



Annual Report and Financial Statements

Year ended 31 July 2019

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Message from the Chair of the Board of Governors

This is my first year as Chair of the Board of Governors following eight years as a governor and it gives me great pleasure to present this report demonstrating further consolidation of the improvements in quality and reputation of the University over the past few years. The review highlights some of the results of the first year of University of West London's new Strategic Plan: Achievement 2023. Progress with the plan has already been excellent with key performance indicators all on target.

The University's reputation has benefitted from a determined concentration on developing the potential of our students and supporting them to meet their aspirations. We ensure that all activity, including our research and enterprise, is geared to improving the students' education and experience, the better to serve our diverse student community, many of whom are from disadvantaged backgrounds. This approach is combined with sound financial management to enable the University to continually invest in facilities and services for students. Through prudent planning, a significant growth in enterprise activity and some generous donations, the University has been able to invest over £100m in state of the art facilities over the last five years: the latest investment is in a sports hall with the aim of supporting staff and students' wellbeing.



The University is now attracting more students every year, despite greater choice. With a graduate employment (or further study) rate of 98%, our students have a flying start to a successful career. We believe that we are achieving our mission to be a 'career university'.

None of this would have been possible without the hard work, dedication and talent of our whole staff team who together have delivered another year of progress and success. Special mention must be made of the commitment and leadership of our Vice Chancellor, Professor Peter John. With his vision, he has taken the University to new heights and grounded the University on a secure base for facing the sector challenges that will undoubtedly be ahead.

Jennifer Bernard
Chair of the Board of Governors



LINNEY BYRON

Message from the **Vice-Chancellor**

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

To realise this mission, our courses and curriculum combine the highest standards of academic rigour supplemented by continuous input from external professionals and industry leaders. This sits alongside a guaranteed work placement for every student which forms part of a value-for-money contract between our students, stakeholders, and external partners. It is where an outstanding learning experience meets with impactful research, relevant scholarship, and the fundamentals of professional practice.

As a result, our often courageous students join a caring and supportive educative community upheld by a fully integrated Students' Union rooted in high quality state of the art physical and digital resources.



Driven by the values of accessibility, affordability, diversity, transparency and accountability, we continue to provide life-changing opportunities to each and every student regardless of their age or background. This in turn shapes and transforms the lives of their families and those around them. It is this assemblage together with a vibrant mix of students from more than 120 different nationalities that makes the University distinctively meritocratic.

With a number of accolades that highlight our achievements towards these ends, the University's vision continues to be compelling: to be an inspiring, inclusive and impactful institution that is committed to making our country more prosperous, open and just.

Professor Peter John
Vice-Chancellor

Highlights and Achievements

NSS 2019



No 1. Modern University in London for Overall Satisfaction¹
87%

13 courses achieving
100% satisfaction

Improved Recruitment

9.1%+

Undergraduate students **5.2%+**

Postgraduate students **28%+**

International **22%+**

Teaching excellence and Recognition

TEF Silver



¹A modern university, is a university created in, or after 1992.

²HESA Employment Indicator 2018

Excellent student outcomes



2

74%
in graduate
level jobs



Excellent Financial results

£110.8m
income

8% surplus on
operations

Enterprise
income over
£28m

Rankings

THE  TIMES
THE SUNDAY TIMES



52nd
in the UK



4th
in the UK

16th
in the UK for
Social Inclusion

Top 10
modern university
in the UK

The
Guardian
University Guide 2020

56th
in the UK



Highlights and Achievements

The academic year 2018-19 ended with a number of accolades and achievements building on the successful attainment of all the major goals set out in Ambition 2013-18. Of significance was the career-building focus of much of our curriculum and work-based learning strategy. This and a range of excellent supporting metrics in terms of graduate and graduate level employment, starting salaries, high quality degree outcomes, spending on the student experience, excellent satisfaction scores, and continuing investment in the estate led to the University to be shortlisted for the award of University of the Year for 2018.

innovate

Highlights include:

- An excellent financial out-turn with income of £110.8m combined with an 8 % surplus on operations.
- Enterprise income reaching over £28m.
- Reaching our highest ever position in The Sunday Times Good University Guide - 52nd as well as being the highest mover of all universities in the UK.
- Ranked the 8th best university in London; the best modern university in the capital; the 7th best modern university in the country; the 16th best for social inclusion and the 4th best for teaching quality in the UK.
- We obtained 87 % overall satisfaction in the National Student Survey which made us the best in London and the 16th best in the UK. 13 courses achieved 100 % satisfaction with 50 % of all courses scoring 90 % or more.
- We gained 'Good Provider' status from OfSTED for our apprenticeship provision which reached record numbers with over 500 enrolments.
- Our Teaching Excellence Framework (TEF) continued to be categorised as silver while our subject based entry was rated silver with 3 gold subjects.
- Overall recruitment was 9.1 % up with a 5.2 % increase in the undergraduate population and a 28 % increase in postgraduates.
- Completion rate at 78.1 %.
- Employability at a record 98 % with 74 % in graduate level jobs.
- International recruitment up by 22 % with four new TNE partners.
- The purchase of the highly regarded Drama Studio London.
- Winner of the Association of Graduate Careers Advisory Services (AGCAS) research into practice award.
- Shortlisted for the Times Higher Education outstanding financial performance, outreach Strategy, and Business School of the year awards.
- Becoming a centre of work based simulation with: a 737 flight simulator, a new simbulance to train paramedics, a trading floor for business, a mock court room, and a simulated hospital ward, a fuselage, and a state of the art radio station.

A photograph of a modern building interior. The ceiling features a grid of white and black panels with recessed linear lighting. Three people are walking through a large, open space with a light-colored floor. On the left, there is a curved wooden pillar and a large potted plant. In the background, a brick wall has the word 'ARK' visible. A blue diagonal bar is at the bottom right.

Size and shape



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

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

The Schools and Colleges are dynamic to ensure that we provide vocationally relevant programmes and seize new opportunities. To this end, the discipline of criminology was moved to the School of Human and Social Sciences at the end of the 2019 academic year to ensure that we can fully exploit the research and teaching opportunities we are developing in crime and policing. We are also developing a new School of Biomedical Sciences to widen our reach in STEM subjects and will initially offer biomedical sciences, human nutrition and pharmacology.

