, or for the opinions we have formed.

**BDO LLP**

Paula Willock  
(Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
Gatwick

25 November 2020

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# Statement of principal accounting policies: basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 and in accordance with Financial Reporting Standards (FRS 102). The University is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102.

They conform to guidance published by OFS. Based on future cash flow forecasts and income expectations, the Board confirms it is appropriate for the financial statements to be prepared on a going concern basis.

In order to assess the University's ability to continue as a going concern, management have prepared forecasts for the period to 31 July 2022. These forecasts were reviewed and approved by the Board on 7 July 2020. To test the uncertainty in those forecasts, a reverse stress test was performed based on a two-year cash flow forecast in order to ascertain the scenarios and circumstances that would render the University to be not viable. The forecasts demonstrate that large cash flow income items (Home, EU & Overseas recruitment and Enterprise cash projections) would need to drop significantly for the University to be unable to meet its liabilities. The current 2020/21 September recruitment exceeded the estimates in our base case forecast, and given the strong Enterprise cash projections along with the underlying cash balances, management is satisfied that although there is uncertainty there is not material uncertainty. The University and its subsidiaries have the resources to continue in operation for the foreseeable future hence the accounts have been prepared on a going concern basis.

## Basis of consolidation

These consolidated financial statements include the University and all its subsidiary undertakings for the financial year to 31 July 2020. Intra-group transactions are eliminated on consolidation.

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

## Significant judgements and estimates

In preparing these financial statements, the board have made the following key judgements:

- Determine whether leases entered into by the University either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the University's tangible and intangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.
- The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.
- Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.

## Other key sources of estimation uncertainty

- Tangible fixed assets (see note 14)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

- Trade debtors (note 17)

The estimate for receivables relates to the recoverability of the balances outstanding at year end. All debts greater than 2 years old being fully provided against and debts which are between 1 and 2 years old having a 57% provision made against them.

## Income recognition

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

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

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

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

## Grant funding

Grant funding including funding council teaching grant, research grants from government sources, grants (including research grants) from non-government sources are

recognised as income when the University is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the 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 University is entitled to the funds. Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer. Donations with no restrictions are recognised in income when the University is entitled to the funds.

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

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

Restricted expendable endowments – the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the University has the power to use the capital.

Restricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

## Capital grants

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

## Accounting for retirement benefits

The three principal pension schemes for the University's staff are the Local Government Pension Scheme (LGPS), Teachers' Pension Scheme (TPS) and Universities Superannuation Scheme (USS). The schemes are defined benefit schemes, which are externally funded and were contracted out of the State Second Pension (S2P) until 5 April 2016. Each fund is valued every three years by professionally qualified



independent actuaries.

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

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

## Defined Contribution Plan

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

## Defined Benefit Plan

Defined benefit plans are post-employment benefit plans other than defined contribution plans. Under defined benefit plans, the University's obligation is to provide the agreed benefits to current and former employees, and actuarial risk and investment risk are borne, in substance, by the University. The Group should recognise a liability for its obligations under defined benefit plans net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the defined benefit schemes. The contribution charges are recognised in the accounting periods in which they arise. Variations in pension costs as a result of actuarial valuations or premature retirement schemes are amortised over the average expected remaining working lives of employees in proportion to their expected payroll costs. Differences between the amounts funded and amounts charged in the income and expenditure account are treated as provisions in the balance sheet.

The University has recognised the full deficit for the UK

defined benefit plan in its individual financial statements as there is no contractual agreement or stated policy for charging the net defined benefit cost and relevant net defined benefit liability of the plan as a whole to the individual group entities and it is legally responsible for the plan.

## Employment benefits

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

## Leases

Rental costs under operating leases are charged to expenditure on a straight-line basis over the periods of the leases.

## Foreign currencies

Transactions in foreign currencies are translated into Sterling 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 into Sterling at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in Surplus or Deficit.

## Fixed assets

Fixed assets are stated at cost / deemed cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued to fair value on or prior to the date of transition to FRS102 are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets. All tangible assets are not depreciated in the year of acquisition.

## Land and buildings

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight line basis over their expected useful lives as follows:

Freehold buildings 1.72% - 2%

Leasehold premises Life of lease

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

## Equipment

Equipment, excluding computers and software, costing less than £10,000 per individual item is recognised as expenditure. All other equipment is capitalised.

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

Computer equipment 10% - 16.66%

Equipment 20%

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Balance Sheet.

## Investments

Investment in subsidiaries are carried at cost in the University's accounts, less any provision for impairment.

## Reserves

Reserves are classified as restricted or unrestricted. Restricted reserves include balances where donors have designated a specific purpose and therefore the University is restricted in the use of these funds.

## Intangible Assets

In accordance with FRS102, intangible assets have been amortised on a straight line basis over a period of 10 years.

## Cash and cash equivalents

Cash includes cash in hand, cash at bank, and deposits repayable on demand. Deposits are repayable on demand if they are 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. They include term deposits up to 3 months held as part of the university's treasury management activities. Investments with a maturity date in excess of 3 months at acquisition are classified as non-liquid resources and are treated as capital investments.

