



Annual Report and Financial Statements

Year ended 31 July 2014

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Outstanding
Human Resources
Team



Graduate employability¹:

95 %

of full-time first degree graduates in employment or further study within six months of graduating

London School of Hospitality and Tourism's Further Education provision rated **'Outstanding'** in Ofsted inspection

Sector awards 2014: Won

'Outstanding Human Resources Team' at Times Higher Education Leadership and Management Awards

Financial results:

Operating surplus of

£5.1m

- All financial targets met
- Generated a net cash inflow of £7.4m
- Cash and deposits of £24.7m

Sector performance:

In the top quartile for the sector² for

- Return on income (6.5 %)
- Gearing ratio (5.6 %)

Most improved modern University in London

Complete University Guide 2015

Future Campus developments

Opened in 2013-14

- New Students' Union
- New performance space

Opening in 2014-15

- Heart space and performance space
- New Catering facility
- New Library

NSS³ results 2014:

Overall satisfaction of

82 %

a 2 % year-on-year increase

UWL Students' Union

- Rose 39 places with a 9 % year-on-year increase
- Is the top modern university in London for this measure

Buttle Quality mark achieved

for good practice and commitment to support young people in and leaving care

¹ Destination of Leavers in Higher Education Survey of Graduates 2013 (published July 2014)

² Metrics published by the Higher Education Funding Council for England

³ National Student Survey 2014

● Message from the Chair of the Board of Governors



Nearing the end of my fifth year as Chairman of the Board of Governors provides an opportunity to reflect on the positive changes the Institution has achieved during those years and to look forward to the exciting potential of the next five years.

The University's 2008-13 Strategic Plan focused on turning round the fortunes of the University of West London, creating a strong and financially viable institution with sound academic credentials and a highly valued student experience. The well-documented success of that plan laid the foundations on which to build the unashamed ambitions of our new 2013-18 Strategic Plan, aptly named Ambition 2018.

This review highlights some of the achievements of the first year of Ambition 2018. All the University's financial targets were met or exceeded, graduate employment rates climbed another percentage point to 95 %, our National Student Survey scores rose a further two points to 82 % overall and, as a result of these and many other successes, we are attracting more and better student applications every year.

A strong financial footing allowed the University to launch a substantial campus investment programme which, in 2013-14, saw the opening of a new Students' Union and performance space, with exciting new teaching, learning, performance and catering facilities to open in 2015. The University is thriving in challenging times – do please read on to learn more.

On behalf of the Board of Governors, I want to put on record our admiration and gratitude to the Vice-Chancellor and every member of the University's staff, whose exceptional passion, energy and determination have delivered another fantastic year of achievements.

Chris Humphries CBE

Chair of the Board of Governors



● Message from the Vice-Chancellor and Chief Executive



Sitting as we do in the heart of west London, we remain an integral part of the principal gateway to the heart of the most prosperous city in western Europe. We are determined to take advantage of our proximity to this engine of economic growth by positioning ourselves as the career-focused university for London where we balance a traditional commitment to education as a public good with a brand promise that sees employability as our primary purpose.

This review provides a synopsis of the institutional achievements and developments for the academic year 2013-14. The overview relates to the first year of our new strategic Ambition 2018 and shows how the firm foundations for its success have been laid. Of note was our graduate employability rate which hit an all-time high with 95 % of our students gaining employment within six months of graduating. This was supported by another jump in our National Student Survey scores to 82 % combined with another strong financial performance. Finally, the award of 'Outstanding' for our Further Education provision in Hospitality placed us in the top 2 % of providers in the UK. There were many other successes and all are built on the hard work, dedication and commitment of all our staff (academic and support) who provide the solid foundations for all our successes.

I am already looking forward with much enthusiasm to the coming year which will see us cementing further our claim to be best modern university in London.

Professor Peter John

Vice-Chancellor and Chief Executive



Operating and Financial Review

Our heritage

The origins of the University of West London date back over 150 years to 1860 when an educational institution was first opened at the Ealing site. Today, the University is a thriving institution whose core aims are to inspire students to become creative professionals and to connect them to exciting and rewarding careers.

Based in the heart of one of the UK's most successful business regions, the University has a wealth of experience in a number of disciplines and strong connections with key industries.

The University has a strong reputation for high quality education closely linked to employment: 95%* of our graduates are in full-time employment within six months of graduating and our graduates go on to achieve great success in their chosen disciplines and professions.



95%

of our graduates
are **in employment**
within six months
of graduating*

* Graduates in employment or further study from the Destination of Leavers in Higher Education Survey of Graduates 2013 (published July 2014)

Operating and Financial Review

Sector context

Higher Education in the UK continued to operate in a turbulent external environment during the 2013-14 academic year. The second year of high cost undergraduate tuition fees saw a recovery in full-time undergraduate Home/EU student recruitment across the sector, with varying individual institutional performance underlying this trend. The control of the numbers of full-time undergraduate entrants and increased competition through the emergence of new providers continued, and stricter immigration regulations affected the sector's ability to recruit international students.

Student demand

Across the sector, there was a strong recovery in numbers of full-time undergraduate entrants, which grew by 8% in 2013-14. This brought the total numbers of entrants to around 378,000, some 27,000 more than in 2012-13. Growth appears set to continue in 2014-15 and UCAS reported a 3.7% growth in the number of UK and other EU applicants to English institutions compared with 2013-14.

Part-time undergraduate entrants, however, almost halved between 2010-11 and 2013-14. There were 120,000 fewer entrants to

part-time undergraduate study in England in 2013-14 than there were in 2010-11, a 46% decrease.

The University achieved and slightly exceeded its undergraduate full-time Home/EU student number control upper limit and exceeded its target for recruitment of unlimited ABB+ or equivalent students. Our part-time undergraduate degree recruitment reduced, reflecting the continuing sector trend of significant part-time undergraduate population decline. This is due to the continuation of the equivalent or lower qualification policy, partial or no eligibility for Government maintenance loans or grants and higher part-time fees.

The number of UK and other EU students starting full-time postgraduate taught courses rose in 2013-14 across the sector, following a decline in the previous year. Numbers grew by 2% in 2013-14 (around 1,000 entrants) compared with 2012-13. Part-time postgraduate taught entry continued to decline across the sector, but at a lower rate compared with previous years. There was a 2% decline in 2013-14 (2,000 entrants) compared with 2012-13.

The University, however, achieved an increase in year-on-year recruitment for both full-time and part-time postgraduate taught, as well as for postgraduate research.

Across the sector, the slowdown in the growth of international entrants experienced in 2012-13 continued in 2013-14. The University's international recruitment increased at both undergraduate and postgraduate levels.

NHS funding, which accounted for 15% of the University's income in 2013-14 (£11.9m), has moved to a new approach of tendering. Whilst this presents a risk for the University, it also presents an opportunity to grow and develop this element of our portfolio.

Another financial challenge for universities is the huge reduction in capital grant funding leading to the need to retain sufficient cash to fund capital projects. Universities need to be financially sustainable and this requires delivering healthy surpluses to fund their future capital requirements.

Giving students value for money

The University offered the following scholarships in 2013-14:

Enhanced Outreach

The University has formed strategic relationships with 15 'Category A' Schools and Colleges within the local region and has set up initiatives including the mentoring of students from years 11 to 13, student support, specialist lectures and full fee waiver scholarships.

Academic Scholarships for Clearing Candidates

40 students recruited during Clearing benefitted from a full fee waiver worth up to £9,000 per student for their first year of study.

National Scholarships

400 scholarships allocated to first year students from disadvantaged backgrounds, worth at least £3,000 per student. This is a contribution towards a cash bursary and other benefits such as accommodation and travel allowance.

School Academic Scholarships

Offered to outstanding students from each of the University's eight academic Schools with all 26 benefiting from a full fee waiver for their second year of study.

International Ambassador Scholarships

100 scholarships worth up to £5,000 each for outstanding students who wish to act as ambassadors for the University.

Graduate Scholarships

10 Home/EU students undertaking MPhil/PhD in a field strategically important to the University will benefit from a full fee waiver and a stipend.

Alumni Scholarships

There are a number of scholarships with criteria specified by the donors.

Operating and Financial Review

Strategic objectives

Strategic objectives

In 2008, following the appointment of the current Vice-Chancellor, Professor Peter John, a major review of the strategy took place and a new strategic plan: 'Education that works...2008-13' was approved by the Board. This plan had at its heart the need for financial and academic sustainability for the long term and this has been achieved through improving the University's reputation and sharpening its business efficiency while maintaining and enhancing its academic quality and standards.

A new and vibrant transformational strategic plan for the period 2013-18 'Ambition 2018', which builds on everything that has

Ambition 2018

The strategic plan 'Ambition 2018' is underpinned by a clear and ambitious vision and value proposition:

'To provide a high quality career-focused student experience connected to the world of work and underpinned by a guaranteed work placement'

been previously accomplished by the University, was approved by the Board in July 2013 and sets the University's direction until 2018.

The plan promotes excellence in student learning, experiences and outcomes. It focuses on student success, employability and improved retention as well as diversity and

the advancement of the University's reputation. The plan also concentrates on impactful research which can benefit people, society and the economy and aims to develop students with the career credentials they will need for success and leadership in the 21st century.

Vision

To be a sector leading institution specialising in the education and development of 'creative professionals'.

'Ambition 2018' has four key objectives which are to:

- Be consistently the best modern university in London
- Be ranked in the top 100 universities in the UK
- Be the university with the highest employability rate in the UK
- Have three academic areas of international standing

These are to be delivered through nine catalysing themes, each linked to Key Performance Indicators (KPIs).

Operating and Financial Review

Strategic objectives

Continued

The nine themes of 'Ambition 2018'



A key element of the new plan is to assure that all our undergraduate, postgraduate and professional courses have effective engagement with our local community and relevant industry and professional bodies. The aim will be to have industry representatives involved on programme boards, advisory boards and interview panels. This will provide the springboard for further opportunities for collaboration in research and knowledge transfer. In summary, the plan will position the University to meet a range of national and international economic and social changes, enhance the student experience, and create an entrepreneurial culture that will enrich students' careers in an increasingly competitive world.

Positioning and portfolio

London provides the principal gateway for international trade and inward investment for the UK economy. It is also a major centre of global finance. A number of high level reports predict that by 2018 the areas of economic activity listed in the table on the right will be pivotal to the success of London and the recovery of the UK as a whole.

Key areas of economic activity for London

- Advertising
- Event management
- Fashion and graphic design
- Specialist photography
- Film production and post-production
- Health and social care
- Journalism
- Restaurants and leisure
- Radio and TV
- Hotel and hospitality
- Software development, games, consultancy
- Travel and tourism
- Live theatre performance and production
- Business and legal
- Managerial and financial
- Administrative and support services
- Marketing and sales

Operating and Financial Review

Strategic objectives

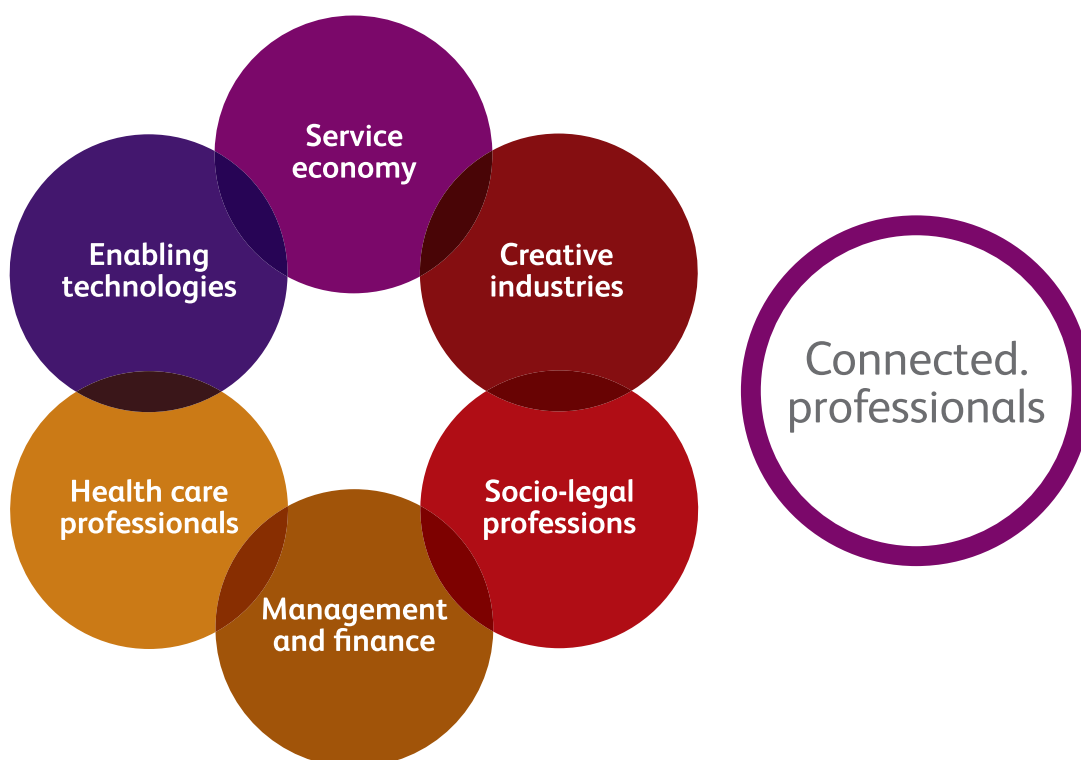
Continued

Through our strategic planning process we have mapped our portfolio onto this emerging picture and identified a number

of areas of strength within the University's academic Schools. These are represented in the diagram below and will be the

areas in which we will invest our resources and energy in coming years.