Growing student numbers

	2015 - 16	2016 - 17	2017 - 18	2018 - 19
Undergraduate (incl L4+ apprenticeships*)	9,050	8,820	8,984	9,057
Postgraduate Taught and Research	1,358	1,572	1,784	2,000
Further Education and L2/3 apprenticeships	699	816	585	325
Transnational Education / Franchise / External Delivery	975	1,344	1,932	2,377
TOTAL	12,082	12,552	13,285	13,759
Apprenticeships (L4+)*	0	67	145	383

Continued investment in our estate and improvements in our reputation have allowed the University to grow its full-time undergraduate cohorts, even in the face of increased competition and demographic changes. Although both undergraduate and postgraduate part-time numbers have declined, this has been outweighed by our ability to recruit full-time students. Our full-time postgraduate taught cohorts have increased year on year with 13% growth in 2018-19 and international students have increased to over 500 students. Although our FE provision has declined as more schools are retaining students at age 16, higher and degree apprenticeship enrolments have grown from 67 in

2016-17 to 383 in 2018-19. The University also continues to extend its global reach through transnational education and partnerships and we now have over 2,300 students studying UWL degrees at other institutions in the UK and overseas.

*HESA Student Return 2018-19

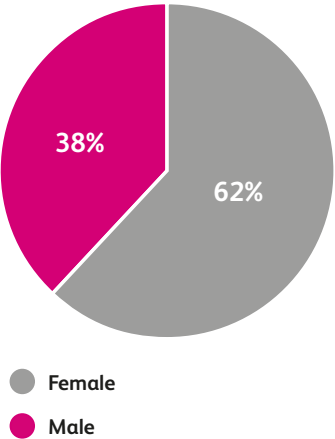


A diverse community

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

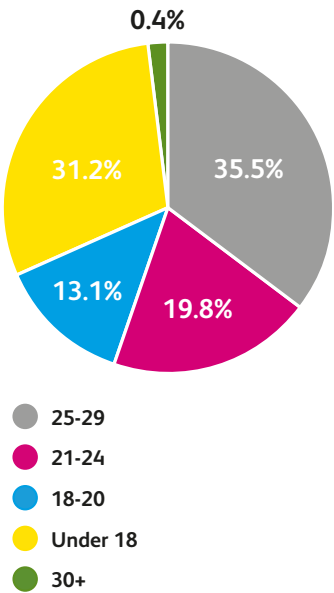
In terms of our students, 62% are from ethnic minority groups. 60% of students are female, 57% were aged 21 or over, and 14% have a disability. We were also ranked 16th for social inclusion in The Sunday Times Good University Guide with 56% of students from areas of multiple deprivation.

Gender

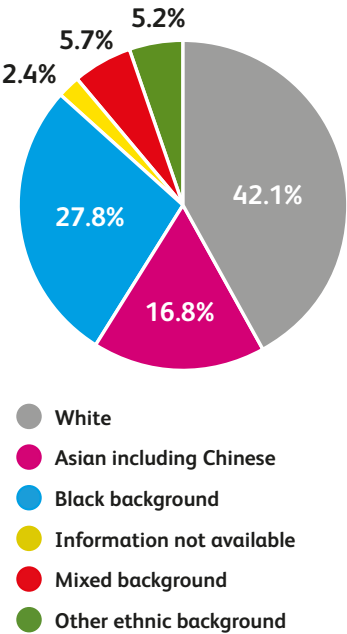


Student diversity

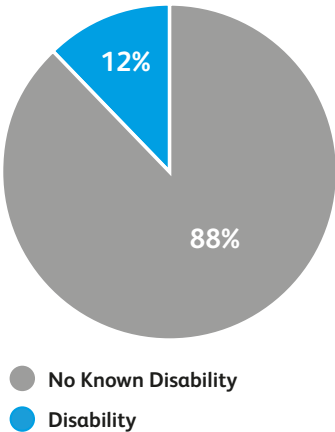
Age on entry



Ethnicity



Disability



Staff diversity

Our commitment to equality and diversity is also manifest in our equally diverse staff community. In terms of gender equality, 50% of our Academic staff are female in contrast to 41% in the sector². Women comprise 30% of our professors which again is higher than the sector average of 26%. Overall, 58% of our staff are female compared to a sector average of 54%. 44% of the senior staff of the University are female.

The University has an ethnically diverse workforce with 32% of staff from black and minority ethnic backgrounds which is significantly more than the national average as 28% of academic staff are from BAME backgrounds in contrast to 16% across the HE sector. Staff from BAME backgrounds are able to succeed at all levels of the University: 30% of our professoriate are from BAME backgrounds compared to 8.4% in the sector and 13% are from Black backgrounds in comparison to 0.6% in the sector. Indeed, the University has 2 of only 25 female black professors in the UK.



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

Gender equality is also demonstrated by our Gender Pay Gap

and the mean gender pay gap was 6.89% (reducing to 1.64%, if hourly paid temporary student roles are not included), and the median was 1.56%. This compares to a sector mean gap of 17.2% and a median gap of 13.7%.³