# Financial Accounts

## Consolidated Statement of Comprehensive Income

For the Year Ended 31 July 2020

	Note	2019/20 Consolidated £000	2018/19 Consolidated £000
<b>Income</b>			
Funding body grants	1	9,553	10,991
Tuition fees and education contracts	2	89,732	77,483
Research grants and contracts	4	857	1,191
Other income	5	15,318	20,454
Investment income	6	329	199
Endowment income	7	228	453
		<b>116,017</b>	<b>110,771</b>
<b>Expenditure</b>			
Staff costs	8	(53,675)	(50,973)
Severance costs	8	(217)	(244)
Other operating expenses	9	(42,093)	(40,742)
Interest payable	10	(3,805)	(3,659)
Depreciation	13/14	(6,392)	(6,109)
		<b>(106,182)</b>	<b>(101,727)</b>
<b>Group surplus on continuing operations before tax and other gains</b>		<b>9,835</b>	<b>9,044</b>
Loss on disposal of property	12	–	(1,935)
<b>Group surplus for the year</b>		<b>9,835</b>	<b>7,109</b>
Actuarial (loss) in respect of pension schemes	23	(19,320)	(19,276)
<b>Total comprehensive (loss) for the year</b>		<b>(9,485)</b>	<b>(12,167)</b>
Represented by:			
Endowment comprehensive (loss) for the year	21	(531)	(294)
Unrestricted comprehensive (loss) for the year		(8,954)	(11,873)
		<b>(9,485)</b>	<b>(12,167)</b>

All amounts relate to continuing operations.

The notes on pages 89 to 105 form part of these financial statements.

# University Statement of Comprehensive Income

For the Year Ended 31 July 2020

	Note	2019/20 University £000	2018/19 University £000
<b>Income</b>			
Funding body grants	1	9,553	10,991
Tuition fees and education contracts	2	88,518	77,251
Research grants and contracts	4	857	1,191
Other income	5	15,256	20,397
Investment income	6	329	199
Endowment income	7	228	453
		<b>114,741</b>	<b>110,482</b>
<b>Expenditure</b>			
Staff costs	8	(53,108)	(50,757)
Severance costs	8	(217)	(244)
Other operating expenses	9	(41,689)	(40,721)
Interest payable	10	(3,805)	(3,652)
Depreciation	13/14	(6,177)	(6,103)
		<b>(104,996)</b>	<b>(101,477)</b>
<b>University surplus on continuing operations before tax and other gains</b>		<b>9,745</b>	<b>9,005</b>
Loss on disposal of property	12	–	(1,935)
<b>University surplus for the year</b>		<b>9,745</b>	<b>7,070</b>
Actuarial (loss) in respect of pension schemes	23	(19,320)	(19,276)
<b>Total comprehensive (loss) for the year</b>		<b>(9,575)</b>	<b>(12,206)</b>
Represented by:			
Endowment comprehensive (loss) for the year	21	(531)	(294)
Unrestricted comprehensive (loss) for the year		(9,044)	(11,912)
		<b>(9,575)</b>	<b>(12,206)</b>

All amounts relate to continuing operations.

The notes on pages 89 to 105 form part of these financial statements.



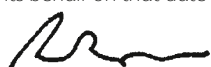
# Consolidated & University Balance Sheet

As at 31 July 2020

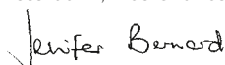
	Note	Consolidated		University	
		2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
<b>Fixed assets</b>					
Intangible assets	13	2,681	3,010	980	1,120
Tangible assets	14	161,983	160,958	158,582	157,531
Investments	15	331	331	3,090	3,090
<b>Total fixed assets</b>		<b>164,995</b>	<b>164,299</b>	<b>162,652</b>	<b>161,741</b>
<b>Current assets</b>					
Stock	16	490	346	490	346
Debtors	17	15,533	13,898	18,652	16,041
Cash at bank and in hand	20	53,457	41,331	51,849	40,532
<b>Total current assets</b>		<b>69,480</b>	<b>55,575</b>	<b>70,991</b>	<b>56,919</b>
<b>Creditors</b>					
Amounts falling due within one year	18	(22,417)	(19,919)	(21,666)	(18,754)
<b>Net current assets</b>		<b>47,063</b>	<b>35,656</b>	<b>49,325</b>	<b>38,165</b>
<b>Total assets less current liabilities</b>		<b>212,058</b>	<b>199,955</b>	<b>211,977</b>	<b>199,906</b>
<b>Non-current liabilities</b>					
Amounts falling due after more than one year	19	(63,916)	(63,371)	(63,916)	(63,371)
<b>Provisions</b>					
Pensions liability	23	(96,106)	(75,019)	(96,106)	(75,019)
<b>Net assets</b>		<b>52,036</b>	<b>61,565</b>	<b>51,955</b>	<b>61,516</b>
<b>Restricted Reserves</b>					
Endowments	21	2,354	2,885	2,354	2,885
<b>Unrestricted reserves</b>					
Income and expenditure reserve - unrestricted		127,127	115,038	127,046	114,989
Income and expenditure reserve - Pension reserve		(96,106)	(75,019)	(96,106)	(75,019)
Revaluation reserve		18,661	18,661	18,661	18,661
<b>Total Reserves</b>		<b>52,036</b>	<b>61,565</b>	<b>51,955</b>	<b>61,516</b>

The notes on pages 89 to 105 form part of these financial statements.