UWL's positioning and portfolio



The University's considerable presence in the London and Berkshire healthcare training market also continues to be a strategically important element of its portfolio. Currently, the University trains adult and child nurses and other specialist nurses in learning disability and mental health as well as

midwives and other healthcare professionals. The training of the London professionals takes place at our state-of-the-art Paragon site in Brentford while the Berkshire cohorts are trained at our 'Hub' in Reading.

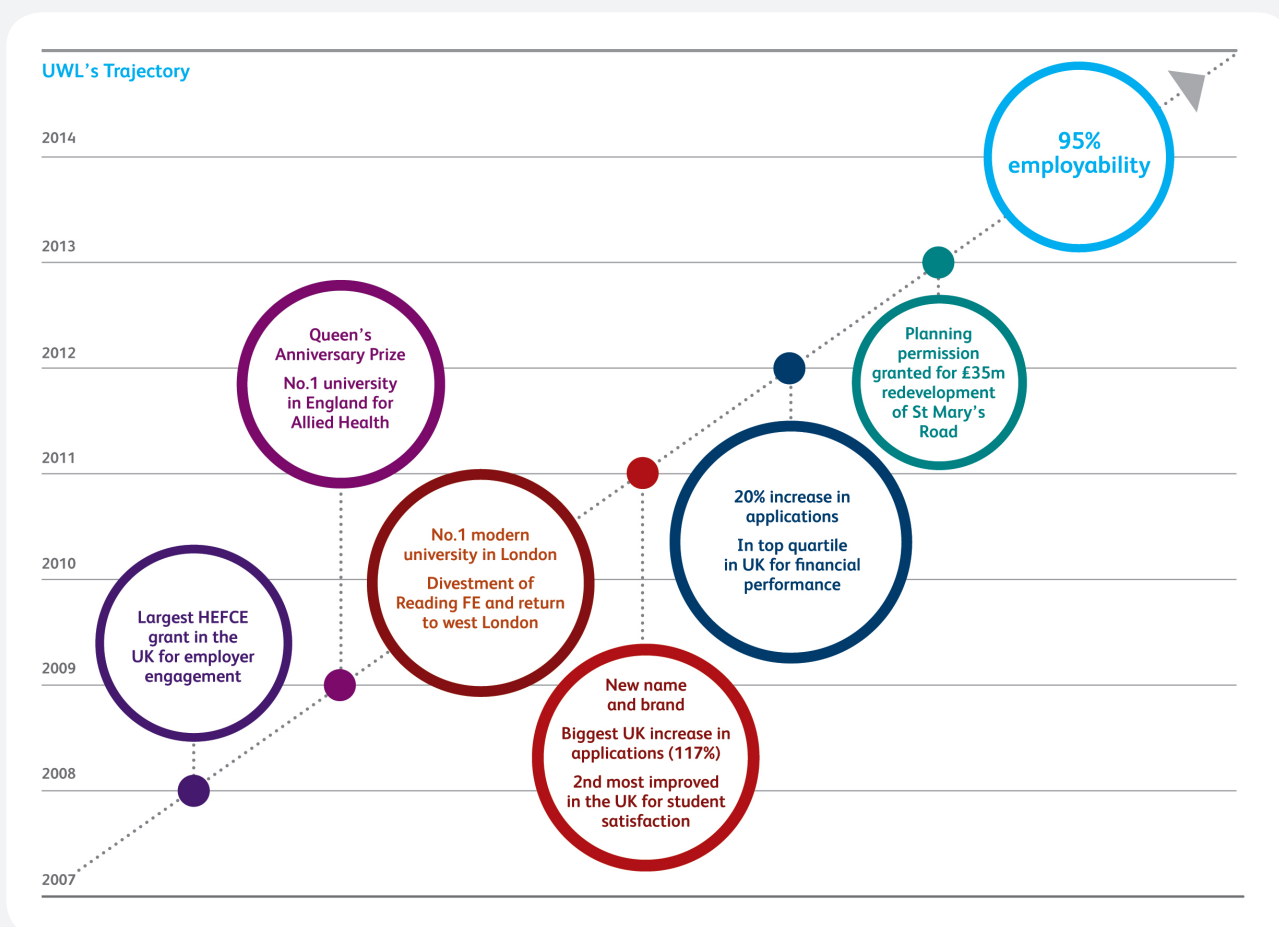
The University continues to work collaboratively

with its NHS partners as they undergo significant organisational change in the light of Government policy. The University will continue to anticipate and meet the needs of NHS employers as new structures for service delivery and educational commissioning are introduced.

Operating and Financial Review

Another successful year

The last five years have seen a remarkable transformation of the University and it now has strong financial indicators and an excellent recruitment and completion record. The trajectory of change is illustrated below:



Operating and Financial Review Continuing success during 2013-14

The academic year 2013-14 saw the University continue its upward trajectory with delivery against a set of objectives that

Objectives	Achievements
To meet all financial and recruitment targets	<ul style="list-style-type: none"> • A £5.1m surplus on operations (a 6.5% return on income) • A cash inflow of £7.4m • Successful recruitment to full student number control for undergraduate Home/EU full-time students
To improve the student experience	<ul style="list-style-type: none"> • Student employability* increased from 94% to 95%, which means we are <ul style="list-style-type: none"> - 3% above the UK average of 92% - First in our comparator group of modern universities in London where the average score is 88% - The best modern university in London for employment of its graduates • National Student Survey - overall satisfaction improved from 80% to 82% • Opened a new student village in Ealing with 450 studios, flats and townhouses • Entered a new 10 year partnership with Elinor for Catering at all our sites with an agreement to work in partnership to improve the student experience • A new 10 year Facilities Maintenance partnership awarded to Bouygues Energies and Services <ul style="list-style-type: none"> - A focus on working together to improve the student experience - A breakthrough contract for the sector replacing several different and disparate contracts with a single contract to secure improved delivery and better value for money
To deliver the <i>Future Campus</i> redevelopment at St Mary's Road, Ealing	<ul style="list-style-type: none"> • Completion of new Students' Union building and performance space in September 2013 • Opening of a new student services area in September 2014 • On target to open <ul style="list-style-type: none"> - A new campus heart space and catering facility in January 2015 - A new Library and a new state-of the-art performance space in September 2015
To grow the reputation of the University	<ul style="list-style-type: none"> • Winner of the Times Higher Education Leadership and Management Awards 2014 for Outstanding Human Resources Team • An Ofsted inspection awarded the London School of Hospitality and Tourism 'Outstanding' for its Further Education provision.

* Destination of Leavers in Higher Education Survey of Graduates 2013 (published July 2014)

Operating and Financial Review Key Performance Indicators (KPIs)

In order to ensure the long-term academic and financial sustainability of the University, the Board has approved a set of long-term measures against which annual progress can be measured. The table below sets out these measures which are linked to the service standards of our central service departments and the operational strategies of our academic Schools.

Measure	Target 2018
% of staff with Higher Education Academy (HEA) membership	100 %
Employment indicator (HESA Table E1a)	96 %
NSS results – overall satisfaction	86 %
Aggregated league table position	<80
Staff student ratio (SSR)	16.0
Publications of a minimum 1* rating (adjusted against REF 2014 guide)	200
Research bids value (£m)	£10m
% of academic staff with a doctorate	50 %
Research income	£2m
Number of registered MPhil/PhD students	130
Operating surplus as a % of income	10 %
Staff costs as a % of income	<53 %
Green league table	1st category
% of estate classed as condition A (St Mary's Road)	95 %
IT Strategy (Dell IT maturity ranking)	4
Ratio of academic to support staff	47:53
NHS income/contracts value	>£10m
St Mary's Road <i>Future Campus</i> redevelopment	Completed

The University's Strategic Risk Register is linked to the above measures to ensure that any risk that the targets may not be met is quickly addressed.

Operating and Financial Review

Leadership and organisation

The University is governed by an independent Board of Governors which is responsible for determining the educational character and mission of the University and for overseeing its general strategic direction. Further details relating to the Board, which is responsible for ensuring the effective management and governance of the University, are set out on pages 35 and 36.

The strategic leadership and executive management of the University is implemented by the Vice-Chancellor's Executive, a group that meets formally each week. Additionally, once a month a wider Strategic Management Group also meets and this group includes all senior staff at Director level and the Heads of the academic Schools. Details of the membership can be found at:

 uwl.ac.uk/theuniversity

The executive organisation structure of the University can be found at:

 uwl.ac.uk/structure

Academic Schools and central support departments

The University provides undergraduate and postgraduate education across a range of disciplines structured into eight academic Schools.

Full details on the Schools can be found at:

 uwl.ac.uk/academic-schools

Academic Schools

- London College of Music
- School of Psychology, Social Care and Human Sciences
- College of Nursing, Midwifery and Healthcare
- The Claude Littner Business School
- Ealing Law School
- London School of Hospitality and Tourism
- School of Computing and Technology
- Ealing School of Art, Design and Media

Operating and Financial Review

Risk management

In common with many organisations, the University is affected by a number of risks, not all of which are wholly under its control. Some will affect the whole of the sector, whereas others are unique to the University. A significant proportion of income for all UK universities is dependent upon Government policy. There are further risks associated with the recruitment of students in a competitive market.

The Board of Governors is responsible for the risk management strategy and for ensuring that there is a common approach to the management of risk throughout the University. The key objective of the University's risk management strategy is to ensure that policies and

procedures are in place to manage risks and opportunities and therefore enable the University to meet its strategic objectives. There is a strong and embedded University-wide risk management process for identifying, evaluating and managing the significant risks faced by the University. The University's Strategic Risk Register is maintained to ensure that operational risks are managed and mitigated wherever possible. This Risk Register is linked to the University's strategic objectives and to KPIs.

The level of risk and the risk appetite which prevails in the University will vary from time to time, influenced by both internal and external events.

The Board acknowledges:

1. That the delivery of quality is of paramount importance and therefore action should be taken to keep risks relating to quality at a low level.
2. In the short-term, a higher level of risk may have to be accepted to allow the University to achieve its long-term strategic objectives and to make the changes needed to ensure financial sustainability. However, the acceptance of this high level of risk in the short term is made to achieve an overall lower level of risk in the longer term.
3. In the current climate, there is a higher level of risk associated with income over the short-to-medium-term.

The three key (super) risks that would lead to the University's failure to meet its strategic objectives and its financial stability are set out on the next page:

Operating and Financial Review

Risk management

Continued

Key risks	Key mitigating actions
Meeting recruitment targets and expansion to new markets	<ul style="list-style-type: none"> • Course portfolio review completed <ul style="list-style-type: none"> - Strategic student number allocations for recruitment targets - More flexible part-time provision • Infrastructure in place to support high levels of student employability • Launch of the <i>Future Campus</i> re-building project at the main teaching centre in Ealing • New student village with 450 studios, flats and townhouses opened in September 2013 • New Catering provider and new food outlets • New Facilities Management partnership focussed on improving the student experience
Maximising enterprise income potential	<ul style="list-style-type: none"> • Launch of the Claude Littner Business School • The Centre for Hotel and Resort Management (CHARM) established to strategically develop research for the London School of Hospitality and Tourism • Co-ordination and development of the University's commercial activity through the central enterprise office • New Professors and Associate Professors with research and enterprise income targets embedded in their roles • Centre for Employability and Employer Engagement established
Winning new healthcare work	<ul style="list-style-type: none"> • New strategic plan, management structure and senior staff for the College of Nursing, Midwifery and Healthcare • Curriculum reviewed, including quality of existing offer and diversification • New communications strategy for NHS contacts

Our student profile

In 2013-14, the University had 11,321 Higher Education students enrolled, of whom 85 % were from the UK or EU and 15 % were international students. 72 % of students were full-time and 28 % were part-time. By level, 66 % were first degree, 21 % were other undergraduate, 13 % postgraduate. 23 % of Higher Education students were NHS fundable. In addition, there were 845 students enrolled on Further Education programmes.

Teaching and learning

The key aims of our teaching and learning strategy are to:

- Provide a high quality learning experience that satisfies the needs of students, employers and other stakeholders
- Develop a demand led, business facing course portfolio, that will be delivered in a flexible learning environment not limited by time, place or mode of study
- Reach out to students of all ages, abilities and backgrounds through the provision of a seamless education across all levels
- Support staff by providing flexible professional development opportunities which meet individual and institutional aims for progression.