²HESA Higher Education Staff Statistics: UK, 2017/18

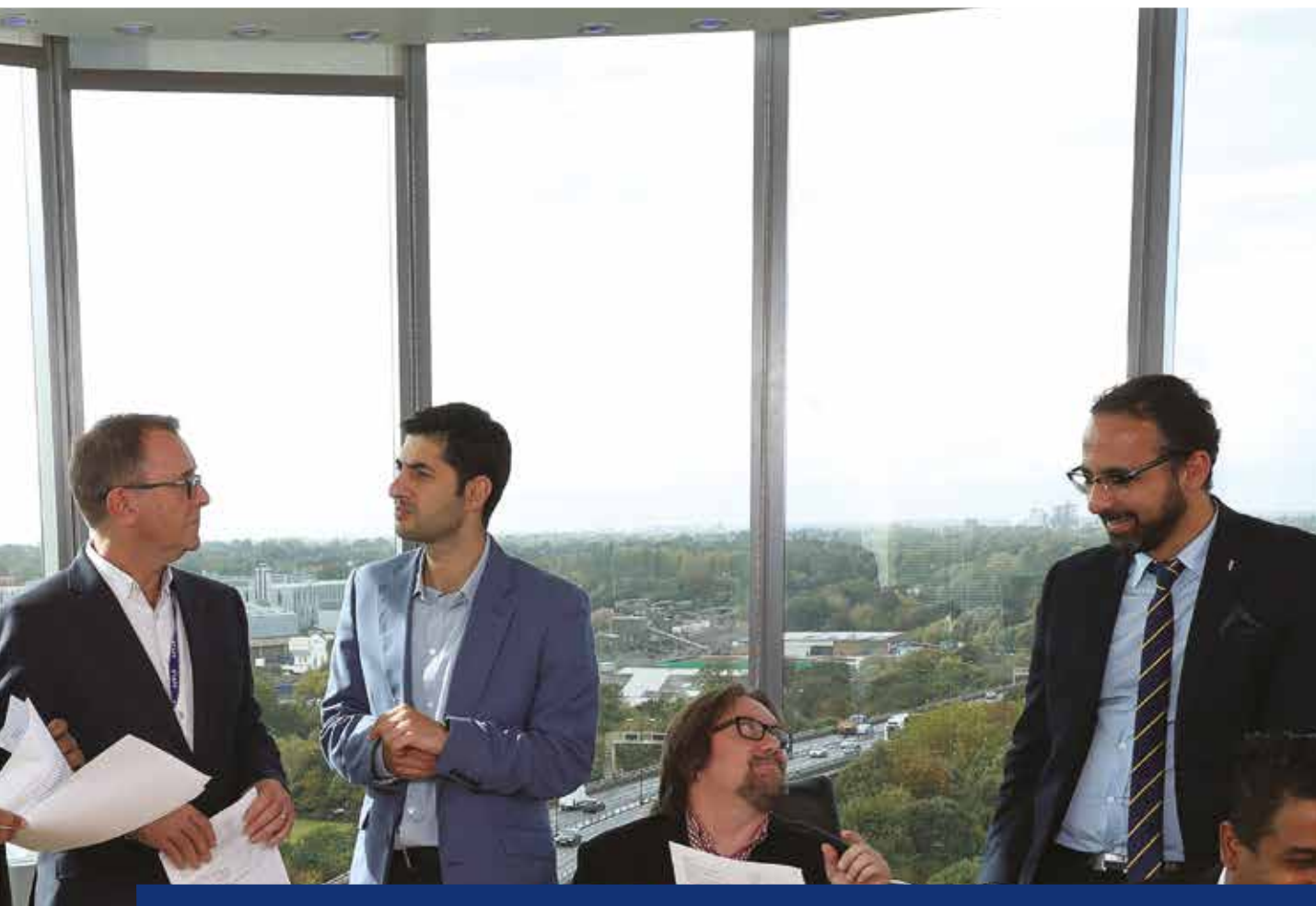
³Advance HE: Equality and Higher Education: Staff Statistical Report 2018

Blast Radio Station



A photograph of a modern office interior. Large windows on the left side offer a view of a city skyline. In the foreground, a person wearing a dark hijab is seated in a black leather office chair, looking towards the right. In the background, a man in a dark suit and glasses is standing and looking down at a document he is holding. The overall atmosphere is professional and business-oriented.

Operating and financial review



Achievement 2023

The operating and financial review of the performance of the University in 2018-19 is set out in relation to our new strategic plan: Achievement 2023. At the heart of the plan are nine commitments which form the bond between the University, our students, stakeholders, and partners:

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

The review of the 2018-19 Academic Year is set out in relation to these commitments, the detailed strategic objectives which underpin each one and the wider sector context. To ensure that we drive the plan forward and maintain the sustained progress for the University, each commitment is underpinned by key objectives which can be measured by a range of high level key performance indicators. Key risks which might prevent the plan being realised are also monitored and these, along with the KPIs are set out at the end of the review.

Boeing 737 Flight Simulator





The sector context

The HE sector, like the UK in general, is facing an uncertain political and economic future. In common with all institutions of higher education, we face multiple challenges including:

- Intense competition for students and staff particularly in London
- The known and unknown effects of our departure from the European Union
- Constrained public funding and potential reform of the current fee structure
- An ever changing and precarious labour market requiring new knowledge and skills, and flexible working
- Increasing demands for greater accountability, transparency and value for money
- Growing institutional scrutiny driven by the new regulator the Office for Students and the extension of the Teaching Excellence Framework (TEF)
- Scarce and competitive research and enterprise funding measured by the new Research Excellence Framework (REF) and the forthcoming Knowledge Exchange Framework (KEF)
- The rise of new technologies, artificial intelligence, and the increasing power of social media.

Nevertheless, the University considers that through its approach to financial stability and improvements to its reputation it is now in a good position to face these challenges and to thrive in a challenging and changing environment.

1. Offering a transformative educational experience

Strategic objectives

Improve overall NSS satisfaction rates to 90%+ in all categories

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

Enhance our continuation and completion rates to above benchmark

Regularly review the portfolio to maintain relevance and marketability

Continue to improve the attainment of Black Minority Ethnic (BME) students

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

Bring in a series of new two year degrees

Key

● Achieved ● Working towards ● Work still to commence

Student satisfaction

This year saw significantly increased student satisfaction levels across the University as overall satisfaction rose by almost 8% in the National Student Survey (NSS).

This places us in the top 20 for satisfaction in the UK, in the top five in London and the top modern¹ university in London. We are also well above our expected benchmark performance.

¹A modern university, is a university created in, or after 1992.



National Student Survey themes	Score	London	Sector
The teaching on my course	87.77	5	13
Academic support	87.32	3	7
Assessment and feedback	79.70	1	11
Learning community	83.00	4	14
Learning opportunities	88.02	4	10
Learning resources	90.71	1	8
Organisation and management	79.02	1	16
Student voice	85.07	1	2
Overall satisfaction	87.42	4	20

Part of our success comes as a result of improved mechanisms to hear and act upon the student voice which includes the use of the NSS and module evaluation questionnaires. Through our unique, constructive partnership with the Students' Union (which was also rated 1st in London and 2nd in the UK) we are also able to pick up and deal with student issues quickly through a weekly Student Issue tracker. This partnership with the SU also enables us to develop vital social networks for our students through course based activities and relevant extra-curricular activities that enhance the student experience and students' sense of belonging within the University.

Improvements in teaching and learning contributed to the improved NSS scores and this was supported by developments pedagogy, an excellent teaching student: staff ratio of 14:8 and delivery in small classes. This together with the 'strategic approach to course design and assessment practices that is highly valued by employers, providing high levels of stretch and significant challenge evidenced by the

consistent use of internal surveys' earned us our Silver rating in the 2016-17 Teaching Excellence Framework.