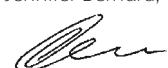
The financial statements were approved by the governing body and authorised for issue on 24th of November 2020 and were signed on its behalf on that date by:



Peter John, Vice-Chancellor



Jennifer Bernard, Chair of the Board of Governors



Patrick Fuller, Chief Financial Officer

## Consolidated Statement of Changes in Reserves

For the Year Ended 31 July 2020

	Income and Expenditure Account		Revaluation Reserve	Total
	Endowment £000	Unrestricted £000	£000	£000
<b>Balance at 1 August 2018</b>	<b>3,178</b>	<b>51,894</b>	<b>18,661</b>	<b>73,733</b>
Surplus from the income and expenditure statement	(294)	7,403	–	7,109
Other comprehensive expenditure	–	(19,276)	–	(19,276)
Total comprehensive expenditure for the year	(294)	(11,872)	–	(12,167)
<b>Balance at 1 August 2019</b>	<b>2,885</b>	<b>40,019</b>	<b>18,661</b>	<b>61,565</b>
Adjustment to subsidiary company's prior year reserves	–	(45)	–	(45)
Surplus from the income and expenditure statement	(531)	10,366	–	9,835
Other comprehensive expenditure	–	(19,320)	–	(19,320)
<b>Total comprehensive expenditure for the year</b>	<b>(531)</b>	<b>(8,999)</b>	<b>–</b>	<b>(9,530)</b>
<b>Balance at 31 July 2020</b>	<b>2,354</b>	<b>31,021</b>	<b>18,661</b>	<b>52,036</b>

The notes on pages 89 to 105 form part of these financial statements.

## University Statement of Changes in Reserves

For the Year Ended 31 July 2020

	Income and Expenditure Account		Revaluation Reserve	Total
	Endowment £000	Unrestricted £000	£000	£000
<b>Balance at 1 August 2018</b>	<b>3,178</b>	<b>51,883</b>	<b>18,661</b>	<b>73,722</b>
Surplus from the income and expenditure statement	(294)	7,363	–	7,070
Other comprehensive expenditure	–	(19,276)	–	(19,276)
Total comprehensive expenditure for the year	(294)	(11,912)	–	(12,206)
<b>Balance at 1 August 2019</b>	<b>2,885</b>	<b>39,970</b>	<b>18,661</b>	<b>61,516</b>
Surplus from the income and expenditure statement	(531)	10,276	–	9,745
Gift aid transfer from subsidiary	–	14	–	14
Other comprehensive expenditure	–	(19,320)	–	(19,320)
<b>Total comprehensive expenditure for the year</b>	<b>(531)</b>	<b>(9,030)</b>	<b>–</b>	<b>(9,561)</b>
<b>Balance at 31 July 2020</b>	<b>2,354</b>	<b>30,940</b>	<b>18,661</b>	<b>51,955</b>

The notes on pages 89 to 105 form part of these financial statements.

# Consolidated Cash Flow Statement

For the Year Ended 31 July 2020

	Note	2019/20 £000	2018/19 £000
<b>Cash Flow from operating activities</b>			
Surplus for the year		9,835	7,109
<b>Adjustment for non-cash items</b>			
Depreciation and amortisation	13/14	6,392	6,109
Credit note provision			
(Increase)/decrease in stock	16	(144)	34
(Increase)/decrease in debtors	17	(1,681)	5,116
Increase in creditors	18	2,250	2,732
Difference between net pension expense and liability	23	1,767	1,880
Deferred capital grant release	18	(371)	(2,243)
<b>Adjustment for investing or financing activities</b>			
Investment income	6	(329)	(199)
Interest payable	10	2,136	2,143
Net Endowment (income)/loss	21	531	293
(Profit)/Loss on disposal of fixed assets	12	–	1,935
<b>Net cash inflow from operating activities</b>		<b>20,386</b>	<b>24,909</b>
<b>Cash Flows from investing activities</b>			
Investment income	6	329	199
Payments made to acquire fixed and intangible assets	13/14	(7,087)	(12,467)
Additions to Investments	15	–	(200)
<b>Net cash outflow from investing activities</b>		<b>(6,758)</b>	<b>(12,468)</b>
<b>Cash Flows from financing activities</b>			
Interest Paid	10	(2,136)	(2,143)
Net Endowment cash (paid)/received	21	(531)	(293)
New unsecured loans	19	804	–
Repayments of amounts borrowed/draw downs	19	361	–
Amounts held on deposit		(1,000)	(6,000)
<b>Net cash outflow from financing activities</b>		<b>(2,502)</b>	<b>(8,436)</b>
<b>Increase in cash and cash equivalents in the year</b>		<b>11,126</b>	<b>4,005</b>
Cash and cash equivalents at the beginning of the year		32,331	28,325
Cash and cash equivalents at the end of the year		43,457	32,331

The notes on pages 89 to 105 form part of these financial statements.

# Notes to the Financial Statements

For the Year Ended 31 July 2020

## 1. Funding Body grants

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
Recurrent grants:				
OFS	6,192	6,512	6,192	6,512
EFA	3,015	2,114	3,015	2,114
Release of deferred capital grants:				
Equipment	1	59	1	59
Buildings	345	2,306	345	2,306
	<b>9,553</b>	<b>10,991</b>	<b>9,553</b>	<b>10,991</b>

## 2. Tuition fees and education contracts

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
UK Higher Education students:				
Full-time students**	59,668	50,768	58,650	50,537
Part-time students	3,490	2,710	3,480	2,710
UK Further Education students:				
Full-time students	–	–	–	–
Part-time students	142	114	142	114
EU Students (excl UK students)**	12,483	10,774	12,361	10,774
Non EU students	11,014	6,463	10,950	6,463
Short courses and examination fees	1,905	1,135	1,905	1,135
Nursing and midwifery education contracts	1,030	5,518	1,030	5,518
	<b>89,732</b>	<b>77,482</b>	<b>88,518</b>	<b>77,251</b>

\*\*an exercise has been performed during the year to align the student records system to the accounting records. This has resulted in a reclassification between categories.