A key feature underpinning these strategic aims and aligned to our mission of 'raising aspirations through the pursuit of excellence' is the placement opportunity for all undergraduate students who commenced their studies during the academic year 2012. Embedded within the teaching and learning strategy is an emphasis to enhance opportunity through providing a highly employment-focused learning environment whilst developing students' potential

in their chosen field. Within each academic School all undergraduates have bespoke work-based opportunities developed in collaboration with a range of external partners.

The University continues to respond to new challenges and to employers' requirements for an increasingly complex set of graduate skills. This has been encapsulated by the development of an overarching framework of graduate attributes to serve as a heuristic tool for students to better articulate the skills they have acquired during their period of study. This approach has culminated in the development of skill-based teaching and learning initiatives that support and scaffold students' learning development such as: the development of a pre-enrolment self-diagnostic skills test and e-portfolios. The success of these initiatives is being formally assessed through the current KPIs but as importantly, through our partnerships with employers in collaboration with the Centre for Employability and Employer Engagement.

Academic Schools continue to address the core elements of the strategy in their planning through the annual monitoring cycles. Each School's performance is then measured against the University's KPIs at

Operating and Financial Review

Academic review

Continued

group level, for example:

- Levels of student satisfaction, in relation to the quality of the learning experience, as measured by the National Student Survey (NSS)
- Student progression rates to final award
- Graduate employability as measured by the Destination of Leavers in Higher Education (DLHE) survey
- Numbers of postgraduate students entering and completing their studies.

Research and enterprise

Research and enterprise activities remain a key element of academic life for all universities, informing and enhancing the curriculum and creating opportunity through extension of knowledge. The innovation, insight, intellect and expertise of our staff and students continue to be the engine for knowledge creation whilst translating knowledge into practice by capitalising on our strategic position at the University. Business interface remains central to our mission to provide solutions to contemporary challenges. From the College of Nursing, Midwifery and Healthcare guiding UK policy on infection control, through advances in mobile networks developed within the School of

Computing and Technology, to cutting edge developments in music technology led by the London College of Music, the University's translational research has local, regional, national and ultimately international impact.

Quality

The University has built upon the achievements of the Institutional Audit by the Quality Assurance Agency (QAA) in 2011. Investment in high quality teaching facilities continues at both the St Mary's Road site and the Institute for Health in Berkshire. The investment in high specification facilities has encouraged closer partnership working with both local employers and local communities. This has led to increased engagement and enabled academic staff to further develop the curriculum and provide excellent opportunities for our undergraduate population to gain valuable experience within a range of work place environments.

The University demonstrates good practice in several key areas, including the promotion of employer engagement and employability across the curriculum. This clearly substantiates the investment in our demand led courses which is a critical component of the teaching and learning

strategy. In addition, the University continues to develop and invest in collaborative partnerships and build upon the effectiveness of its collaborative link tutors with partner institutions and their students.

In 2012, the University was awarded the QAA Quality Watermark for all its courses.



Operating and Financial Review

Academic review

Continued

Student employability and employer engagement

The University has a long history of working effectively with employers, driving innovation, enterprise and economic growth in west London. We have a strong record of graduate employment; an international reputation in the fields of healthcare, music and hospitality; and outstanding links with employers across a number of sectors.

Facilitating the transfer of knowledge, gained through study into experience within the workplace, lies at the heart of the University's employability mission. The Centre for Employability and Employer Engagement combines career advice and support with an enhanced external-facing employer engagement function supported by appropriate technology and an expanded volunteering activity. The Centre supports and

facilitates students in gaining access to a wide range of opportunities which enhance their employability skills and graduate employment prospects.

The effectiveness of the University's employability focus is evidenced by the latest employment performance indicators, which showed that the University delivers on its promise to provide high quality career-focused students connected to the world of work.

Student employability

95 % of students who graduated in 2012 from full-time undergraduate courses were in employment within six months of leaving or undertaking further study

The University rating was 3 % above the national average of 92 %

The University is the best modern university in London for employment of its graduates and the No2 modern university in England

For the ninth consecutive year the University significantly exceeded its Higher Education Statistics Agency (HESA) benchmark

Operating and Financial Review

Academic review

Continued

An example of the University's strong industry links was the award in 2009 of the Queen's Anniversary Prize for outstanding achievement and excellence in hospitality education. Vocational pathways linked to employment, part-time and flexible study routes and appropriate levels of study support underpinned with basic skills/key skills support the strong links between the University and the hospitality sector.



**THE QUEEN'S
ANNIVERSARY PRIZES**

FOR HIGHER AND FURTHER EDUCATION

2009

Widening participation

The University continues to perform well at widening participation, reaching out to under-represented groups at a local and national level, which is evident from a student body where more than 96 % of Home entrants have progressed from state education. The University also has a distinctive student base with 58 % of its undergraduate population coming from backgrounds where the family income is below the national average. Many of these students choose to study part-time in order to meet their employer, personal or financial commitments – a flexible option that is taken by almost one third of students at the University.

Operating and Financial Review

Academic review

Continued

Student Success

Our current and past students won some outstanding awards and nominations during 2013-14:

Student Midwife wins 'Inspirational Student 2014' award

BSc (Hons) Midwifery student Denise Ahmed from the College of Nursing, Midwifery and Healthcare won ThinkMoney's 'Inspirational Student 2014' award, which celebrates the extraordinary and inspirational achievements of students across the UK.

Hospitality students run the Dorchester Ballroom to launch University Fundraising Campaign

Students ran London's 5 star Dorchester hotel ballroom for the launch of the University's fundraising campaign, 'Lighting the Way' in January 2014. The event raised £100,000 towards a target of £10m to support campus redevelopment, study scholarships, bursaries and research.

Recent graduate competes in the Mayor of London's Low Carbon Entrepreneur 2014 Final

Michael Barsties, who graduated from the University's MSc in Corporate Communications in September 2013, was one of the ten finalists who presented his low carbon ideas at the competition.

The London College of Music presented a world premiere production of Bel-Ami in February

This was the first University production ever to be staged in the West End. The new musical is by award-winning composer and LCM alumnus Alex Loveless.

Alumnus wins Britain's Got Talent

London College of Music alumnus Thomas Leak won this year's Britain's Got Talent competition as one of the members of the musical theatre boy band Collabro.

Student achievements celebrated at Graduate Summer Showcase 2014

Students from across the University showcased their many talents at this year's Graduate Summer Showcase from 14 - 17 May.

Student wins Rob Milne Memorial Award at 33rd SGAI International Conference on Artificial Intelligence

School of Computing and Technology PhD student, Christian Severin Sauer, was honoured at the 33rd SGAI International Conference on Artificial Intelligence in Cambridge, receiving the Rob Milne Memorial Award.

Fashion students collaborate with TRAIID for Fashion Revolution Day

Fashion students teamed up with TRAIID, a fashion reuse charity, for a unique project to mark Fashion Revolution Day in April 2014. The prize-winners from the collaboration had their designs displayed in TRAIID's shop window in Camden.

Operating and Financial Review

Resources, infrastructure and sustainability

Financial and environmental sustainability

In order to deliver a value for money experience to our students and give them maximum benefit from their fees, UWL will be well-managed and operate efficiently and effectively. It will also improve significantly its environmental credentials.

Financial resources

At 31 July 2014 the University had gross cash resources of £24.7m, equivalent to 125 days of recurrent total expenditure. Resources reduced by £11.5m during the year reflecting £21.0m of capital spend offset by £4m of proceeds from property disposals, the strong surplus and focused balance sheet management. There were borrowings outstanding under a 10 year fixed rate unsecured facility of £4.3m which will be repaid by 2019.

University funds are invested to receive the maximum return consistent with low risk and liquidity. Funds are invested in a panel of banks selected by reference to their credit ratings for up to one year, with a maximum limit with any single counterparty. During 2013-14 the average investment was £28.3m.

The proceeds from the sale of surplus properties since 2012-13, together with the planned proceeds from the sale of the University's former campus in Slough are being used to fund the redevelopment of the St Mary's Road site in Ealing. The University is thus able to develop its state-of-the-art new facilities without increasing its gearing.

Human resources

During the year the University has continued to control its staff costs in line with its target of 'at or below 52 % of income'.

Development of staff expertise

The University's reputation and success depends upon effective strategies to recognise, reward, develop, engage and manage its workforce. The continuous development of our academic and support staff is vital to the long-term health of the University. All staff need to be sufficiently flexible to respond to changes in income streams, improve the ability to generate income and respond flexibly to the increasingly competitive market for Higher Education in London.

Operating and Financial Review

Resources, infrastructure and sustainability

Continued

The career development of academic staff is key to the success of the University. A new approach to the development and management of the academic workforce, which will reward excellence in teaching, research and enterprise, called the academic employment framework, was introduced in the academic year 2013-14. The project included redefining scholarly workloads, reaching agreements with the trade unions to allow the framework to be implemented and successfully moving 86 % of academics onto new contracts.

As a result of implementing the framework and defining clear processes for development, progression and promotion, four new professors and 12 associate professors have been appointed. A second round of promotions and merit pay awards took place in summer 2014. The framework has also influenced a 28 % increase in academic output, as measured by publication.

In recognition of this achievement, the University's Human Resources team was named 'Outstanding Human Resources Team' at the 2014 Times Higher Education Leadership and Management Awards.



**Outstanding
Human Resources
Team**

A programme of skills development has continued throughout the year with an emphasis on supporting key policies and processes, including anti-bribery and corruption, safeguarding of young people and vulnerable adults and management of stress.

The University has continued to embed its equality and diversity policy and, as part of this commitment, has adopted the equality objective of raising awareness of equality and diversity considerations across the University community. To assist in raising awareness in Schools and departments, recruitment is underway for a group of volunteers to become equality champions.

The University continues to hold the 'two ticks', positive about disability, award for employers who have made commitments to employ, retain and develop the abilities of disabled staff.

Property services

The University's estate and facilities are a key resource that need to be well planned, managed and continually improved in order to support the achievement of its academic priorities. Providing a high quality learning and research environment fit for purpose for our University in the 21st century is an essential component of the University's strategic plan 'Ambition 2018'; one which aims to promote excellence in student learning, experiences, and outcomes.

Key objective for Property Services

To create a high quality built environment which is financially and environmentally sustainable and which supports teaching and research of the highest standards, is attractive to students and staff and promotes a positive image of the University.

Operating and Financial Review

Resources, infrastructure and sustainability

Continued

Throughout 2013-14 the Property Strategy has continued to align the estate and facilities with the strategic goals of the transformed organisation in order to help deliver a high quality student experience with strong local business and community links.

In the face of the increasingly competitive student-recruitment market it is vital to offer a unique physical and technological environment. To support this, the University is developing a state-of-the-art *Future Campus*.

Central to the *Future Campus* will be a refurbished Library which will provide an inspirational, technology-rich and flexible study environment, with extensive opening hours. Conventional computer teaching rooms will be augmented with collaboration spaces, allowing students to share and capture ideas in small groups, using a blend of University-provided tools and their own devices. The Library will 'spill out' into a new heart space, which will provide a focus for social interaction, configured flexibly, with catering facilities, ample power and ubiquitous wireless networking and a new performance centre.

Information Technology (IT)

IT student satisfaction survey 2014

96%* agreed or strongly agreed with the statement "Overall, IT Services provides a good service to me".

*up from 89% in 2013

During the year, IT Services continued to improve the technological environment to support the clear strategic goal to improve the student experience. In particular, the Library was moved as part of the *Future Campus* development to a temporary location requiring significant IT support. IT is responsible for delivering much of the improvement to the physical environment that *Future Campus* will deliver including improved classroom technology and on-line services.

A new online application system was developed for international students and other non-UCAS applicants, such as those applying for post-registration nursing qualifications.

Operating and Financial Review

Resources, infrastructure and sustainability

Continued

Sustainability

Green ranking¹

- Up 34 places to 46th in the green league table
- 5th place for all London institutions

¹ People & Planet Green League 2013
Ranking based on a range of factors including water conservation, carbon emissions and recycling rates

The extensive redevelopment of the St Mary's Road campus and the award of a new Catering contract this year have provided significant opportunities to apply the principles of sustainability. Key environmental sustainability features have been designed into the *Future Campus* Project to minimise energy use, carbon emissions and water consumption. Building materials have been used with a low environmental impact, as defined by the Building Research Establishment Green Guide to Specification. Solar panels are currently being installed and a new combined heat and power station will provide 25 % of the site's energy needs in the future.

Waste management was previously delivered via a number of different organisations. This year, waste streams have been consolidated so that all waste products are dealt with by one provider, thereby ensuring accurate monthly compliance reporting. Our new target, to achieve 100 % diversion from landfill, is currently being attained.

Significant savings have been made in energy and water expenditure through the introduction of energy efficiency measures, such as the reduction of lighting timers at end of day by 20 minutes. Further energy audits will be carried out to review potential energy conservation measures that can be applied to ensure that the on-going Carbon Management Programme will meet the 2018 target of a 52.42 % reduction against the 2005 baseline.