Learning resources are another key aspect in providing a quality teaching and learning experience. The Library has a focus on improving the academic support provided to students through the framework of the Customer Service Excellence award. In its third year of Customer Service Excellence accreditation, the Library was rated "compliant" in all 57 areas and "compliant plus" in ten.

This award reflects on the services commitment to continuous improvement which has also been evidenced by the NSS score where 92 % of students agreed with the statement that "The library resources (e.g. books, online services and learning spaces) have supported my learning well". The improvements in IT facilities have also been acknowledged with a score 89.5 % for the statement "The IT resources and facilities provided have supported my learning well".

Our portfolio

The academic Schools and Colleges continue to review and renew the curriculum with support from the Strategic Planning Department which identifies opportunities and areas where the University might succeed.

We have a 'Today's Problems: Tomorrow's Solutions' strategy which has seen the successful launch of a number of new degree programmes such as education studies, cybersecurity, business economics, human resources management and an MSc in dementia care. In 2018-19, we launched a further suite of successful programmes including politics and international relations, social media marketing and digital marketing, and a commercial pilot degree with a pilot's licence. For September 2019, we have developed an MSc in Paramedic Science, the first in the country, together with integrated masters degrees in nursing to allow students to gain qualifications in mental health and either adult or child nursing. We are developing ideas for two year degrees which will be launched once the appropriate student finance framework is in place.



Student achievement

The University is committed to improving retention to ensure that the students we recruit are able to complete their degree in spite of the challenges and barriers they face. To this end, we have invested in a dedicated Engagement Team to provide mentoring and additional study support, particularly for English and Maths. We also have a Retention Team who keep track of student attendance as all the evidence points to a correlation between attendance and achievement.

The team keep a track of students who are perhaps struggling to attend to ensure that they are supported to return to the University. This activity, underpinned by a Strategic Planning Dashboard which enables staff to track student engagement effectively, is beginning to translate into improved retention and projected completion rates which improved by 2% to 78.1%.

Another key target is the improvement of black and minority ethnic (BAME) degree level achievement which is an issue across the sector, measured by the proportions of students gaining an upper second or first. We have participated in a project with two other University partners to improve BAME attainment through targeted interventions around assessment which has enabled the University to decrease the gap by almost 6% over the last two years and it now stands at 15.5%. More needs to be done, however, and the University has committed to reducing the gap to 12% over the next five years.

2. Be a model of quality affordable Higher Education

Strategic objectives

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

Manage fee levels in line with national Guidelines

Ensure that all courses provide value-for money

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

Ensure our degrees and qualifications hold their value over time

Key

● Achieved ● Working towards ● Work still to commence

Outreach

The University has a successful Outreach Team which runs events to raise aspiration and attract underrepresented groups to study with us. Our team run a wide variety of events including a Study Skills Summer School; a Saturday Art and Design Club for secondary school age children and Have a go! days for primary school children, working closely with our local borough to promote and encourage raising aspiration and participation. We also offer a Junior Music College providing music education every Saturday morning to children in the local community and the London Geller College of Hospitality and Tourism's Junior Chefs' Academy for children in years 9-11 is now in its eleventh year.

The University does not only target school age children and has launched 'UWL in the Community' which is an innovative project to support to mature learners who have traditionally been a hard to reach group. Through consultation with current mature students, adult learner organisations and local community groups, the Outreach team have developed activities to encourage learning at any stage of life, ranging from short lectures in local libraries to intensive multi-day programmes on campus that strengthen key skills in preparation for university study. This is supplemented by mature student induction days to support those who are returning to study after a period away to improve confidence.

Widening Access and Participation success

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

- **62% of the University's students are from Black and Minority Ethnic backgrounds, compared to 31% in the sector**
- **57% of UWL's students are mature (aged over 21 on entry), compared to 28% in the sector**
- **56% of students are from areas of multiple deprivation (classed as index of multiple deprivation quintiles 1-2) compared 41.6% in the sector**



Although it has acknowledged our success, the Office for Students has challenged the University to produce an ambitious five-year Access and Participation Plan. We have identified that, although we are successful as outlined above, we can do more particularly in the area of white working class male recruitment and the University is reviewing how it can reach this group of potential students.

Financial support

With the income profile of our students, it is important that the University is able to support students financially as part of our commitment to widening access and helping those most in need to complete their courses. The University offers a generous package of bursaries and scholarships for those students in financial need and it is the highest in London for student spend in this area.

In 2018-19, 1,260 students received the UWL Full-time Undergraduate Bursary worth £1,500 over three academic

years, available to students with a household income of £25,000 or less. In addition, 746 students on a four-year degree with a foundation year received the 'Path to Success' scholarships worth £2,000 over two years. Alumni discounts to help widen access to postgraduate and doctoral study were also made available to ensure that our students are able to continue their studies. In addition, over 60 donors supported our student awards appeal enabling us to help students in all eight Schools and Colleges with donor backed scholarships and bursaries.

Student employment

The University recognises the need of many of our students to work to finance their studies and has provided 479 part time opportunities for our current students to access part-time and/or short term positions. While the many of the opportunities are sourced from local employers, it also includes the employment of 47 students in the University through the UWL Talent Bank which was established to link registered students to the available opportunities on campus. The library employs students to provide support to use search engines and IT resources, others provide musical

entertainment in the Pillars restaurant and there are student ambassadors who support our recruitment and outreach activities.

In addition to the opportunities provided by the University, our Students' Union also employs over 70 students each year in a range of opportunities. These roles not only provide much needed financial support, but also help students develop their skills and employability, leading to better graduate prospects at the end of their studies.

Our Students' Union employs over 70 students each year in a range of opportunities.





Student support

Student Services are an essential part of the University's offer in order to help students experiencing difficulties. At the end of 2017-18, we introduced a new welfare team to provide general welfare support to students to supplement the specialist services of disability support, counselling, careers, and funding and immigration advice. This team is now well established and has helped 365 students this year on a wide range of issues including accommodation, homelessness, domestic violence and relationships. There have also been significant investments in infrastructure to make the Student Services Department more approachable and proactive and in 2018-19 it led several University wide campaigns including: 'Need Help, Just Ask', 'New Year, New Start', 'The Final Push' and 'Exam Prep and Stress Busting'.