## 3. Details of grant and fee income

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
Grant income from the OfS	6,192	6,512	6,192	6,512
Grant income from other bodies	3,015	2,114	3,015	2,114
Fee income from taught awards (exclusive of VAT)	86,656	70,715	85,453	70,484
Fee income from research awards (exclusive of VAT)	857	1,191	857	1,191
Fee income from non-qualifying courses (exclusive of VAT)	3,076	6,767	3,077	6,767
Total grant and fee income	<b>99,796</b>	<b>87,299</b>	<b>98,594</b>	<b>87,068</b>



# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## 4. Research grants and contracts

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
Other grants and contracts	857	1,191	857	1,191

## 5. Other operating income

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
Residences, catering and conferences	7,122	8,221	7,122	8,211
Other income-generating activities	7,331	10,857	7,274	10,811
Deferred capital grants release	25	51	25	51
Other income	840	1,325	835	1,324
	15,318	20,454	15,256	20,397

## 6. Investment income

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
Other interest receivable	329	199	329	199
	329	199	329	199

## 7. Donations and endowments

	Consolidated		University	
	2019/20	2018/19	2019/20	2018/19
	£000	£000	£000	£000
New endowments	228	453	228	453
	228	453	228	453

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## 8. Staff costs

	2019/20 £000	2018/19 £000
Salaries and wages	40,212	39,430
Social security costs	4,211	4,138
Pension costs	9,252	7,405
<b>Staff costs</b>	<b>53,675</b>	<b>50,973</b>
Severance costs	217	244
<b>Total severance costs</b>	<b>217</b>	<b>244</b>
Vice-Chancellor's emoluments		
Base salary	320	296
Performance related pay and other bonuses	5	4
Benefits in kind	4	4
Additional salary paid instead of pension contributions	64	38
	<b>393</b>	<b>342</b>
Pension contributions**	–	–
	<b>393</b>	<b>342</b>
**Pension contributions are for payments to the Teachers' Pension Scheme.		
The remuneration of higher paid staff (excluding pension contributions) was:		
£100,000-£104,999	2	3
£105,000-£109,999	2	1
£110,000-£114,999	2	–
£115,000-£119,999	1	–
£120,000-£124,999	–	1
£125,000-£129,999	1	–
£130,000-£134,999	–	1
£140,000-£144,999	1	–
£160,000-£164,999	–	1
£170,000-£174,999	1	–
£300,000-£304,999	–	1
£325,000-£329,999	1	–
The average number of persons (including senior post-holders) employed by the University during the period, expressed as full-time equivalents, was:		
	<b>2019/20 Number</b>	<b>2018/19 Number</b>
Teaching departments	609	615
Teaching support services	58	66
Administration and central services	229	240
	<b>896</b>	<b>921</b>
	<b>2019/20 £000</b>	<b>2018/19 £000</b>
Compensation for loss of office paid to former members of staff earning in excess of £100,000 per annum was:	–	–

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## Governors' remuneration

A total of £2,730 (£2,958 in 2018/19) was paid in expenses to eight Governors during 2019-20 in relation to travel costs. The Academic Board and Staff Governor representatives are employees of the University and are paid accordingly. The student representative is an employee of the University's Students' Union which is predominantly funded by the University. None of the Governors received payment in relation to their Trusteeship.

## Vice-Chancellor's remuneration

In determining the level of remuneration of the Vice-Chancellor, the Remuneration Committee considers pay benchmarking data in respect of Heads of Institutions provided annually by University and Colleges Employers Association (UCEA) as well as data from the CUC annual survey on Vice-Chancellor's pay. The UCEA data provides median and mean comparisons as well as quartile pay and total pay data for all institutions and the Remuneration Committee considers the pay of higher education institutions in London and the South East within a similar income bracket. However, although pay is benchmarked, the level of any increase in remuneration is subject to performance against agreed objectives. The University also has regard to the 'Higher education senior staff remuneration code' published by the CUC.

The University is operating in a very competitive market, particularly in London where 44 other universities are based. London has one of the highest concentrations of higher education in any world city. The University is a growing and complex organisation, serving the needs of its students, the majority of whom come from very disadvantaged backgrounds with various levels of social, economic, and cultural deprivation. It has been successful in improving the outcomes for these students and meeting and exceeding its strategic aims over a number of years. These aims are measured by stringent key performance indicators (KPIs) which stretch across the life of each five year strategic plan (Achievement 2023). The Vice Chancellor's objectives are agreed each year by the Remuneration Committee and are directly linked to the achievement of the University's annual key performance indicators which measure progress with the University's strategic plan. This ensures transparency and accountability in terms of his performance.