Various community engagement and student interaction exercises have taken place including Go Green Week held in February 2014. Students and staff came together to take action on climate change. Each day covered a different theme

including waste, travel, energy, food and sustainable products with interactive stalls and exhibits. In June 2014, the University held an event on World Environment Day. The aim was to get staff and students to think about their own carbon footprints and how much water they use as well as how travel choices affect the environment they live in.

Excellent steps have been taken in improving the University's Green Travel Agenda. The Cycle2Work Scheme was launched and 5.25 % of staff took up the scheme, this compares well with the national average for Higher Education of 2 %. The University also held two London Cycle Campaign days including free bike mechanics and advice on safe cycling in the area. Finally, Liftshare was launched to encourage both staff and students to car share.

Operating and Financial Review

Financial review

Financial strategy

The primary focus of the financial strategy remains unchanged: to deliver a more robust and financially sustainable model that will support the consistent delivery of excellence in Higher Education. The strategy has the following key targets:

- To increase the University's operating surplus to 10 % by 2018 and sustain it at this level
- At the same time, to increase the operating cash inflow to at least 15 % of income by 2018 and maintain it at this level

The strategy to improve financial sustainability remains a compelling requirement to mitigate a variety of financial challenges:

- Sector-wide competition for students following the removal of Student Number controls (SNC)
- The fees cap at £9,000 which is unlikely to be raised to reflect inflation
- The risk of penalties for non-payment of the student loan portfolio (the estimate for unpaid loans is now over 45 %)
- The need to fund our own capital programmes from internal resources

The following actions will be undertaken to deliver the key targets in the financial strategy:

1. Grow and diversify income streams by:

- Increasing our marketing and recruitment across the EU
- Developing our health education funding from postgraduate and professional training
- Seeking new areas in which to develop enterprise income and seek partners for collaborative arrangements
- Re-aligning our courses to meet the needs of part-time, home-study and weekend-study students.

2. Optimise all income opportunities by:

- Effective and targeted marketing
- Continuously improving our retention levels
- Developing and re-invigorating our CIPD offer
- Re-launching the Business School
- Centralising management of enterprise business development.

3. Control costs by:

- Managing the largest cost component, staff costs, within a ceiling of 53 % of total income
- Continuously improving academic workload management
- Adopting a strategic approach to procurement by tendering and bundling services to secure greater economies of scale and support partnership with suppliers
- Seeking continuous Value for Money through economy, effectiveness and efficiency
- Improving working capital management by maintaining sufficient cash balances to secure an increased number of liquidity days.

4. Plan our capital investments to ensure that we do not over reach ourselves by:

- Understanding our long-term space requirements for the Estate and develop a long-term strategy for the Estate, informed by student number projections
- Improving the Estate through planned and well managed reinvestment of surplus properties
- Refurbishing teaching rooms to enhance the use of pedagogic technology
- Maximising proceeds from surplus Estate.

Operating and Financial Review

Financial review

Continued

Financial performance in 2013-14

In 2013-14, the University recruited to its full student number allocation and overall income was higher than the prior year. At 6.5 %, the return on income is in the upper quartile for the sector. The financial results confirm that the actions being taken by management to control costs are both effective and embedded.

Financial results £m	2013 –14	2012 – 13
Income	77.6	76.9
Staff costs	(40.1)	(37.4)
Non staff costs	(32.4)	(31.9)
Operating surplus	5.1	7.6

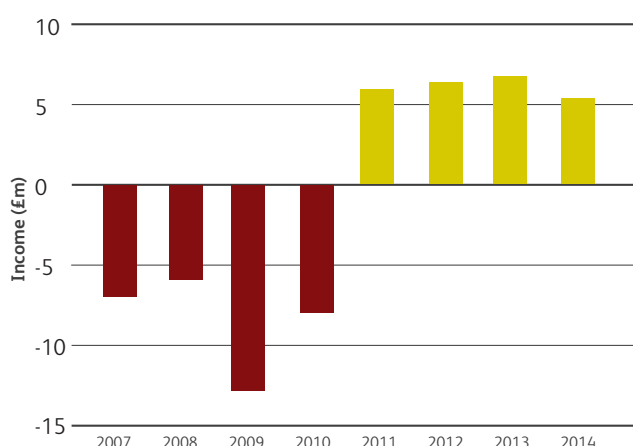
Key metrics % of income	2013 –14	2012 – 13
Net cash flow/income	9.5	11.1
Operating surplus/income	6.5	9.8
Staff costs/income	51.7	48.7

Long term financial metrics have been agreed by the Board as part of its sustainability review. The key metrics are:

Aim	Measure
Generate cash from its operations	Net cash inflow to reach 15% of total income by 2018
Generate surpluses	Operating surplus to reach 10% of total income by 2018
Manage staff costs appropriately	Staff costs not to exceed 53% of total income by 2018

The successful financial performance is particularly impressive when looked at in the wider context since 2007 as the chart below shows:

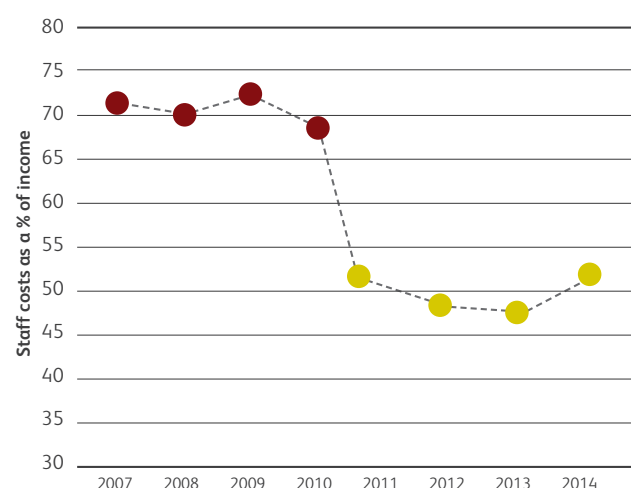
Financial performance* since 2007



*Surplus or deficit, after excluding property disposals and the write off in 2009-10 on the divestment of Reading College

The key drivers to this turnaround in performance have been the control of staff costs to sector benchmark levels of around 50 % and the strong financial controls implemented over non staff expenditure. The chart below shows the close correlation between staff costs and surpluses very clearly.

Staff costs as a % of income



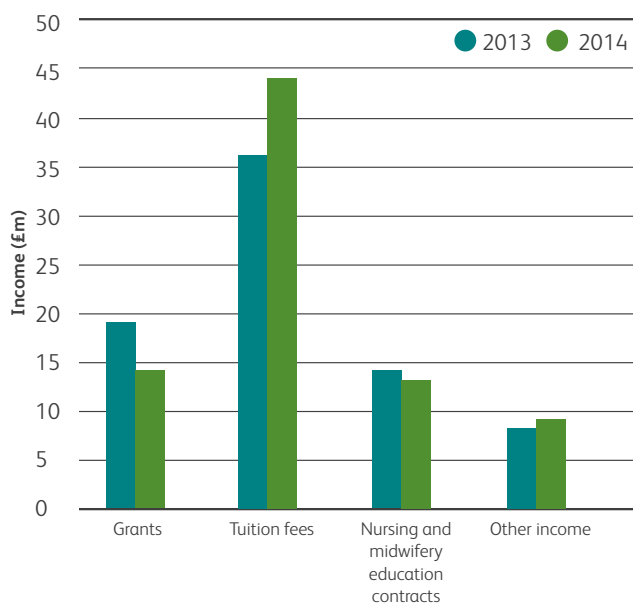
Operating and Financial Review

Financial review

Continued

Income

Income for 2013-14 compared with 2012-13



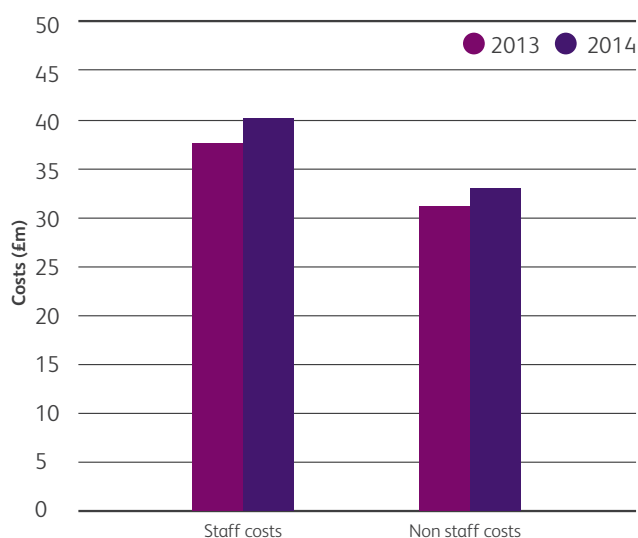
Total income at £77.6m was £0.7m higher than the previous year. However, the funding regime changes led to a £7.9m increase in tuition fees offset by a £6.2m reduction in grants.

A £1.4m reduction in NHS income was due to the run out of the London SHA pre-registration contract for adult nursing. The University plans to offset the loss of the adult nursing income by winning new NHS commissions from both London and Thames Valley and increasing research and enterprise income. Success has already been evidenced by the award of 30 new pre-registration commissions in Berkshire from 2013-14 and increased London post-registration income from 2014-15. Research contracts with Higher Education North West London and Higher Education Thames Valley were won in 2013-14 to the value of £918k.

Other income increased by £0.4m to £9.3m.

Operating costs

Operating costs for 2013-14 compared with 2012-13



Staff costs of £40.1m included severance payments of £1.2m. In 2012-13 staff costs of £37.4m included severance payments of £2.3m which shows that the underlying staff cost base increased by £3.8m. This increase reflects additional investment in academic and professoriate posts. The severance costs in 2013-14 included those arising from the restructuring of the Business School, the Library and the London School of Hospitality and Tourism and the implementation of the academic framework.

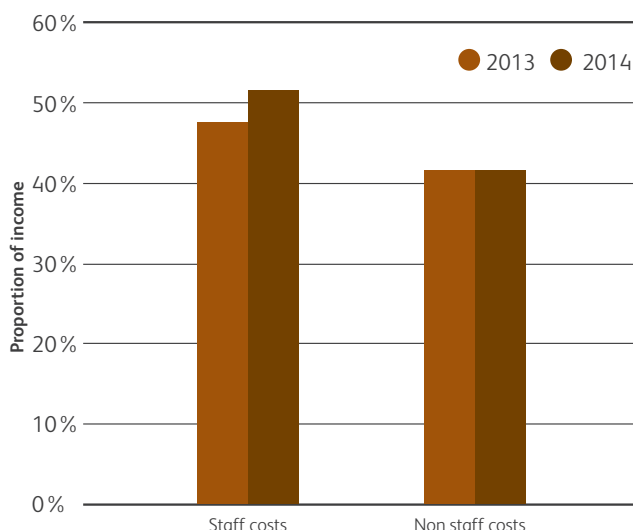
Non staff costs at £32.4m showed a small increase over the prior year costs of £31.9m, however, they remain well-controlled and below the 2010-11 level of £33.7m. These costs continue to be managed by implementing tight controls on purchasing and the continued drive for procurement savings and value for money from non-pay expenditure. Strategic procurement initiatives relating to supplier and commodity management, as well as making our requirements attractive to the market, have been effective.

Operating and Financial Review

Financial review

Continued

Staff and non staff costs as a % of income



Strong and effective controls over vacancy management enabled the full benefits to be realised from this and prior year's severance programmes. Staff costs represented 51.7 % of income, which compares with 48.7 % of income last year.

Effective financial control over non staff expenditure, monitored via a University-wide 'Procure2Pay' process enabled the control of non staff spend at £32.4m, compared with £31.9m last year.

The University continues to place great emphasis on delivering value for money from its expenditure. Efficiencies have been recorded across all aspects of University life from teaching to IT processes to student records. Efficiencies recorded on the Higher Education Funding Council for England's (HEFCE's) 2013-14 Efficiency Measurement Model totalled £1.1m, following efficiencies of £1.0m recorded for 2012-13.

These strong controls and pro-active value for money management earned the Finance Team the Outstanding Finance Team Award in the Times Higher Education Management and Leadership Awards in 2012.



Operating and Financial Review

Financial review

Continued

Cash flow

Capital funding from Government has all but dried up and universities now need to retain sufficient cash to fund capital projects. This year's cash inflow of £7.4m was achieved through close and effective daily cash management based on more robust cash forecasting.

Capital expenditure

During the year £22.5m was spent on capital projects, largely relating to the St Mary's Road *Future Campus* Project. The expenditure was, as described above, focused on 'student first' developments and on supporting the release of surplus Estate for reinvestment.

Accounting for pensions

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

Under the definitions set out in Financial Reporting Standard 17 (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 and the University's contributions to these schemes are accounted for as if they were defined contribution schemes. The University's contributions to these schemes amounted to £2.2m (2012-13 £1.9m).

The two LGPS schemes and the unfunded pension arrangements are accounted for in accordance with Financial Reporting Standard 17 (Retirement Benefits). The FRS17 pension charge for the year amounted to £2.2m (2012-13 £2.3m) reflecting lower membership in the year of the LGPS schemes. A decrease in the return on Government Bonds and improved life expectancy has resulted in an increase in the accrued liability included on the balance sheet, from £33.9m at 31 July 2013 to £45.4m at 31 July 2014.