Through these campaigns, Student Services are at the forefront of the University's efforts to support and improve student mental health which is currently a key issue for higher education. The team has developed a new policy framework with a raft of interlinked policies designed to help students with mental health difficulties to complete their courses. This has been underpinned by training for staff in mental health first aid as well as workshops for students on how to 'look after your mate'. These initiatives are at the heart of an emerging Wellbeing Strategy which the University is developing in conjunction with the Students' Union.

Value for money

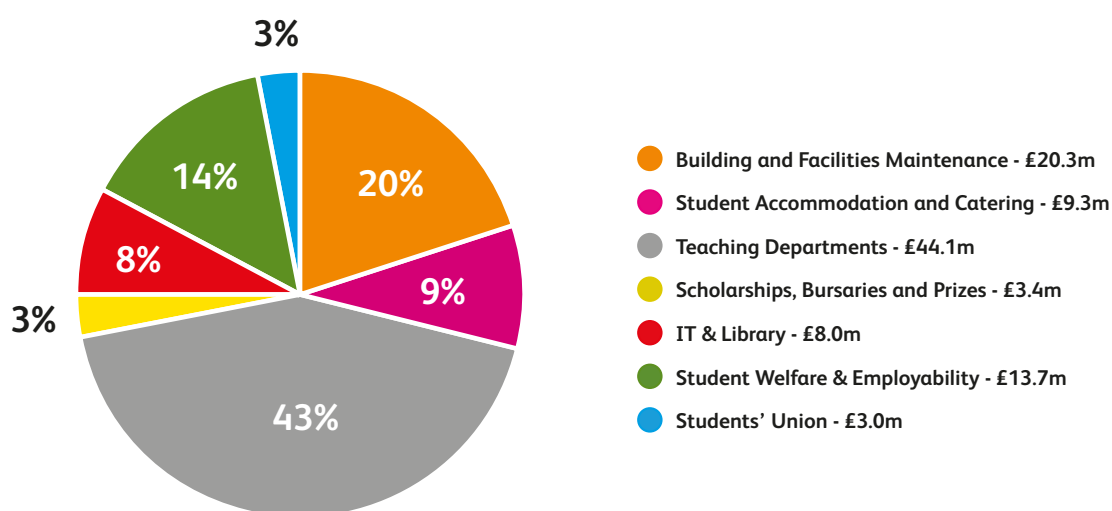
The University provides value for money to students through considered expenditure with a focus on the student experience and how we spent our income is outlined in the Chart below. High quality teaching is one issue that students raised in an OfS commissioned report on value for money from a students' perspective and the University's highest expenditure is on teaching departments through the employment and development of well qualified teaching staff. As outlined above, the University also invests a considerable amount in student support both through Students Services, Library Services, IT and its generous bursary and scholarship packages. The focus on surpluses year on year facilitates this investment and enables us to continue to offer high quality facilities. We also invest in our Students' Union to provide social capital to our students through their extra-curricular and course based activities.


Value for money is also closely linked to affordability and the University works to ensure that we do not levy additional costs on top of the tuition fee. For the 2018-19 academic year, the University decided to provide free black and white

printing to our students and significantly reduced colour printing costs. A decision has also been made to remove library fines which were a barrier to use of the library. To ensure that there were no hidden costs at course level, the University undertook a project to review any costs which might be a barrier to some students' achievement. Out of this work we agreed the following key principles which are another factor in our approach to providing value for money:

- That the basic requirements for students to complete their courses successfully are supplied by the University (this can be books in the library, access to specialised equipment or software, and materials); and
- Where an item of clothing is required that would not be used elsewhere, this should be provided by the University (for example, nursing uniforms, chef uniforms, operating department shoes); There should be support available to attend one European fieldtrip during the course to those who could not otherwise afford to go and that UK fieldtrips are covered by tuition fees.

Providing value to our students - 2018/19



The image shows the interior of a fuselage simulator, which is a large, white, cylindrical structure designed to replicate the environment of an aircraft cabin. It features several rows of blue seats with white headrest covers and armrests. The seats are arranged in a 2-2-2 configuration. The walls are white and have several oval-shaped windows that look out onto a blue sky with a small airplane visible in the distance. The lighting is bright and even, creating a realistic cabin atmosphere.

Fuselage Simulator

Maintaining the value of our degrees

Part of the strategy of improving opportunities to students is our drive to increase our reputation. This strategy has delivered increased student satisfaction which together with our high levels of spend on student facilities and our success in widening access, feeds into our league table performance which in turn increases the value of students' degrees. The University has been steadily improving its league table position and it is now 56 in The Guardian University Guide

and 52 in The Times/Sunday Times Good University Guide which are excellent results for a modern University in London.

In addition to this, the University is reviewing the means by which it determines degree classifications in line with the UK Statement of Intent on Degree Classification to ensure that its practice is in line with the sector and enable it to maintain the value of its qualifications over time.

3. Produce impactful research

Strategic objectives

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

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

Be ranked in top 100 in the REF 2021 and Beyond

Increase those on research academic contracts by 20%

Open six new research institutes/centres

Grow the research and enterprise income to £40m

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

Key

● Achieved ● Working towards ● Work still to commence



Improving research strength and inter-disciplinarity

To develop our research expertise and provide the University with an enhanced capacity to support the submission of research and consultancy bids, grow the number of doctoral students, and increase publications, we have brought staff together from across the University into currently eight active research centres. Through this investment, our research strengths have significantly grown in the areas of infection control; person centred healthcare; cybersecurity and criminology; music and screen industries; dementia care, aging and memory; hospitality and aviation resilience management; non-destructive testing; and human trafficking. In 2018-19, a new centre

was opened in gang crime and gang culture which is enabling research into issues such as knife crime and county lines drug supply.

The research centres act as a focus for inter-disciplinary research. As an example, over the past year the University has established a group developing innovative support programmes and educational courses from our research in the dementia care. Utilising the diverse expertise across the University, holistic approaches to dementia care are being evaluated and a developing relationship with the Alzheimer's Society will enhance this further.

Improving the research environment

The University has made significant improvements in the research environment over the past few years through investments in staff and staff development. The University now has 54% of its staff with a doctorate and has increased the number of professors to 42, partly through the development of internal talent. The resulting improvements to our research quality, impact and environment will be measured by the Research Excellence Framework (REF). A mock audit to review our potential submission, which is due in December 2020, demonstrated a 60% increase in the pool of staff with significant research responsibilities since the previous REF in 2014. This much improved research power places the University in a much stronger position in REF 2021.