The achievements for 2019-20 included:	
Continue to build the income of the University to £120m with an 8 % surplus on operations, and with all metrics green	£116m income and £9.8m surplus achieved with mitigation for Covid-19
Enterprise income at £32m with a c10 % margin on all activities	£28.2m achieved with mitigation for Covid-19
Maintain the NSS scores in the mid-80s for overall satisfaction and completion rates at 80 %	Achieved
Ensure recruitment hits its 3 % growth target in January/February round and overall recruitment is 5 % ahead	Achieved
Be ranked in the top 50 in The Guardian and top 60 in The Times/The Sunday Times Good University Guide 2021	Achieved
Have the new School of Biomedical Science ready to open in September, fully staffed and with appropriate resources including laboratories	Achieved
Complete the Gunnersbury Sports complex and ensure the appropriate space is available to our students	Achieved – but late opening
Have the new fuselage, and new hospital simulators ready and complete Villiers House to the standard required by Babcock	No fuselage
Ensure the first drafts of the REF entry are all completed to the highest possible standard and all three sections (outputs; impact; and environment) have maximum impact	Achieved
Make certain stage one of the new Student Record System is in place (CRM) and operational	Achieved
Continue with the full integration of the Drama Studio London and update its portfolio and add 10 % student growth	Achieved
Guarantee the TEF Silver status and prepare for Gold award in 2020-21	Achieved
Review succession planning and leadership development processes across the University in order to optimise the pipe-line from middle to senior management	Achieved
Ensure all appraisals are 100 % completed using the new on-line system	Achieved

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

The above achievements demonstrate continuous institutional improvement with all the Vice-Chancellor's performance objectives being met or exceeded. This performance is also tightly benchmarked against other similar institutions.

The Vice-Chancellor's salary is 8.29 times the median pay of staff for 2019-20 (2018-19: 7.76), where the median pay is calculated on a full-time equivalent basis for the salaries by the University to its staff.

The Vice-Chancellor's total remuneration is 8.45 time the median total remuneration of staff for 2019-20 (2018-19: 7.60), where the median pay is calculated on a full-time equivalent basis for the total remuneration by the University to its staff.

The Vice-Chancellor voluntarily withdrew from the TPS and has received, from the date of withdrawal, a monthly salary adjustment (shown within remuneration as 'payments in lieu of pension contributions'). This is in accordance with the University's agreed policy on pension and ratified by the Remuneration Committee.

## 9. Other operating expenses

	2019/20 £000	2018/19 £000
Other premises costs	6,451	7,484
Agency and consultancy	4,724	3,873
Equipment rent and maintenance	2,249	2,108
Consumables	431	1,107
Books and periodicals	774	1,030
Franchise payments	3,978	1,323
Advertising	2,979	2,731
Grants to Students' Union	2,542	2,959
Travelling and subsistence	683	709
Accommodation	143	192
Equipment not capitalised	433	441
Irrecoverable VAT	148	122
Rents	563	506
Auditors' remuneration	140	167
Other expenses	15,855	15,990
	<b>42,093</b>	<b>40,742</b>
Included in the above operating expenses:		
External audit fee – University	67	76
External audit fee – Subsidiaries	9	7
Internal audit fee	60	65
Non-audit work	4	65
Operating lease rentals - land & buildings	563	506
Operating lease rentals - equipment	328	355



## 10. Interest payable

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
On bank loans	2,136	2,143	2,136	2,136
On pension scheme assets and liabilities:				
Expected return on pension scheme assets	(2,570)	(3,092)	(2,570)	(3,092)
Interest cost on pension scheme liabilities	4,239	4,608	4,239	4,608
	<b>3,805</b>	<b>3,659</b>	<b>3,805</b>	<b>3,652</b>

## 11. Taxation

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Current year tax charge	–	–	–	–
<b>Surplus on operations before tax</b>	<b>9,835</b>	<b>7,109</b>	<b>9,745</b>	<b>7,070</b>
Expected tax charge*	1,869	1,350	1,852	1,343
Effects of:				
Surplus not subject to UK corporation tax	(1,869)	(1,350)	(1,852)	(1,343)

\*Calculated at 19 % for August 2019 to July 2020. Assumes profits accrue evenly over the year.

## 12. Surplus/(deficit) on disposal of fixed assets

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Sale proceeds	–	–	–	–
Book value of assets (tangible fixed assets)	–	(1,935)	–	(1,935)
Disposal costs	–	–	–	–
<b>Realised (loss) on disposal</b>	<b>–</b>	<b>(1,935)</b>	<b>–</b>	<b>(1,935)</b>

### 13. Intangible Assets

#### Consolidated

	2019/20 £000	2018/19 £000
<b>Cost</b>		
As at 1 August 2019	3,290	1,400
Additions	–	1,890
<b>As at 31 July 2020</b>	<b>3,290</b>	<b>3,290</b>
<b>Amortisation</b>		
As at 1 August 2019	280	140
Charge for the year	329	140
<b>As at 31 July 2020</b>	<b>609</b>	<b>280</b>
<b>Goodwill as at 31 July 2020</b>	<b>2,681</b>	<b>3,010</b>

#### University

	2019/20 £000	2018/19 £000
<b>Cost</b>		
As at 1 August 2019	1,400	1,400
Additions	–	–
<b>As at 31 July 2020</b>	<b>1,400</b>	<b>1,400</b>
<b>Amortisation</b>		
As at 1 August 2019	280	140
Charge for the year	140	140
<b>As at 31 July 2020</b>	<b>420</b>	<b>280</b>
<b>Goodwill as at 31 July 2020</b>	<b>980</b>	<b>1,120</b>

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## 14. Tangible fixed assets