Operating and Financial Review

Public benefit statement

The University is an exempt charity within the meaning of the Charities Act 2006 and, as such, is required to demonstrate how its work is of ‘public benefit’. A contribution is made via teaching, research and other activities to the advancement of education, a specific category of charitable purpose set out in the Charities Act 2006. The Board has had regard to the Charity Commission’s guidance on public benefit and meets these requirements as described below.

The University’s mission, vision and values reflect its commitment to public benefit. These are set out in the strategic plan which can be found at:



uwl.ac.uk/strategicplan

Enhancing the employability of our graduates

The University aims to be a leading employer engagement university, playing a key role in taking forward the skills agenda whilst delivering a flexible, demand-led portfolio. Reaching out to students of all ages, abilities and backgrounds, the institutional vision is to be a university of choice and opportunity whilst contributing to the public good through the transfer of ‘useful’ knowledge. Contributing towards a more employable graduate workforce, the

University develops courses in collaboration with employers and offers all students relevant industry-focused experience to ensure the needs of the public are identified and met, thereby providing useful and relevant education to its students. The University works towards ensuring the public benefits from its undergraduate students whilst they are studying, not just its graduates.

Our value proposition to students is clear: to provide an employment driven student experience, underpinned

by personalised tuition and embedded in the world of work. All students joining the University will get a guaranteed work placement, excellent career support and mentoring from recognised champions of industry facilitated by the Centre for Employability and Employer Engagement.

Further information is set out in the section on “Student employability and employer engagement” on page 18.

Operating and Financial Review

Public benefit statement

Continued

Widening participation

The University's commitment to inclusiveness and the importance of widening participation is enshrined in its strategies and policies. Specifically, inclusiveness

is defined as enabling and empowering all students to access education that meets their needs and providing increased access for students from under-represented groups.

The University's performance is strong in terms of the participation of students from groups that are traditionally under-represented within Higher Education. The latest data available indicates that:

.....
96% of full-time first degree entrants are from State Schools or Colleges (national average is 89%)¹
.....

.....
42% of full-time first degree entrants are from social classes 4 to 7 (national average is 32%)¹
.....

.....
8.3% of entrants are from low participation neighbourhoods (London modern university average is 6.8%)¹
.....

.....
58% of full-time undergraduate entrants are from households with an income of £25,000 or less
.....

.....
Non-continuation rates show a year-on-year improvement for both young (+2%) and particularly for mature entrants (+6.6%)¹
.....

.....
In 2013, the University gained the Buttle UK Quality Mark for care leavers, which ensures that 'cared for students' are supported by the University from recruitment through to graduation
.....

.....
The University's successful peer mentorship service has grown from 186 mentees in 2012-13 to 246 in 2013-14
.....

¹ Higher Education Statistics Agency Performance indicators 2012-13

Furthermore, in 2013-14, 56 % of the University's students were from ethnic minority groups with 21 % from Black

ethnic groups, 25 % from Asian ethnic groups and 10 % from other/mixed ethnic groups.

Operating and Financial Review

Public benefit statement

Continued

Bursaries and scholarships

In 2013-14, there were 1,109 (58 %) full-time first year undergraduate students who were assessed as having a household income below £25,000 and 193 (10 %) students with a household income of between £25,000 and £42,620. 396 students received National Scholarship funding worth £3,000 each, which was available to students with a household income of £25,000 or less. Additional subject-specific bursaries and scholarships were also available to students in all eight academic Schools.

The University introduced a number of new scholarships for 2013-14 which kept the average fees for the University below £7,500 for all Home and EU new students. Details of these are set out on page 6. According to a joint report from the Office for Fair Access (OFFA) and HEFCE published in July 2014, the University's percentage investment is higher than the sector average and at 28 %, was the highest percentage of expenditure amongst all modern universities in London.

Additionally, the University either met, or made clear progress on 100 % of its access targets agreed by OFFA, compared with the sector average of 72 %.

Research

As a modern university, we engage in research and scholarship that is relevant and beneficial to the public. For instance, the Richard Wells Research Centre, established in 1995 to develop research and educational initiatives within the field of caring for patients with HIV, now incorporates prevention and care issues associated with infectious diseases and infections. As the only research centre of this type in the Higher Education sector, the University has a serious responsibility in this area and collaborations include working closely with the Department of Health, National Institute for Health and Clinical Excellence, NHS Modernisation Agency and the National Audit Office.

In June 2013, the University acquired the intellectual property rights of Pyramid, a national charity offering a short-term afterschool club-based intervention to improve the socio-emotional well-being of vulnerable children. For over ten years, the University through the School of Psychology, Social Work and Human Sciences has conducted research with Pyramid, examining the evidence of Pyramid's impact on children's socio-emotional well-being. The research team's development of an evidence

base demonstrating the efficacy of the Pyramid primary school intervention has led to a significant increase in public awareness of the importance of early intervention in children's socio-emotional well-being.

The University's Sociotechnical Centre for Internationalisation and User Experience with the School of Computing and Technology has, for more than a decade, supported the design and development of IT systems that meet the needs of end users globally. The Centre has undertaken a wealth of research exploring the cultural implications of accessibility and usability of IT in India and China and, more recently Kenya, where the centre's research has impacted upon the use of technology to support productivity in rural farming communities.

Further information is set out in the section on "Research and Enterprise" on page 17.

Operating and Financial Review

Public benefit statement

Continued

Community engagement

In 2007 the Vice-Chancellor, Professor Peter John, embarked on a strategic direction which saw the renamed University of West London return to its original home in west London, centralising the University's operations in Ealing and Brentford and providing the University with a clear locational base to re-engage with the local community. The Vice-Chancellor invited the local community to celebrate the many successes of this strategy at the launch of the 'University of West London in the Community' on 4 July 2013.

In recognition of the progress made, the University was shortlisted for the 2013 Times Higher Education Management and Leadership Award for Outstanding Contribution to the Local Community.



The University continues to make an important contribution to the cultural life of the local community, providing a series of student concerts, theatre performances and exhibitions. The end of year Degree Showcase is an interdisciplinary event which celebrates the achievements of students in fashion, music, media and design and is open to the public.

The Junior Music College provides music education every Saturday morning to children in the local communities. The London School of Hospitality and Tourism's Junior Chefs' Academy for school children in years 9-11 is now in its eleventh year.

In 2013, the Ealing Music and Film Festival formed a partnership with the University, hosting its annual festival on campus, celebrating Ealing's rich history in the film, music and dance industries. The 2014 Festival was a celebration of dance with special guests choreographer Dame Gillian Lynne, DBE and ex-prima ballerina Dame Beryl Grey, DBE.

The University also runs a series of professorial and public lectures every year. In 2014 speakers included local resident, journalist and author

Yasmin Alibhai-Brown, reading from and discussing aspects of her book *The Settler's Cookbook*, and Namibia-based Professor Heike Winschiers-Theopilus talking about her work in remote communities in southern Africa.

The St Mary's Road *Future Campus* Project has involved widespread consultation with local community groups and the new build will include new and enhanced facilities, many of which will be accessible to the local community.

The Economic Impact of the University of West London*

The University made a contribution to the Ealing economy of £60 million, supporting 1,250 jobs in the borough, resulting in tax payments of £24 million to the Exchequer in 2011-12.

* A report by Oxford Economics, commissioned in 2013

Operating and Financial Review

Public benefit statement

Continued

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 children with language barriers. The Volunteering Team was established in 2010 and has since created 406 volunteering opportunities, amounting to 1,800 hours of community service and raising significant funds for 140 local and national voluntary organisations.

The University is working with schools in the London boroughs of Ealing, Westminster, Brent and Harrow, thanks to a grant from the John Lyon's Charity, and is supporting new Pyramid projects in Bedfordshire, Staffordshire and Salford. 37 students volunteered to run 10 clubs in eight schools during the academic year.

The University sponsors the 'Pride in our People' annual awards in partnership with the Ealing Gazette. These awards honour local people as community champions in different categories. The final award ceremony is hosted at the University and is catered for by students from the

London School of Hospitality and Tourism.

The University has continued a sponsorship deal with the Ealing Trailfinders Rugby Club until the end of 2015. As part of the agreement, students, sports teams and societies can use the club's facilities for training and matches. Students are also invited to play in both the Academy and Men's Amateur teams throughout the season.

The Witty Review of Higher Education Institutions (HEIs) and their role in driving innovation and being a source of economic growth highlights the need for HEIs to engage with local businesses to support both skills development and innovation. Our location in west London places us at the heart of an unrivalled region of expertise and industry that maps perfectly to the strategic areas we wish to promote and expand. The Claude Littner Business School which was launched in September 2014 has a clear remit to support the businesses in west London.

Public education

The University offers a variety of short professional courses for the media, creative and cultural industries, all of which are open to the general public. All courses are delivered by expert tutors, with teaching scheduled to accommodate participants who have full-time work commitments.

The University also offers flexible Continuing Professional Development (CPD) accredited courses in psychology, computing, business skills and industry-focused training in management and leadership designed to enhance professional development.

Chris Humphries CBE

Chair of the Board of Governors

11 November 2014

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

Independent members

Mr Chris Humphries CBE ^{3, 4}	(and Chair of the Board)
Mr John Taylor CBE ^{2, 3, 4}	(and Deputy Chair until resignation from the Board on 31 July 2014)
Mr Mike Bellamy ^{2, 4, 5}	
Ms Jennifer Bernard ^{1, 3, 5}	
Mr Dermot Blastland ^{2, 4}	
Mr Gareth Cadwallader ^{2, 3}	(appointed as Deputy Chair on 1 August 2014)
Mr Mark Cammies ²	(appointed to the Board on 1 August 2014)
Mr Tony Coad ^{3, 5, 6}	
Mr Allan Dodd ¹	
Ms Kirstie Donnelly	(resigned from the Board 16 December 2013)
Mr Sam Mackover	(resigned from the Board 25 March 2014)
Mr Kris Murali ²	(appointed to the Board on 1 August 2014)
Ms Justine Stephenson ^{3, 6}	
Dr Alistair Stokes ^{1, 4}	
Dr Kirpal Tahim ^{2, 3}	
Ms Valerie Todd	
Mr Patrick Younge ^{5, 6}	(appointed to the Board on 1 August 2014)

Ex-officio member

Professor Peter John	(Vice-Chancellor)
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Independent co-opted member with experience of the provision of education

Professor Roger Brown

Academic Board member

Ms Sara Raybould

Member of the:

¹ Audit and Risk Committee

² Finance Committee

³ Governance and Nominations Committee

⁴ Remuneration Committee

⁵ Workforce Advisory Committee

⁶ Student Liaison Committee

The Board of Governors

Continued

Professoriate member

Professor Francis Pott

Staff member

Ms Zabin Visram (appointed to the Board on 1 August 2014)

Student member

Ms Jodie Vickery (resigned from the Board on 30 June 2014)

Mr Josh Goddard (appointed to the Board on 1 July 2014)

Co-opted members of sub-committees

Ms Shirley Cameron ² (appointed on 1 August 2014)

Ms Karen Everett ¹

Mr John Morley ²

Mr James Southgate ¹ (appointed on 1 August 2014)

Member of the:

¹ Audit and Risk Committee

² Finance Committee

³ Governance and Nominations Committee

⁴ Remuneration Committee

⁵ Workforce Advisory Committee

⁶ Student Liaison Committee

The University's Structure of Corporate Governance

In accordance with the Education Reform Act 1988, Further and Higher Education Act 1992, and the University's 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. Determining the educational character and mission of the University and oversight of its activities;
2. Ensuring the effective and efficient use of resources, the solvency of the University and safeguarding its assets;
3. Approving annual estimates of income and expenditure;
4. The appointment and setting the terms and conditions of senior post holders;
5. Setting the framework for the pay and conditions of service of all other staff; and
6. The appointment of the Vice-Chancellor.

The Board consists of independent members and one co-opted member with experience of education. 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 Instrument and Articles of Government. Throughout the year the Vice-Chancellor was assisted by the Vice-Chancellor's Executive.

The University complies with the voluntary Committee of University Chairs (CUC) Governance code of practice set out in the CUC guide called 'Guide for Members of Higher Education Governing Bodies in the UK: Incorporates the Governance Code of Practice and General Principles'.

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 and other relevant accounting standards. Within the terms and conditions of the Financial Memorandum agreed between HEFCE and the University, 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:

1. Suitable accounting policies are selected and applied consistently;
2. Judgments and estimates are made that are reasonable and prudent;

The University's Structure of Corporate Governance Continued

3. Applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the Financial Statements;

4. 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

5. The integrity of the financial information included on the University's website is maintained. Legislation in the UK governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

The Board must ensure that it has taken reasonable steps to:

1. Ensure that funds from HEFCE are used only for the purposes for which they have been given and in accordance with the Financial Memorandum with HEFCE and any other conditions which HEFCE

may from time to time prescribe;

2. Ensure that there are appropriate financial and management controls (including controls against fraud and theft) in place to safeguard public funds and funds from other sources;

3. Safeguard assets and prevent and detect fraud and other irregularities; and

4. Secure the economic, efficient and effective management of the University's resources and expenditure.

Such steps have been taken by the Board, 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.

management

The Board is responsible for maintaining a sound system of internal financial control that supports the achievements of policies, aims and objectives, while safeguarding the public and other funds and assets, 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 Financial Memorandum agreed with HEFCE.