As well as preparing for the REF, the University encourages all academic staff to be engaged in research or scholarship as this underpins teaching and learning and, thereby, the student experience. The University receives around £330k of quality related research funding from UK Research and Innovation each year. Much of this funding has been used to provide core infrastructure to facilitate research and in particular to support submissions to research funding bodies; to provide sabbaticals and study leave; and opportunities for all staff to hone-in their skills through publications in the University Journal *New Vistas*. In 2018-19, the University ran three one-day research conferences; courses on research degree supervision and research specific training sessions to support staff.



**In 2018-19,
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requesting a total of
£4.95m, up from £3.78m
the previous year.**

Research impact

The University has had significant success in disseminating its research to the benefit of society in a variety of disciplines and some examples are set out below:

The Richard Wells Research Centre has made a sustained contribution to preventing HCAI infections through the production of the *Epic National Guidelines for the Prevention of Healthcare Associated Infections* in NHS Hospitals in England. The Epic guidelines have influenced Government policy over two decades and formed the basis of national strategies that significantly reduced important HCAI pathogens such as meticillin-resistant *Staphylococcus aureus* (MRSA) and *Clostridium difficile* (Cdiff).

Over the past year, *I-Hydrate*, a collaborative project led by Professor Jennie Wilson with researchers in the College of Nursing, Midwifery and Healthcare was recognised as one of the top 100 research projects benefiting the UK as part of the Universities UK *Made at Uni* campaign. The project set out to optimise the amount of fluid consumed by elderly care home residents to confront the challenge of ensuring that they are adequately hydrated.

Aspects of our social policy research has questioned the effectiveness of housing policy, based on London's commitment in its 2012 Olympic bid, to deliver a lasting legacy for local communities in East London who are over-represented on a range of deprivation indicators. The findings show that despite this commitment, thousands of new homes are, in the main, exclusive accommodation for professional workers rather than for existing residents, thus exposing the fallacy of 'affordable housing' as a substantial part of the Olympic legacy.

Our ICHARM Research Centre has conducted research on human trafficking in the hospitality industry. The tools developed as a result of the Centre's findings help the international hotel sector to understand the vulnerabilities of those being exploited, raise awareness, and change policies

and practices to more effectively identify, prevent and address incidents of human trafficking.

Our criminology teams have carried out research on attitudes held by police officers in the Metropolitan Police Service (MPS), and the judgements they make towards rape cases. This research has directly resulted in changes to the training of 'first-responding and sexual offences' trained officers. Alongside this, studies have been undertaken into male-on-male cases, the outcomes of which have directly contributed to the inclusion of male victim-survivors of domestic and sexual violence in Crown Prosecution Service (CPS) and Home Office policy.

Ground breaking research on gangs and gang culture has further focussed on the evolution of criminality on streets of the UK. This research includes: exploration of the relationships between gangs and status dogs; weapon use especially knives; acid throwing; drug supply, and internalised gang dynamics. The various investigations have established a new theory of street gang behaviour based on generating 'street capital'. It also uncovered the link between drug supply and the extended mobile phone based dealing networks known as County Lines. This research has been disseminated extensively in the broadcast media as a way of transforming public debate including evidence to the Home Affairs Select Committee on how the UK can address serious violent crime.

As a result of our improvements in research and its impact, the University has been successful in increasing the volume and value of the externally funded research. In 2018-19, 46 submissions were made to research funding bodies and charitable organisations requesting a total of £4.95m, up from £3.78m the previous year. £2.35m was awarded which represents a 11 % increase on the sums received in 2017-18. This contributes to our overall growth in annual research and enterprise income which has now reached £28.2m.

4. Provide exceptional work-related career opportunities

Strategic objectives

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

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

Have 2,000 registered employers offering placements and work experience

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

Ensure starting salaries remain in the top quartile in the sector

Key

● Achieved ● Working towards ● Work still to commence

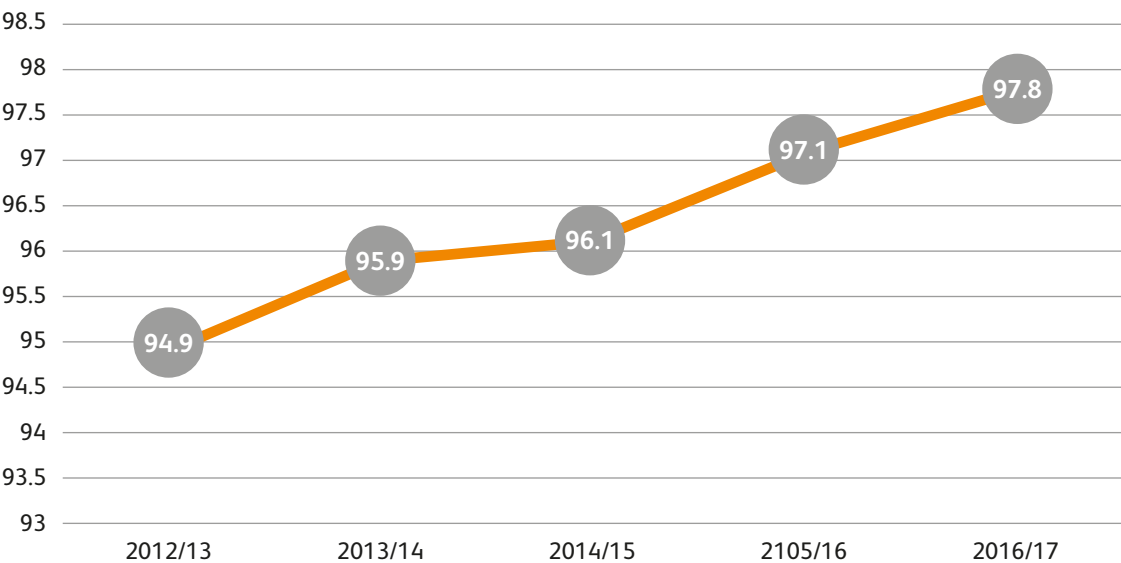
The University has positioned itself as the 'career university' and develops courses in collaboration with employers, local authorities and professional bodies. Underpinning this is the Careers Service which supports students as they engage in career management, providing them with the best information, advice, and guidance. It works closely with the academic Schools and Colleges to ensure the embedding of employability within curriculum, and just recently won the Association of Graduate Careers Advisory Services Excellence Award for research into practice.