### Consolidated

	Freehold land £000	Freehold buildings £000	Equipment £000	Work in progress £000	Short Leasehold premises £000	Total £000
Cost						
At 1 August 2019	10,076	154,491	37,357	3,926	11,955	217,806
Additions	–	–	565	6,522	–	7,087
Completions	–	6,735	1,358	(8,093)	–	–
<b>At 31 July 2020</b>	<b>10,076</b>	<b>161,226</b>	<b>39,280</b>	<b>2,355</b>	<b>11,955</b>	<b>224,893</b>
Depreciation / impairment						
At 1 August 2019	–	20,628	30,264	–	5,955	56,847
Charge for year	–	3,371	2,210	–	482	6,063
<b>At 31 July 2020</b>	<b>–</b>	<b>23,999</b>	<b>32,474</b>	<b>–</b>	<b>6,437</b>	<b>62,910</b>
<b>Net book value as at 31 July 2020</b>	<b>10,076</b>	<b>137,227</b>	<b>6,806</b>	<b>2,355</b>	<b>5,518</b>	<b>161,983</b>
Net book value as at 31 July 2019	10,076	133,863	7,093	3,926	6,000	160,958

### University

	Freehold land £000	Freehold buildings £000	Equipment £000	Work in progress £000	Short Leasehold premises £000	Total £000
Cost						
At 1 August 2019	7,575	153,491	37,290	3,926	11,946	214,228
Additions	–	–	565	6,522	–	7,087
Transfer	–	6,735	1,358	(8,093)	–	–
<b>At 31 July 2020</b>	<b>7,575</b>	<b>160,226</b>	<b>39,213</b>	<b>2,355</b>	<b>11,946</b>	<b>221,315</b>
Depreciation / impairment						
At 1 August 2019	–	20,527	30,220	–	5,950	56,697
Charge for year	–	3,351	2,205	–	482	6,038
<b>At 31 July 2020</b>	<b>–</b>	<b>23,878</b>	<b>32,424</b>	<b>–</b>	<b>6,432</b>	<b>62,735</b>
<b>Net book value as at 31 July 2020</b>	<b>7,575</b>	<b>136,348</b>	<b>6,789</b>	<b>2,355</b>	<b>5,514</b>	<b>158,582</b>
Net book value as at 31 July 2019	7,575	132,964	7,070	3,926	5,995	157,531

The property at St Mary's Road was revalued to £75m on 1 August 2018. It is secured against SMR with a carrying value at £73m.

### Depreciation was funded by:

	2019/20 £000	2018/19 £000
Deferred capital grants released	371	371
General income	5,692	5,598
	<b>6,063</b>	<b>5,969</b>

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## 15. Investments

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
At 1 August 2019	331	131	3,090	131
Additions	–	200	–	2,959
Disposals	–	–	–	–
Revaluation	–	–	–	–
<b>At 31 July 2020</b>	<b>331</b>	<b>331</b>	<b>3,090</b>	<b>3,090</b>

## 16. Stock (Consolidated and University)

	2019/20 £000	2018/19 £000
Finished goods	490	346
<b>Balance at 31 July 2020</b>	<b>490</b>	<b>346</b>

## 17. Trade and other receivables due within one year

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Trade receivables	11,166	9,698	11,114	9,333
Amounts owed by consolidated undertakings	–	–	3,175	2,498
Other receivables	1,918	1,954	1,916	1,989
Prepayments	2,449	2,246	2,447	2,221
	<b>15,533</b>	<b>13,898</b>	<b>18,652</b>	<b>16,041</b>



## 18. Creditors: amounts falling due within one year

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Unsecured loans	161	–	161	–
Trade creditors	4,918	4,801	4,849	4,801
Social security and other taxation payable	3,280	2,339	2,842	2,310
Deferred capital grant income	459	371	459	371
Accruals and deferred income	13,599	12,408	13,355	11,272
	<b>22,417</b>	<b>19,919</b>	<b>21,666</b>	<b>18,754</b>

### 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

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Grant income	8	150	–	150
Other income	7,091	5,427	7,099	4,947
	<b>7,099</b>	<b>5,577</b>	<b>7,099</b>	<b>5,097</b>

## 19. Creditors: amounts falling due after more than one year

	Consolidated		University	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Secured loans*	55,000	55,000	55,000	55,000
Unsecured loans	563	–	563	–
Deferred capital grant income	8,353	8,371	8,353	8,371
	<b>63,916</b>	<b>63,371</b>	<b>63,916</b>	<b>63,371</b>

### Repayments fall due within the following bands

Within 1 year	161	–	161	–
Within 1-2 years	161	–	161	–
Within 2-5 years	241	–	241	–
After more than 5 years	55,000	55,000	55,000	55,000
	<b>55,563</b>	<b>55,000</b>	<b>55,563</b>	<b>55,000</b>

\*The university provided St Mary's Road Campus as security for the long term facility.

Lender	Amount £000	Term	Interest rate %	Borrower
Barings LLC	17,000	Aug-25	3.66	University
Barings LLC	18,000	Aug-27	3.89	University
Barings LLC	20,000	Aug-30	4.07	University

UWL has access to an overdraft facility of which at year end was not drawn down.