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.

Internal control and risk

The University's Structure of Corporate Governance Continued

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

1. Reports from the University's internal auditors, who operate to standards defined in the HEFCE Audit Code of Practice;
2. The work of the Vice-Chancellor's Executive which has responsibility for the development and maintenance of the internal control framework; and
3. Reports and Management Letters from the University's external auditors.

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 Board reviews the risk management policy annually and agrees the level of acceptable risk. The policy was approved by the Board on 8 July 2014. The Audit and Risk Committee on behalf of the Board has responsibility for

overseeing risk management within the University as a whole.

The University maintains a register of Strategic Risks which includes an identification of 'risk owners' and is supported by similar local risk registers. The most significant risks facing the University and information on risk management are set out on page 14.

The Audit and Risk Committee, in conjunction with the management 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 each meeting of the Committee held during the year.

During 2013-14 the work of the Audit and Risk Committee focused on monitoring and reviewing the University's approach to the process of risk identification and management on behalf of the Board; this covered business, operational and financial risk as well as compliance.

The University's Structure of Corporate Governance Continued

The Committee noted the considerable progress made in previous years in terms of risk identification and management, particularly in the advancement of the Strategic Risk Register, which has continued throughout 2013-14. The Committee also noted the work done to ensure the current level of risk management and awareness is aligned with the University's Strategic Plan and KPIs. Appropriate processes are now in evidence alongside the day-to-day strategic planning and decision making process in all areas of the University.

The full particulars of the work of the Committee, including details of the advancements made during the course of 2013-14, are set out in the Audit and Risk Committee's Annual Report to the Board. This report, which was considered by the Board on 11 November 2014 and will be submitted to HEFCE, included the Audit and Risk Committee's conclusions on:

- Risk management, control and governance
- Economy, efficiency and effectiveness (value for money)
- The management and quality assurance of data submitted to the Higher Education Statistics Agency,

HEFCE and other funding 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 HEFCE. The Committee has and will continue to work with those audit teams and in conjunction with management 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 Audit and Risk Committee approves the annual Internal Audit Plan. The Plan was approved by the Committee at its meeting on 24 September 2014.

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 thus enabling the 2013-14 Financial Statements to be signed and submitted to HEFCE.

The internal audit opinion given by KPMG LLP to the Audit and Risk Committee stated:

“Based on the reviews undertaken during 2013-14, in our opinion UWL has satisfactory arrangements in order to provide assurance to the Governing Body over the effectiveness and adequacy of the risk management, control and governance processes. We also consider that UWL has adequate arrangements in place to promote economy, efficiency and effectiveness.”

The University's Structure of Corporate Governance

Continued

Committees of the Board

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.

Audit and Risk Committee

The Audit and Risk Committee considers detailed reports on risk and control together with recommendations for the improvement of the University's systems of internal control and management responses and implementation plans. 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 received regular reports on the following: management accounts and financial forecasts, the Estates Strategy and the HESES return. 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 Committee reviews the accounts of the Students' Union and considers the University's block grant to the

Students' Union before its approval by the Board.

Governance and Nominations Committee

The Committee considers and recommends nominations for vacancies in Board membership.

Remuneration Committee

The Remuneration Committee determines the remuneration of the Vice-Chancellor, other senior post holders and the Clerk to the Board as specified by the Instrument and Articles of Government.

Workforce Advisory Committee

The Workforce Advisory Committee advises the Board on all matters relating to with the University's workforce.

Register of Interests

The University maintains a Register of Interests of Members of the Board and senior officers. The Register may be consulted by arrangement with the University Secretary and Clerk to the Board of Governors.

Payments to Governors

A total of £3,004 was paid in expenses to seven Governors during 2013-14 in relation to travel costs (£8,371 to nine Governors in 2012-13). 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.

Clerk 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 Clerk to the Board has a key role to play in the operation and conduct of the Board and in ensuring that appropriate procedures are adhered to.

Signed on behalf of the Board of Governors

Chris Humphries CBE

Chair of the Board of Governors

Professor Peter John

Vice-Chancellor and Chief Executive

Independent Auditors' Report to the Governors of the University Of West London

We have audited the Financial Statements of University of West London for the year ended 31 July 2014 which comprise the Consolidated Income and Expenditure Account, the Statement of Consolidated Historical Cost Surpluses and Deficits, the Consolidated Statement of Total Recognised Gains and Losses, the Balance Sheets for the Group and the University, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the University's Governors, as a body, in accordance with paragraph 124B of the Education Reform Act 1988. Our audit work has been undertaken so that we might state to the University's Governors 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 University's Governors as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of the University's Governing Body and Auditors

As explained more fully in the statement of responsibilities of the Board of Governors, the members of the Governing Body are responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the Financial Statements in accordance with applicable law, regulatory requirements and International Standards on Auditing (UK and Ireland) and the Audit Code of Practice issued by the Higher Education Funding Council for England. Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the Financial Statements



A description of the scope of an audit of Financial Statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate

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 Financial Memorandum with the Higher Education Funding Council for England (HEFCE).

Independent Auditors' Report to the Governors of the University Of West London

Continued

Opinion on the Financial Statements

In our opinion, the Financial Statements:

- Give a true and fair view of the state of the Group's and the University's affairs as at 31 July 2014 and of the Group's income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Education Reform Act 1988 and the Statement of Recommended Practice: "Accounting for Further and Higher Education Institutions".

Opinion on other matters required by the Higher Education Funding Council for England Audit Code of Practice

In our opinion, in all material respects:

- Income has been applied in accordance with the University's statutes and where appropriate with the applicable Financial Memorandum with the Higher Education Funding Council for England (HEFCE)
- Funds from whatever source administered by the institution for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation
- Funds provided by HEFCE have been applied in accordance with the Financial Memorandum and any other terms and conditions attached to them.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matter where the Higher Education Funding Council for England Audit Code of Practice requires us to report to you if, in our opinion:

- The statement of Internal Control (included as part of the Corporate Governance Statement) is inconsistent with our knowledge of the Group and the University.

James Aston
BDO LLP
Statutory Auditor
Gatwick
United Kingdom
11 November 2014

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 2007 and in accordance with applicable Accounting Standards. They conform to guidance published by HEFCE. 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.

Basis of accounting

The Financial Statements are prepared under the historical cost convention, as modified for the revaluation of investment properties.

Basis of consolidation

These Financial Statements consolidate the University and all its subsidiary undertakings detailed in note 35. The consolidated Financial Statements do not include the Financial Statements of the University Students' Union, which is a separate entity in which the University has no financial interest and over which it has no control or significant influence on policy decisions.

Recognition of income

Grants from HEFCE and similar bodies are credited to the Income and Expenditure Account in the year they are received, except for grants received for specific initiatives which span more than one year. In such cases grant income is deferred to the extent it is not matched by qualifying expenditure.

Tuition fee income is credited to the income and expenditure account over the period in which the students are studying. Where the amount of the tuition fee

is reduced, income receivable is shown net of discount. Bursaries are accounted for as expenditure and not deducted from income.

Income from grants, contracts and other services rendered are accounted for on an accruals basis and included to the extent of the completion of the contract or service concerned; any payments received in advance of such performance are recognised on the balance sheet as deferred income.

Income from short-term deposits is credited to the Income and Expenditure Account on a receivable basis.

Accounting for charitable donations

Unrestricted donations

Donations, bequests or gifts with no specific terms attached to the use are recorded in the Income and Expenditure Account in the period received.

Endowment funds

Where charitable donations are restricted to a particular objective specified by the donor, they are accounted for as an endowment. There are three main types:

1. Restricted permanent endowments – the capital fund is maintained (and is therefore permanent) and the income thereon is applied to the objective specified by the donor.
2. Unrestricted permanent endowments – the capital fund is maintained (and is permanent) but the income thereon can be applied to the general purpose of the University.
3. Expendable endowments – the donation is restricted (specific) to a particular objective specified by the donor. The trustees have the power of discretion to convert endowed capital into income.

Donations for fixed assets

Donations and grants received to be applied to the cost of a tangible fixed asset are shown on the balance sheet as a deferred capital grant. The deferred capital grant is released to the Income and Expenditure Account over the same estimated useful life that is used to determine the depreciation charge of the asset.

Pension schemes

Pension costs are provided in accordance with FRS17 'Retirement Benefits'. The cost of providing pensions is determined by independent actuaries and charged to the income statement in the period in which those benefits are earned by employees. Actuarial gains and losses are recognised in full in the period in which they occur and are recognised in the Statement of Total Recognised Gains and Losses. The retirement benefit obligations are recognised in the Balance Sheet.

The calculation of the cost of early retirement provisions charged to the Income and Expenditure Account is based on the total capital cost of providing enhanced pensions with allowance for future investment returns at percentages in excess of price inflation.

Statement of principal accounting policies

Continued

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling on the Balance Sheet date. The resulting exchange differences are charged or credited to the Income and Expenditure Account. Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction.

Leases

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

Tangible assets

Land and buildings are stated at cost or valuation.

The transitional rules set out in FRS15 'Tangible Fixed Assets' have been applied on implementing FRS15. Accordingly, the book values at implementation have been retained.

Land held freehold is not depreciated as it is considered to have an indefinite useful life. Buildings are depreciated over their remaining expected useful lives. All tangible assets are not depreciated in the year of acquisition. The rates of depreciation per annum are as follows:

Freehold buildings	1.72 % - 2 %
Computer equipment	33.33 %
Equipment	20 %
Leasehold premises	Life of lease

Work in progress is not depreciated until the asset is brought into use.

Where assets are acquired with the aid of specific grants, they are capitalised and depreciated

as above. The related grants are treated as deferred capital grants and released to income over the expected useful life of the assets.

Individual fixed assets costing £10,000 or more are capitalised, although items costing less may be capitalised as part of a larger single project. All computer equipment is capitalised on the principle that all such assets are interrelated i.e. capable of being networked.

Investment properties

Investment properties are included in the Balance Sheet at their open market value. Any changes in the market value of investment properties are shown as movements on the Revaluation Reserve unless a deficit is expected to be permanent in which case it is charged to the Income and Expenditure Account. Investment properties are not depreciated.

Property disposals are recognised on completion of contracts of sale.

Impairment

If an event or change in circumstance has occurred which indicates that the carrying value of a fixed asset may not be recoverable then an impairment review is undertaken. The carrying amount of fixed assets is compared to the recoverable amount and the asset value written down as necessary.

Investments

Endowed asset investments are included in the Balance Sheet at market value.

Stocks

Stocks are stated at the lower of cost or net realisable value.

Cash flows and liquid resources

Cash flows comprise increases or decreases in cash. Cash includes cash in hand, deposits repayable on

demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. No investments, however liquid, are included as cash.

Taxation

The University is an exempt charity within the meaning of the Charities Act 2011 and, as such, is a charity within the meaning of section 506(1) of the Taxes Act 1988. Accordingly the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 505 of the Taxes Act 1988 or section 256 of the Taxation and Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes. The University receives no similar exemption in respect of Value Added Tax.

The subsidiary trading company operates as a commercial organisation and is subject to corporation tax. The profits of this company are covenanted to the University.

Tax, including deferred tax, in respect of the trading activities of the University and its subsidiary operations, is provided for at current rates.

Changes in accounting policies

There were no changes in accounting policies during the year.



Consolidated Income and Expenditure Account

for the year ended 31 July 2014

	Note	2013/14 Consolidated £000	2012/13 Consolidated £000
Income			
Funding Council grants	1	12,674	18,866
Tuition fees and education contracts	2	55,666	49,194
Research grants and contracts	3	881	1,034
Other income	4	8,205	7,542
Endowment and investment income	5	167	229
		77,593	76,865
Expenditure			
Staff costs	6	(38,927)	(35,156)
Severance costs		(1,219)	(2,293)
Other operating expenses	7	(28,882)	(27,238)
Interest payable	9	(806)	(1,262)
Depreciation	13	(2,686)	(3,352)
		(72,520)	(69,301)
Group surplus on continuing operations after depreciation of tangible assets but before tax and exceptional items		5,073	7,564
Surplus/(loss) on disposal of property	11	1,757	(1,157)
Group surplus, after depreciation of assets, disposal of assets and tax		6,830	6,407
Surplus for the year transferred from accumulated income in endowment funds	22	(6)	(6)
Group surplus for the year retained within general reserve		6,824	6,401

The notes on pages 50 to 66 form part of these Financial Statements.