To support students following completion of their degree, we have a highly successful graduate internship scheme which offers recent graduates the opportunity to acquire valuable skills through short-term paid positions at the University. Following the scheme, over 60% of interns indicated they had since found employment. To date, 111 of our graduates have been supported through the scheme with an additional 32 currently registered in 2019.

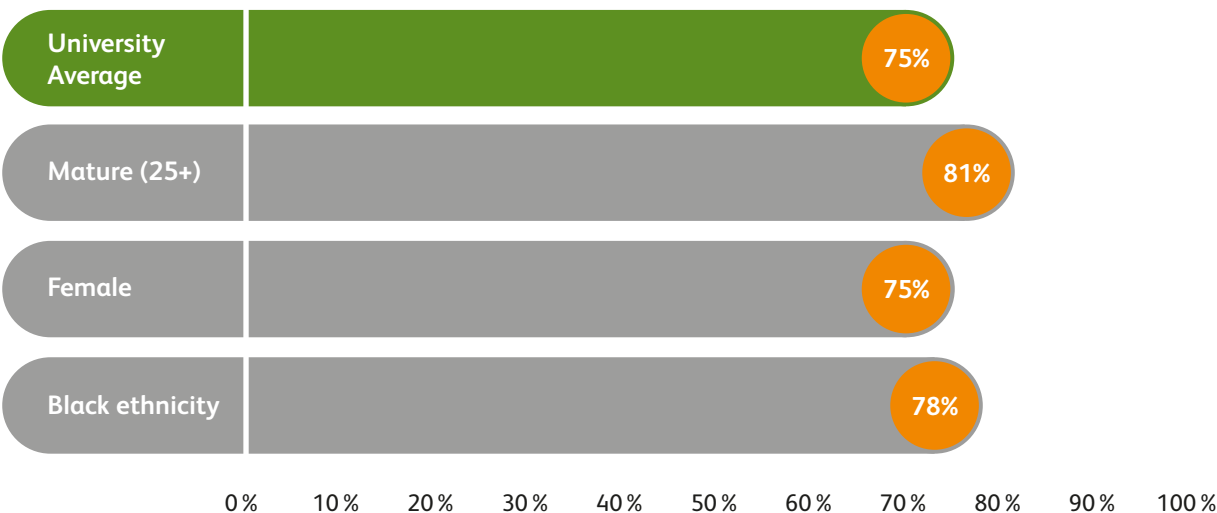
The success of the University's focus on careers is borne out by our outstanding record of getting our students into employment and highly skilled employment. Our employment indicator for 2016-17 graduates (the latest available) was 98%.⁴ This was the eighth consecutive year that we have improved employability, with an overall increase of 11.2% since 2008-09 as outlined in the chart below. The University exceeded its 2016-17 benchmark of 93.6% by 4.2% and we are one of only nine universities in the UK to do so by a significant margin.

⁴HESA EPIs 2016-17

% of Graduates in employment or further study 2012-13 to 2016-17



We also excel at helping students obtain highly skilled and high value jobs with 75 % of our students entering professional level employment, particularly for widening access students as 75 % of female students, 78 % of Black students, and 81 % of mature students (25+) were in professional jobs or further study within six months of leaving the University.



As well as high levels of employment and further study, students are also able to demand excellent starting salaries with the median being £24,900 (£22,603 for full-time and £35,321 for part-time)⁵. The University was the top modern University in London for average starting salaries one year after graduation in the following subject areas.⁶



In addition, Nursing was in the top 10 in the UK for median earnings one year after graduation (£27,700).

⁵Destination of Leavers of Higher Education data, published summer 2018

⁶Longitudinal Education Outcomes (LEO) data, published June 2017

Placements

The Placement and Employment Service, which operates under the badge of 'World of Work' or WOW, assists students in finding placements or internships and monitors arrangements to ensure that placements adhere to the highest quality standards. A growing number of courses integrate placements or periods of work experience to deliver the undergraduate students placement guarantee which aims to provide relevant industry-focused experience; an offer which is at the core of our value proposition as the Career University. As part of the placement guarantee, the service runs employment fairs to advertise opportunities and in 2018-19 a total of 412 employers came on campus to meet with our current students and recent graduates.

Currently the University links with over 6,500 employers across the region, adding new ones each year. The University has invested in new software, Target Connect, to manage these links with employers and improve its ability to interact with them. The new system also creates an easy platform for students to engage with career planning and employer engagement activities including applying for jobs, placements and volunteering opportunities.



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Working with our NHS partners

Nursing, midwifery and other healthcare courses are a strategically important part of the University's portfolio and the University has links with a growing number of Trusts in London and Berkshire. The University works collaboratively with these NHS partners to acquire an increased portfolio of relevant contemporary practice placement opportunities for nursing and midwifery to ensure that they still attractive to

students who will be the healthcare workforce of the future. Despite the changes from bursaries to fees, the University has increased its recruitment of nursing and midwifery students with the demand from our Trust partners for apprenticeships driving a significant element of this growth. Students on healthcare programmes accounted for around 17% of the University's total income in 2018-19 at £19m.

Apprenticeships

The 2018-19 academic year saw another significant increase in degree and higher apprenticeship students. 487 apprentices were registered of which 383 are higher or degree apprenticeships providing a total income of £2m, up from £1m in 2017-18. In addition to the Nursing and Midwifery apprenticeships, the University has also secured contracts with major employers such as Glaxo Smith Kline, BP, Virgin Media, Sega, Pladis (United Biscuits), and McDonalds. Significant relationship management activity by a newly established Apprenticeships Office is feeding into strong levels of repeat business and new opportunities for 2019-20 starts in areas such as Nurse Degree; Operating Department Practice and Senior Leader Apprenticeships.

The University underwent an Ofsted inspection in May 2019 in relation to its Apprenticeship and FE provision. The outcome of the inspection was that the University

was rated as 'Good' in all areas with an overall judgement of 'Good'. This is an excellent achievement, especially as much of the provision was relatively new.

The University was particularly commended for:

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

This inspection provides a good platform from which to bid for future increases in the University's apprenticeship offer.