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

## 20. Reconciliation of net debt

	1 August 2019 £000	Cash flows £000	New loans £000	Non-cash changes £000	31 July 2020 £000
<b>Cash and cash equivalents</b>					
Cash	32,331	11,126	–	–	43,457
Cash equivalents	9,000	1,000	–	–	10,000
	41,331	12,126			53,457
<b>Borrowings</b>					
Secured loans	(55,000)	–	–	–	(55,000)
Unsecured loans	–	80	(804)	–	(724)
	(55,000)	80	(804)	–	(55,724)

## 21. Endowments (Consolidated and University)

	Restricted expendable £000	Restricted permanent £000	Total £000
<b>At 1 August 2019</b>	<b>2,715</b>	<b>170</b>	<b>2,885</b>
New Endowment	244	–	244
Expenditure	(775)	–	(775)
<b>At 31 July 2020</b>	<b>2,184</b>	<b>170</b>	<b>2,354</b>
Represented by:			
Capital value	2,184	170	2,354
Accumulated income	–	–	–
<b>At 31 July 2020</b>	<b>2,184</b>	<b>170</b>	<b>2,354</b>
<b>Analysis by type of purpose</b>			
Scholarships and bursaries	337	170	507
Research Support	239	–	239
Prize Funds	43	–	43
General	1,565	–	1,565
	<b>2,184</b>	<b>170</b>	<b>2,354</b>

All endowment funds are represented by cash

## 22. Subsidiary companies

The transactions relating to the following trading subsidiary companies have been included within the University's financial statements:

### The University of West London Commercial Limited

The company, which is incorporated in England and Wales, undertakes commercial work on behalf of the University. The company was dormant during the year.

### DSL Operations Limited

On 17 May 2019 the University acquired DSL Operations Limited. This company is incorporated in England and Wales. Consideration of £4,250,000 was paid on acquisition. At completion, a cash payment was made of £2,492,147. A further £1,757,853 of loan repayments were made. The remaining £498,429 is held on escrow for 18 months from the date of completion.

## **23. Pension arrangements**

The University's employees belong to the following principal pension schemes:

the Teachers' Pension Scheme (TPS), the Universities' Superannuation Scheme (USS), and two Local Government Pension Schemes (LGPSs). The total pension cost for the period

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

The Teachers' Pension Scheme is an unfunded scheme; teachers' contributions, on a 'pay-as-you-go' basis, and employers' contributions are credited to the Exchequer under

The employer contributions for the year were £4,156,000 (2018/2019: £2,908,000)

More information on the Teachers' Pension Scheme can be obtained from <http://www.teacherspensions.co.uk/>

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

The Universities' Superannuation Scheme is a funded pension scheme where contributions payable are held in a trust separately from the University.

The employer contributions for the year were £232,000 (2018/2019: £193,000), of which £22,000 (2018/19: £22,000) related to deficit contributions in respect of past service obligations.

More information on the Universities' Superannuation Scheme can be obtained from <http://www.uss.co.uk/>

Under the definitions set out in Financial Reporting Standard 102 (Retirement Benefits), the TPS and the USS are multi-employer pension schemes. The University is unable to identify its share of the underlying assets and liabilities of these schemes. Accordingly, the University has taken advantage of the exemption in FRS 102 and has accounted for its contributions to these schemes as if they were defined contribution schemes. As is required under FRS102, due to the multi-employer exemption being used, the present value of the agreed schedule of future deficit reduction contributions to the USS that are attributable to the University has been added to the balance sheet figures below.

The USS is a "last employer standing" scheme. In the case of insolvency of other entities in the USS, the University may be liable for the obligations of these entities in the USS.

### **UNFUNDED ENHANCED PENSIONS**

The University provides a number of employees with additional pension benefits, typically following redundancies or other staffing changes. These additional pensions are unfunded, so are paid by the University as they fall due (rather than when they are granted).

These unfunded enhanced pensions have been valued as at 31 July 2020 by a qualified independent actuary. The results of this valuation are included in the figures in this note.

### **LOCAL GOVERNMENT PENSION SCHEMES (LGPS) (including Unfunded Enhanced Pensions)**

The University participates in two Local Government Superannuation Schemes; the Royal County of Berkshire (RCB) scheme and the London Borough of Ealing (LBE) scheme.

These are funded defined benefit pension schemes where contributions payable are held in a trust separately from the University. Full actuarial valuations were carried out at 31 March 2019 and updated to 31 July 2020 by qualified independent actuaries.

The main results and assumptions of the most recent valuation for the schemes based on the projected unit method are as follows:

# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

	2019/20 £000	2018/19 £000
<b>Amounts recognised in the Balance Sheet:</b>		
Present value of funded obligations	201,546	178,659
Fair value of plan assets	(112,377)	(111,396)
	<b>89,169</b>	<b>67,263</b>
Present value of unfunded obligations	6,937	7,756
<b>Net liability in balance sheet</b>	<b>96,106</b>	<b>75,019</b>

	2019/20 £000	2018/19 £000
<b>Amounts recognised in the Income and Expenditure Account are as follows:</b>		
Current service costs	4,307	3,820
Past service cost (credit)	209	–
Impact of Paragraph 28.13A	(42)	364
Scheme administration expenses	119	80
	<b>4,593</b>	<b>4,264</b>
<b>Net Interest on the defined benefit liability</b>	<b>1,669</b>	<b>1,516</b>
Actual return on plan assets	<b>6,262</b>	<b>5,780</b>

	2019/20 £000	2018/19 £000
<b>Amounts recognised in Other Comprehensive Income</b>		
Actuarial gains/(losses) due to change in assumptions	(27,668)	(20,163)
Experience gains/(losses) on scheme liabilities	10,428	(59)
Experience gains on scheme assets	(2,080)	946
<b>Actuarial (loss) recognised in other comprehensive income</b>	<b>(19,320)</b>	<b>(19,276)</b>