Statement of Consolidated Historical Cost Surpluses and Deficits

for the year ended 31 July 2014

	Note	2013/14 £000	2012/13 £000
Surplus on continuing operations after depreciation of fixed assets, disposal of assets and tax		6,830	6,407
Difference between historical cost depreciation and the actual charge for the period calculated on the revalued amount	24	199	199
Realisation of property revaluation surplus of previous years	24	–	1,161
Historical cost surplus for the year before taxation		7,029	7,767
Taxation	10	–	–
Historical cost surplus for the year after taxation		7,029	7,767

Statement of Total Recognised Gains and Losses

for the year ended 31 July 2014

	Note	2013/14 £000	2012/13 £000
Surplus on continuing operations after depreciation of fixed assets, disposal of assets and tax		6,830	6,407
Endowments	22	334	415
Actuarial (loss)/gain recognised in respect of pension schemes	30	(11,823)	2,324
Share Market revaluation	23	–	16
Sale of shares	23	61	–
Gain on revaluation of investment property	23	500	–
Total recognised (loss)/surplus relating to the year		(4,098)	9,162
Reconciliation			
Opening reserves and endowments		21,849	12,687
Total recognised (loss)/gain for the year		(4,098)	9,162
Closing reserves and endowments		17,751	21,849

The notes on pages 50 to 66 form part of these Financial Statements.

Consolidated Balance Sheet

as at 31 July 2014

	Note	Consolidated		University	
		2013/14 £000	2012/13 £000	2013/14 £000	2012/13 £000
Fixed assets					
Intangible assets					
Tangible assets	13	70,967	54,178	70,967	54,178
Investment properties	14	9,000	8,500	9,000	8,500
Investments	15	30	105	30	105
Total fixed assets		79,997	62,783	79,997	62,783
Endowment assets	16	1,513	1,173	1,513	1,173
Current assets					
Stocks		147	139	147	134
Debtors	17	4,331	3,337	4,430	3,451
Cash at bank and in hand		24,736	36,210	24,621	36,074
Total current assets		29,214	39,686	29,198	39,659
Creditors					
Amounts falling due within one year	18	(25,442)	(22,592)	(25,426)	(22,565)
Net current assets		3,772	17,094	3,772	17,094
Total assets less current liabilities		85,282	81,050	85,282	81,050
Creditors					
Amounts falling due after more than one year	19	(3,590)	(4,343)	(3,590)	(4,343)
Pensions liability	30	(45,448)	(33,862)	(45,448)	(36,862)
Net assets		36,244	42,845	36,244	42,845
Deferred capital grants	21	18,493	20,996	18,493	20,996
Endowments					
Expendable	22	1,343	1,003	1,343	1,003
Permanent	22	170	170	170	170
Reserves					
Revaluation reserve	23	16,116	15,754	16,116	15,754
General reserve	24	45,570	38,784	45,570	38,784
Total reserves excluding pension reserve		61,686	54,538	61,686	54,538
Pension reserve		(45,448)	(33,862)	(45,448)	(33,862)
Total reserves including pension reserve		16,238	20,676	16,238	20,676
Total funds		36,244	42,845	36,244	42,845

The notes on pages 50 to 66 form part of these Financial Statements.

The Financial Statements on pages 44 to 66 were approved and authorised for issue by the Board of Governors on 11 November 2014 and signed on its behalf by:

Chris Humphries CBE, Chair of the Board of Governors

Professor Peter John, Vice-Chancellor and Chief Executive

Consolidated Cash Flow Statement

for the year ended 31 July 2014

	Note	2013/14 £000	2012/13 £000
Cash inflow from operating activities	25	7,378	11,113
Returns on investments and servicing of finance	26	(639)	(1,034)
Capital expenditure	27	(17,154)	(188)
Cash inflow before financing		(10,415)	9,891
Management of liquid resources		(19,253)	–
Financing	28	(721)	(688)
Decrease/increase in cash in the period		(30,389)	9,203
Reconciliation of net cash flow to movement in funds			
(Decrease)/increase in cash in the period	29	(30,389)	9,203
Cash outflow from liquid resources		19,253	–
Change in net debt resulting from cash flows	28	721	688
Movement in funds in period		(10,415)	9,891
Net funds at 1 August 2013		32,321	22,430
Net funds at 31 July 2014	29	21,906	32,321

The notes on pages 50 to 66 form part of these Financial Statements.

1. Funding Council grants

	Note	2013/14 £000	2012/13 £000
Recurrent grants:			
HEFCE		10,520	15,866
SFA		522	1,031
EFA		738	710
Releases of deferred capital grants			
Equipment	21	456	788
Buildings	21	438	471
		12,674	18,866

2. Tuition fees and education contracts

	2013/14 £000	2012/13 £000
UK Higher Education students		
Full-time students	26,016	20,353
Part-time students	2,244	2,399
UK Further Education students		
Full-time students	9	5
Part-time students	138	139
EU Students (excl UK students)	3,391	3,031
Non EU students	11,060	9,425
Short courses and examination fees	920	548
Nursing and midwifery education contracts	11,888	13,294
	55,666	49,194

3. Research grants and contracts

	2013/14 £000	2012/13 £000
Other grants and contracts	881	1,034

4. Other operating income

	Note	2013/14 £000	2012/13 £000
Residences, catering and conferences		1,283	603
Other income-generating activities		4,745	4,824
Deferred capital grants release	21	114	195
Other income		2,063	1,920
		8,205	7,542

5. Endowment and investment income

	Note	2013/14 £000	2012/13 £000
Income from endowment asset investments	22	9	8
Other interest receivable		158	221
		167	229

Notes to the Financial Statements Continued

for the year ended 31 July 2014

6. Staff costs

	2013/14 £000	2012/13 £000
Salaries and wages	32,457	29,995
Social security costs	2,707	2,506
Pension costs	3,763	2,655
Staff costs	38,927	35,156
Severance costs	1,219	2,293
Total severance costs	1,219	2,293
Teaching departments	23,435	21,330
Teaching support services	3,157	3,028
Academic leadership, administration and central services	12,335	10,798
	38,927	35,156
Staff on permanent contracts	34,600	31,178
Staff on short-term and temporary contracts	4,327	3,978
	38,927	35,156
The average number of persons (including senior post-holders) employed by the University during the period, expressed as full-time equivalents, was:	2013/14 Number	2012/13 Number
Teaching departments	511	469
Teaching support services	73	71
Administration and central services	263	249
	847	789
The remuneration of higher paid staff (excluding pension contributions) was:	2013/14 number	2012/13 number
£100,000-£110,000	1	1
£110,000-£120,000	1	1
£120,000-£130,000	2	–
£140,000-£150,000	–	1
£220,000-£230,000	–	1
£230,000-£240,000	1	–
	2013/14 £000	2012/13 £000
Compensation for loss of office paid to former members of staff earning in excess of £100,000 per annum was:	–	14
Vice-Chancellor's emoluments		
Salary*	234	222
Benefits in kind	4	3
Pension contributions**	31	30

*£10k was paid in relation to accommodation costs incurred for official duties (£9k 2012/13)

**Pension contributions are for payments to the Teachers' Pension Scheme



Notes to the Financial Statements Continued

for the year ended 31 July 2014

7. Other operating expenses

	2013/14 £000	2012/13 £000
Other premises costs	5,481	5,582
Agency and consultancy	4,343	3,445
Equipment rent and maintenance	2,354	1,490
Consumables	623	654
Books and periodicals	845	950
Franchise payments	157	1,369
Advertising	1,609	1,939
Grants to Students' Union	1,201	765
Travelling and subsistence	938	842
Accommodation	163	183
Equipment not capitalised	804	597
Irrecoverable VAT	20	38
Rents	4,023	4,199
Auditors' remuneration	147	146
External auditors – other remuneration	42	36
Other expenses	6,132	5,003
	28,882	27,238
Included in the above operating expenses:		
External audit fee – University	66	68
External audit fee – Subsidiaries	7	7
Internal audit fee	73	71
Operating lease rentals – land and buildings	4,023	4,199
Operating lease rentals – equipment	477	174

8. Governors' remuneration

A total of £3,004 (£8,371 in 2012-13) was paid in expenses to seven Governors during 2013-14 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.

Notes to the Financial Statements Continued

for the year ended 31 July 2014

9. Interest payable

	2013/14 £000	2012/13 £000
On bank loans, overdrafts and other loans:		
Repayable within five years, by instalments	261	299
On pension scheme assets and liabilities:		
Expected return on pension scheme assets	(4,263)	(3,437)
Interest cost on pension scheme liabilities	4,808	4,400
	806	1,262

10. Taxation

	2013/14 £000	2012/13 £000
Current year tax charge	–	–
Surplus on operations	6,824	6,401
Expected tax charge*	1,525	1,515
Effects of:		
Surplus not subject to UK corporation tax	(1,525)	(1,515)

*Calculated at 23 % for August 2013 to March 2014, and 21 % for April 2014 to July 2014. Assumes profits accrue evenly over the year.

11. Surplus on disposal of fixed assets

	2013/14 £000	2012/13 £000
Sale proceeds	4,188	4,594
Book value of assets (tangible fixed assets and investment properties)	(3,173)	(5,700)
Deferred grant released on disposal	1,879	–
Disposal costs	(100)	(51)
Surplus/(loss) on disposal of fixed assets	2,794	(1,157)
Demolition	(1,037)	–
Realised gain on disposal	1,757	(1,157)

12. Surplus for the period

	2013/14 £000	2012/13 £000
University's surplus for the period	6,824	6,401
Surplus generated by subsidiary undertakings	–	–

Notes to the Financial Statements Continued

for the year ended 31 July 2014

13. Tangible fixed assets (Consolidated and University)

	Freehold land £000	Freehold buildings £000	Equipment £000	Work in progress £000	Short leasehold premises £000	Total £000
Cost						
At 1 August 2013	5,800	42,785	37,018	4,728	11,079	101,410
Additions	–	–	–	22,515	–	22,515
Completions	–	7,953	2,333	(10,600)	314	–
Disposals	(648)	(3,318)	(2,666)	–	–	(6,632)
At 31 July 2014	5,152	47,420	36,685	16,643	11,393	117,293
Depreciation / impairment						
At 1 August 2013	–	10,497	33,777	–	2,960	47,234
Disposals	–	(930)	(2,664)	–	–	(3,594)
Charge for year	–	705	1,475	–	506	2,686
At 31 July 2014	–	10,272	32,588	–	3,466	46,326
Net book value as at 31 July 2014	5,152	37,148	4,097	16,643	7,927	70,967
Net book value as at 31 July 2013	5,800	32,288	3,241	4,728	8,119	54,178

The transitional rules set out in FRS 15 'Tangible Fixed Assets' have been applied on implementing FRS 15. Accordingly, the book values at implementation have been retained.

In accordance with the Education Reform Act 1988, the freehold interest in the property occupied by the University at April 1989 was transferred to the University.

Certain re-valued assets included under freehold buildings were subject to accelerated depreciation from 1999-2000. The cumulative effort of this treatment was £2.3m.

Depreciation was funded by:

	Note	2013/14 £000	2012/13 £000
Deferred capital grants released	21	1,008	1,454
Revaluation reserve release	23	199	199
General income		1,479	1,699
		2,686	3,352



Notes to the Financial Statements Continued

for the year ended 31 July 2014

14. Investment properties (Consolidated and University)

The historical cost of investment properties is:	2013/14 £000	2012/13 £000
Cost	21,410	21,410
Accumulated depreciation based on historical cost	(16,631)	(16,631)
Historical cost net book value	4,779	4,779
Market value	9,000	8,500
Revaluation Reserve	4,221	3,721

The investment properties were valued by Vail Williams Chartered Surveyors at open market value, on 31st July 2014. The valuations were undertaken in accordance with the Royal Institute of Chartered Surveyors' Appraisal and Valuation Manual.

Movement in market value during the year was:	£000
At 1 August 2013	8,500
Revaluation	500
Market value as at 31 July 2014	9,000

15. Investments (Consolidated and University)

	2013/14 £000	2012/13 £000
At 1 August 2013	105	89
Disposals	(75)	–
Revaluation	–	16
At 31 July 2014	30	105

The University owns 31,038 £1 ordinary shares in CVCP Properties plc, a company registered in England and operating in the UK. This company is not consolidated into the University accounts because the University owns less than 1 % of the shares.

The University consolidated the results of its only trading subsidiary, UWL Commercial Limited, in which it owns 100 % of the share capital.

The University also owns 100 % of the issued share capital of the London College of Music Limited (100 £1 ordinary shares) which is dormant. All the companies are registered in England and Wales.



Notes to the Financial Statements Continued

for the year ended 31 July 2014

16. Endowment assets (Consolidated and University)

	2013/14 £000	2012/13 £000
Balance at 1 August 2013	1,173	752
Movement in cash balances held	340	421
Balance at 31 July 2014	1,513	1,173
Represented by		
Bank balances	1,513	1,173
Total endowment assets	1,513	1,173

17. Debtors

	Consolidated		University	
	2013/14 £000	2012/13 £000	2013/14 £000	2012/13 £000
Trade debtors	1,427	1,362	1,384	1,279
Amounts owed by consolidated undertakings	–	–	142	198
Other debtors	490	271	490	270
Prepayments	2,414	1,704	2,414	1,704
	4,331	3,337	4,430	3,451

18. Creditors: amounts falling due within one year

	Consolidated		University	
	2013/14 £000	2012/13 £000	2013/14 £000	2012/13 £000
Unsecured loans	753	721	753	721
Trade creditors	4,236	2,223	4,236	2,223
Social security and other taxation	1,448	1,380	1,448	1,380
Accruals and deferred income	19,005	18,268	18,989	18,241
	25,442	22,592	25,426	22,565

19. Creditors: amounts falling due after more than one

	Consolidated		University	
	2013/14 £000	2012/13 £000	2013/14 £000	2012/13 £000
Unsecured loans	3,590	4,343	3,590	4,343
	3,590	4,343	3,590	4,343

The unsecured loan is repayable by instalments falling due between 12 August 2013 and 12 August 2019 and interest is charged at 5.64%.

Notes to the Financial Statements Continued

for the year ended 31 July 2014

20. Borrowings (Consolidated and University)

20. Borrowings (Consolidated and University)		Consolidated	
		2013/14 £000	2012/13 £000
Note			
Repayments fall due within the following bands			
	18	753	721
	19	786	753
	19	2,574	2,464
	19	230	1,126
		4,343	5,064

21. Deferred capital grants (Consolidated and University)

	HEFCE funded equipment £000	HEFCE funded buildings £000	Other grants £000	Total £000
At 1 August 2013	1,421	17,847	1,728	20,996
Cash received	262	122	–	384
Deferred grant released on disposal	–	(1,879)	–	(1,879)
Released to Income and Expenditure	(456)	(438)	(114)	(1,008)
At 31 July 2014	1,227	15,652	1,614	18,493

22. Endowments (Consolidated and University)

	Note	Restricted expendable £000	Restricted permanent £000	Total
At 1 August 2013		1,003	170	1,173
Additions		334	–	334
Income for the year	5	9	–	9
Expenditure for the year		(3)	–	(3)
At 31 July 2014		1,343	170	1,513
Represented by:				
Capital value		1,343	166	1,509
Accumulated income		–	4	4
At 31 July 2014		1,343	170	1,513



Notes to the Financial Statements Continued

for the year ended 31 July 2014

23. Revaluation reserve (Consolidated and University)

	Note	2013/14 £000	2012/13 £000
At 1 August 2013		15,754	17,098
Contributions to depreciation released in the year	13	(199)	(199)
Shares disposal		61	–
Share market revaluation		–	16
Investment properties – disposal		–	(1,161)
Investment properties – revaluation		500	–
At 31 July 2014		16,116	15,754

24. Movement on general reserves

	Consolidated		University	
	2013/14 £000	2012/13 £000	2013/14 £000	2012/13 £000
Surplus after depreciation of assets and after tax	6,824	6,401	6,824	6,401
Release from revaluation reserve	199	199	199	199
Historical cost surplus after tax	7,023	6,600	7,023	6,600
Pension recognised (loss)/gain	(11,823)	2,324	(11,823)	2,325
Transfer from/(to) pension reserve	11,586	(2,360)	11,586	(2,361)
Transfer from revaluation reserve	–	1,161	–	1,161
Balance brought forward	38,784	31,059	38,784	31,059
Balance brought forward	45,570	38,784	45,570	38,784

25. Reconciliation of consolidated operating surplus to net cash outflow from operating activities

	Note	2013/14 £000	2012/13 £000
Surplus on continuing operations after depreciation but before tax		6,830	6,407
Depreciation and amortisation	13	2,686	3,352
Realised gain on disposal of fixed assets	11	(1,757)	1,157
Deferred capital grants released to income	21	(1,008)	(1,454)
Investment income	5	(167)	(229)
Interest payable	9	806	1,262
Increase in stocks		(8)	(24)
(Decrease)/increase in debtors		(994)	120
Increase/(decrease) in creditors		990	522
Net cash inflow from operating activities		7,378	11,113

26. Returns on investments and servicing of finance

	Note	2013/14 £000	2012/13 £000
Income from endowments	5	9	8
Other interest received	5	158	221
Interest paid	9	(806)	(1,262)
Net cash outflow from returns on investments and servicing of finance		(639)	(1,034)

27. Capital expenditure

	Note	2013/14 £000	2012/13 £000
Tangible assets acquired (other than leased equipment)		(21,023)	(5,518)
Total investments, fixed and endowment asset investments acquired		(21,023)	(5,518)
Sale of investments	11	88	–
Sale of tangible fixed assets	11	4,100	4,594
Cost of demolition of building	11	(1,037)	–
Deferred capital grants received	21	384	321
Endowments received	22	334	415
Net cash outflow on capital expenditure		(17,154)	(188)

28. Financing

	2013/14 £000	2012/13 £000
Repayments of Debt	(721)	(688)
Net cash outflow from financing	(721)	(688)

29. Analysis of changes in net funds

	Note	At 1 August 2013 £000	Non-cash movements £000	Cashflows	At 31 July 2014 £000
Cash at bank and in hand					
Endowment assets	16	1,173	–	340	1,513
Cash		36,211	–	(30,729)	5,482
Liquid resources - cash held in term deposit accounts		–	–	19,253	19,253
		37,384	–	(11,136)	26,248
Debt due within one year	18	(721)	(753)	721	(753)
Debt due after one year	19	(4,342)	753	–	(3,589)
		32,321	–	(10,415)	21,906



Notes to the Financial Statements Continued

for the year ended 31 July 2014

30. 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 was £4,436,000 (2012/2013: £4,183,000).

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 arrangements governed by the Superannuation Act 1972.

The employer contributions for the year were: £2,041,000 (2012/2013: £1,756,000).

More information on the Teachers' Pension Scheme can be obtained from 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 £153,000 (2012/2013: £139,000).

More information on the Universities' Superannuation Scheme can be obtained from www.usshq.co.uk

Under the definitions set out in Financial Reporting Standard 17 (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 17 and has accounted for its contributions to these schemes as if they were defined contribution schemes.

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 2014 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 2013 and updated to 31 July 2014 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:

Amounts recognised in the Balance Sheet:	2013/14 £000	2012/13 £000
Present value of funded obligations	113,336	97,153
Fair value of plan assets	(76,164)	(71,528)
	37,172	25,625
Present value of unfunded obligations	8,276	8,237
Net liability in balance sheet	45,448	33,862



Notes to the Financial Statements Continued

for the year ended 31 July 2014

Amounts recognised in the Income and Expenditure Account are as follows:	2013/14 £000	2012/13 £000
Current service costs	1,697	1,266
Interest on obligation	4,808	4,400
Expected return on plan assets	(4,263)	(3,437)
Gain on curtailments and settlements	–	59
Total charge to Income and Expenditure	2,242	2,288
Actual gain on plan assets	4,300	10,084

Amounts recognised in Statement of Total Recognised Gains and Losses (STRGL):	2013/14 £000	2012/13 £000
Actuarial gain on pension scheme assets	1,431	6,647
Experience loss arising on the scheme liabilities	(6,384)	(244)
Changes in financial assumptions underlying the value of the scheme liabilities	(6,870)	(4,079)
Actuarial (loss)/gain recognised in STRGL	(11,823)	2,324

Changes in the present value of the defined benefit obligation:	2013/14 £000	2012/13 £000
Opening defined benefit obligation	105,389	98,620
Service cost	1,697	1,266
Interest cost	4,808	4,400
Actuarial loss	13,254	4,321
Losses on curtailments	–	59
Employee contributions	749	688
Benefits paid	(4,286)	(3,965)
Closing defined benefit obligation	121,611	105,389

Changes in the fair value of plan assets:	2013/14 £000	2012/13 £000
Opening fair value of plan assets	71,528	62,399
Expected return	4,263	3,437
Actuarial gains	1,431	6,647
Contributions by employer	2,479	2,322
Employee contributions	749	688
Benefits paid	(4,286)	(3,965)
Closing fair value of plan assets	76,164	71,528



Notes to the Financial Statements Continued

for the year ended 31 July 2014

Projected employer contributions for the next accounting period (excluding TPS and USS)

2014-15	£2,711,000	
Movement in deficit during the year:	2013/14 £000	2012/13 £000
Deficit at beginning of the year	(33,862)	(36,221)
Current service cost	(1,697)	(1,266)
Employer contributions	2,479	2,322
Impact of settlements and curtailments	–	(59)
Net return on assets	(545)	(962)
Actuarial (losses)/gains	(11,823)	2,324
Deficit at end of year	(45,448)	(33,862)

The major categories of plan assets as a percentage of total plan assets:	2013/14 %	2012/13 %
Equities	60	61
Other bonds	22	25
Property	4	3
Cash	2	2
Alternative assets	12	9

The principal assumptions at the balance sheet date (expressed as weighted averages):	2013/14 %	2012/13 %
Discount rate	4.30	4.60
Expected return on plan assets	6.49	6.00
Future salary increases*	3.35	3.40
Future pension increases	2.35	2.40
Future life expectancy for a male member aged 65	22.4 years	22.3 years
Future life expectancy for a female member aged 65	25.4 years	24.5 years

*Salary increases are assumed to be 2 % per annum for four years and then in line with RPI which is assumed to be 3.35 % per annum thereafter (2013: 1 % per annum for four years, 2 % per annum for a further 2 years and then 3.4 % per annum thereafter.)

Where investments are held in bonds and cash, the expected long term rate of return is taken to be the yields generally prevailing on such assets at the balance sheet date. A higher rate of return is expected on equity type investments and property. These returns are assumed to be 4 % and 3 % above the return on gilts respectively. The target return portfolio and commodities are assumed to achieve the same return as equities. Infrastructure is assumed to achieve the same return as corporate bonds. The overall expected long term rate of return on assets is then the average of these rates taking into account the underlying asset portfolio.



Notes to the Financial Statements Continued

for the year ended 31 July 2014

Amounts for the current and previous four periods:	2013/14 £000	2012/13 £000	2011/12 £000	2010/11 £000	2009/10 £000
Defined benefit obligation	(121,611)	(105,389)	(98,620)	(90,186)	(82,516)
Plan assets	76,164	71,528	62,399	61,153	54,036
Deficit	(45,448)	(33,862)	(36,221)	(29,033)	(28,480)
Experience loss on plan liabilities	(6,384)	(456)	(117)	(2,478)	(91)
Experience gain/(loss) on plan assets	1,431	(6,647)	(2,064)	4,261	4,174
Cumulative actuarial losses recognised in the STRGL	(23,789)	(11,966)	(14,079)	(7,417)	(7,715)

31. Capital commitments (Consolidated and University)

	2013/14 £000	2012/13 £000
Commitments contracted	12,775	4,414

32. Financial commitments (Consolidated and University)

Annual rentals under operating lease commitments are as follows:

	2013/14 £000		2012/13 £000	
	Property £000	Equipment £000	Property £000	Equipment £000
Expiring in 1 - 2 years	41	–	41	–
Expiring between 2 - 5 years	736	201	736	234
Expiring in greater than 5 years	3,402	–	3,303	–
Total commitments	4,179	201	4,080	234



Notes to the Financial Statements Continued

for the year ended 31 July 2014

33. Related party transactions

Governors of the University

Dr Alistair Stokes is Chairman of Solent NHS Trust (provides Community and Mental Health Services in Portsmouth and Southampton). During the year funding was received from the NHS on an arms length basis and this is disclosed in note 2.

Mr Mike Bellamy is the non-executive Chairman of Oxford Health NHS Foundation Trust. During the year funding was received from the NHS on an arms length basis and this is disclosed in note 2.

Mr Tony Coad is a governor of Cambridge University Hospitals NHS Foundation Trust. During the year funding was received from the NHS on an arms length basis and this is disclosed in note 2.

Ms Jodie Vickery was the outgoing President of West London Students' Union. During the year the University paid a grant to West London Students' Union, which is a registered charity, on an arms length basis and this is disclosed in note 7.

Mr Josh Goddard is the President of West London Students' Union. During the year the University paid a grant to West London Students' Union, which is a registered charity, on an arms length basis and this is disclosed in note 7.

No other related party transactions have been identified.

The University has taken advantage of the exemption available in FRS 8: Related Party Transactions, not to disclose transactions with its wholly owned subsidiaries

34. HEFCE: Access funds

The University receives Access funds from HEFCE to assist students who might otherwise be inhibited from entering higher education.

The funds received and their utilisation in the Access funds accounting year to 31 July 2014 were as follows:

The major categories of plan assets as a percentage of total plan assets:	2013/14 £000
Balance at 1 August 2013	12
Funds received	(235)
Interest earned	(2)
Loans repaid	9
Audit fee	1
Disbursement of funds	223
Balance at 31 July 2014	8

35. Subsidiary companies

The transactions relating to the following trading subsidiary company have been included within the University's Financial Statements.

UWL Commercial Limited

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

The University also owns the following dormant company:

London College of Music Limited

This company is incorporated in England and Wales. It has not traded in the year.

London College of Music TM is a registered trademark used by the University in connection with the awarding of qualifications.

ADVISORS

As at 31 July 2014

External Auditors

BDO LLP
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Internal Auditors

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