	2019/20 £000	2018/19 £000
<b>Changes in the present value of the defined benefit obligation:</b>		
Defined benefit obligation at start of year	186,415	160,588
Service cost	4,307	3,820
Past service cost	209	–
Impact of paragraph 28.13A	(42)	364
Interest cost	4,239	4,608
Actuarial losses (gains)	17,240	20,222
Employee contributions	1,068	1,035
Benefits paid	(4,953)	(4,222)
<b>Closing defined benefit obligation</b>	<b>208,483</b>	<b>186,415</b>

# **Notes to the Financial Statements Continued** For the Year Ended 31 July 2020

	<b>2019/20 £000</b>	2018/19 £000
<b>Changes in the fair value of plan assets:</b>		
Fair value of scheme assets at start of year	111,396	106,725
Interest Income	2,570	3,092
Scheme administration expenses	(119)	(80)
Return on Scheme assets excluding interest income	(3,479)	946
Other actuarial gains (Losses)	1,399	–
Contributions by employer	4,495	3,900
Employee contributions	1,068	1,035
Benefits paid	(4,953)	(4,222)
<b>Closing fair value of plan assets</b>	<b>112,377</b>	<b>111,396</b>

	<b>2019/20 £000</b>
<b>Actual return on assets</b>	(909)

	<b>2019/20 £000</b>	2018/19 £000
<b>Movement in deficit during the year:</b>		
Deficit at beginning of the year	(75,019)	(53,863)
Current service cost	(4,307)	(3,820)
Past service cost	(209)	–
Impact of Paragraph 28.13A	42	(364)
Employer contributions	4,495	3,900
Scheme administration expenses	(119)	(80)
Net return on assets	(1,669)	(1,516)
Actuarial (losses)/gains	(19,320)	(19,276)
<b>Deficit at end of year</b>	<b>(96,106)</b>	<b>(75,019)</b>



# Notes to the Financial Statements Continued

For the Year Ended 31 July 2020

<b>The major categories of plan assets as a percentage of total plan assets:</b>	<b>2019/20 %</b>	<b>2018/19 %</b>
Equities	56	59
Gilts	20	–
Other bonds	3	22
Property	10	10
Cash	6	7
Alternative assets*	5	2

\*The alternative assets include Target Return Portfolio, longevity insurance, commodities and infrastructure.

<b>The principal assumptions at the balance sheet date (expressed as weighted averages):</b>	<b>2019/20 %</b>	<b>2018/19 %</b>
Discount rate at 31 July	1.60	2.30
Expected return on plan assets at 31 July	1.60	2.30
RPI inflation	2.85	3.20
CPI inflation	2.25	2.20
Future salary increases*	2.25	2.20
Future pension increases	2.25	2.20
Future life expectancy for a male member aged 65	21.7	22.0
Future life expectancy for a male member aged 65 in 20 years time	23.0	23.3
Future life expectancy for a female member aged 65	24.1	24.4
Future life expectancy for a female member aged 65 in 20 years time	25.6	25.9

\*Salary increases are assumed to be in line with CPI inflation (currently 2.25 % per annum) for the foreseeable future. Last year, salary increases were assumed to be 2 % per annum until July 2020, and in line with CPI inflation thereafter.

## 24. Capital Commitments (Consolidated and University)

	2019/20	2018/19
	£000	£000
Commitments contracted	813	2,514

## 25. Related Party Transactions

### Governors of the University

Mr Jacob Pepper was the President of the University of West London Students' Union until 10 June 2020. He has been replaced by Ms Ancha Joof.

### Students' Union

During the year the University paid grants to the University of West London Students' Union of £2,542,194 (2018-19: £2,958,720)

No other related party transactions have been identified.

The University has taken advantage of the exemption available in FRS 102: Related Party Transactions, not to disclose transactions with its wholly owned subsidiaries.

## 26. Lease obligations (Consolidated and University)

Total rentals payable under operating leases:

	2019/20	2019/20	2019/20	2018/19
	Land and	Plant and	Total	Total
	Buildings	Machinery		
	£000	£000	£000	£000
<b>Payable during the year</b>	563	63	626	657
Future minimum lease payments due:				
Not later than 1 year	379	62	441	285
Later than 1 year and not later than 5 years	–	28	28	303
Later than 5 years	–	–	–	–
<b>Total lease payments due</b>	<b>379</b>	<b>90</b>	<b>469</b>	<b>588</b>

## 27. Access and Participation

	<b>2019/20</b>
	<b>£000</b>
Access investment	3,149
Financial support provided to students	2,207
Support for disabled students	57
Research and evaluation expenditure	207
<b>Total</b>	<b>5,620</b>

Included within the above totals is £2,357,000 which is already included in the staff costs note (pg 89)

The total approved expenditure in our Access and Participation Plan for the year ended 31 July 2020 was £5m.

Details of the approved plan can be found at [www.uwl.ac.uk/sites/default/files/Departments/About-us/Web/PDF/policies/access\\_participation\\_plan.pdf](http://www.uwl.ac.uk/sites/default/files/Departments/About-us/Web/PDF/policies/access_participation_plan.pdf)

As set out in the Accounts Direction (OfS 2019.41), no comparatives have been given as the prior year expenditure relates to the Widening Participation Plan and the amounts are not comparable.







The University of  
West London  
St Mary's Road  
Ealing  
London W5 5RF

The University  
of West London  
Boston Manor Road  
Brentford  
Middlesex TW8 9GA

The University of  
West London  
Fountain House  
2 Queens Walk  
Reading RG1 7QF

Tel: 0800 036 8888  
Int: +44 (0)20 8231 2468  
**uwl.ac.uk**