5. Be an engine of enterprise and innovation

Strategic objectives

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

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

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

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

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

Key

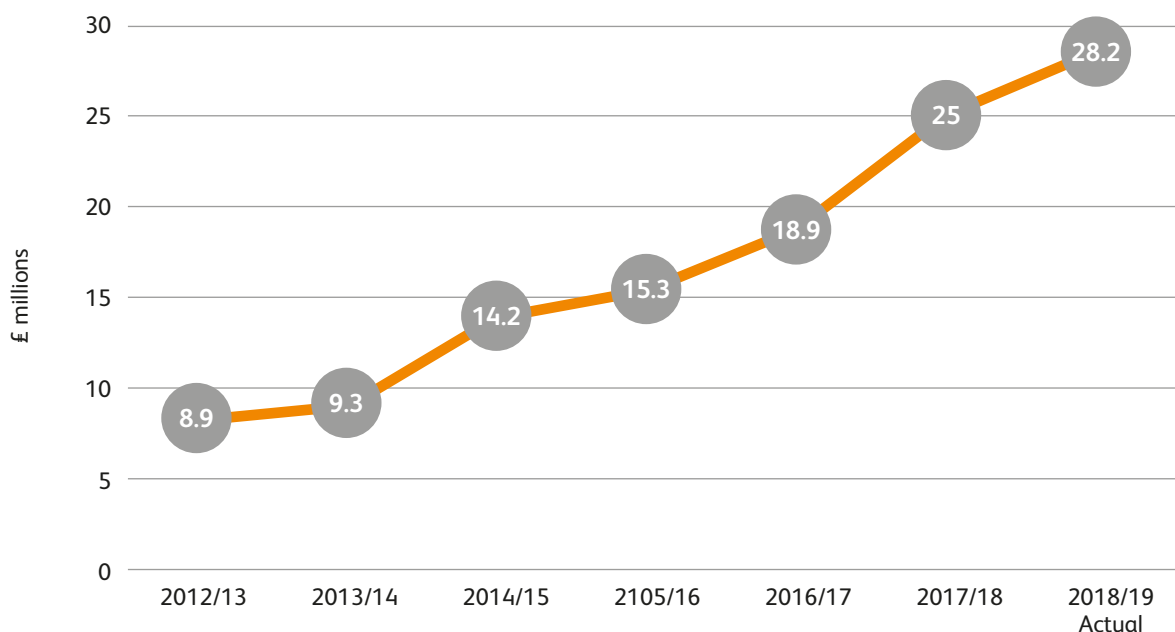
● Achieved ● Working towards ● Work still to commence

Increased enterprise activity

2018-19 saw a further 12.8% increase in the income generated from enterprise to £28.2m, up from £25m in 2017-18. 25% of the University's total income is now as a result of expanded enterprise activity which ranges from working with academic partners, LCM Examinations to supporting local SMEs and multinationals to develop their talent through to consultancy, our apprenticeship programmes, summer school opportunities; and hiring out facilities to film and other companies. Enterprise income is

important as it ensures a diverse income base and provides additional funds to invest in facilities and services. Many of these activities also enable us to have a positive impact on the local economy: working with local small employers like the tech consultancy One Point to develop their staff, providing Ealing Borough Council with innovative approaches to improve the hygiene of local food establishments, or working with the Hilton Group to reduce building emissions.

Enterprise growth over the last five years



Supporting innovation

The University has a track record of developing and translating its research and knowledge into practice to support ensure societal impact. In 2018-19, the University delivered over £6m of development and dissemination contracts, including supporting innovative food products, the evaluation of the usability of a range of apps together with a raft of consultancy projects across all areas of the University. In recognition of the innovation delivered in these applied projects, the University received £375k from the Higher Education Innovation Fund to support further work to underpin the UK's Industrial Strategy.

Much of work to support innovation in the region was through the University's EU funded West London Food Innovation Laboratory (WLFIL). One client is producing a range of plant based rice milk yoghurts and through WLFIL tested the effect of different hydrocolloids (thickening and gelling agents) on the quality and shelf life of the product. Another is producing a pea based all-natural, clean label and soya free protein drink and used WLFIL to test UHT processing which resulted in nutritional analysis and product reformulation to enhance the flavour profile of these high-protein plant beverages.

Westmont Enterprise Hub

Funded by a generous donation from Westmont Holdings and our Chancellor, Laurence Geller, the University has launched the Westmont Enterprise Hub which is a business incubator for west London to support enterprise creation and the entrepreneurial aspirations of both students and local community. It brings together students, staff, and local companies to drive business innovation and share knowledge and ideas. The Hub, which opened in October 2018, provides a focus for new start-ups as well as spin-outs of University intellectual property and will also allow for judicious investment in other opportunities aligned with the University's activities.

The Hub is now supporting over 20 start-ups, with a further 450 members benefitting from business advice and connections to more than 500 businesses. Participating businesses and students enjoy 24/7 access and free Wi-Fi in a multi-function state-of-the-art space that includes shared work areas, private meeting rooms, work pods, a video-conferencing suite and a simulated board room. The Hub draws on expertise and identifies budding entrepreneurs from across the University but particularly in The Claude Littner Business School and the School of Computing and Engineering. The Hub will also support the West London Creative Cluster which includes media, broadcast, production and technology.

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

- A personal data storage in a secure wallet on an app which collects data from a range of legacy wearable devices and other systems either directly or by manual intervention. The results can be downloaded directly to a secure GP or Health professional managed system.
- A freelancers' community app with curriculum vitae and talent scores allowing promotion of jobs in the music industry. It aims to help to provide a recruitment platform for freelancers while enabling community of freelancers to evolve.
- Biodegradable cups, food containers that remove an entire recycling and energy packed process from the supply chain (160 days at landfill). The idea is to brand the products so that the advertising pays for their production, thereby making them cost and energy neutral.

Spin outs

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Westmont Enterprise Hub

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6. Be financially and environmentally sustainable

Strategic objectives

Continue to achieve surpluses of 10% and above on operations

Manage staff costs at or below 50%

Better utilise campus facilities and residences for income generation

Purchase a range of new businesses

Improve the efficiency and effectiveness of the out-sourced facilities and improve the yield

Develop a robust recycling programme

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

Ensure all new-build projects meet national sustainable benchmarks

Achieve gold *Eco Campus* status

Key

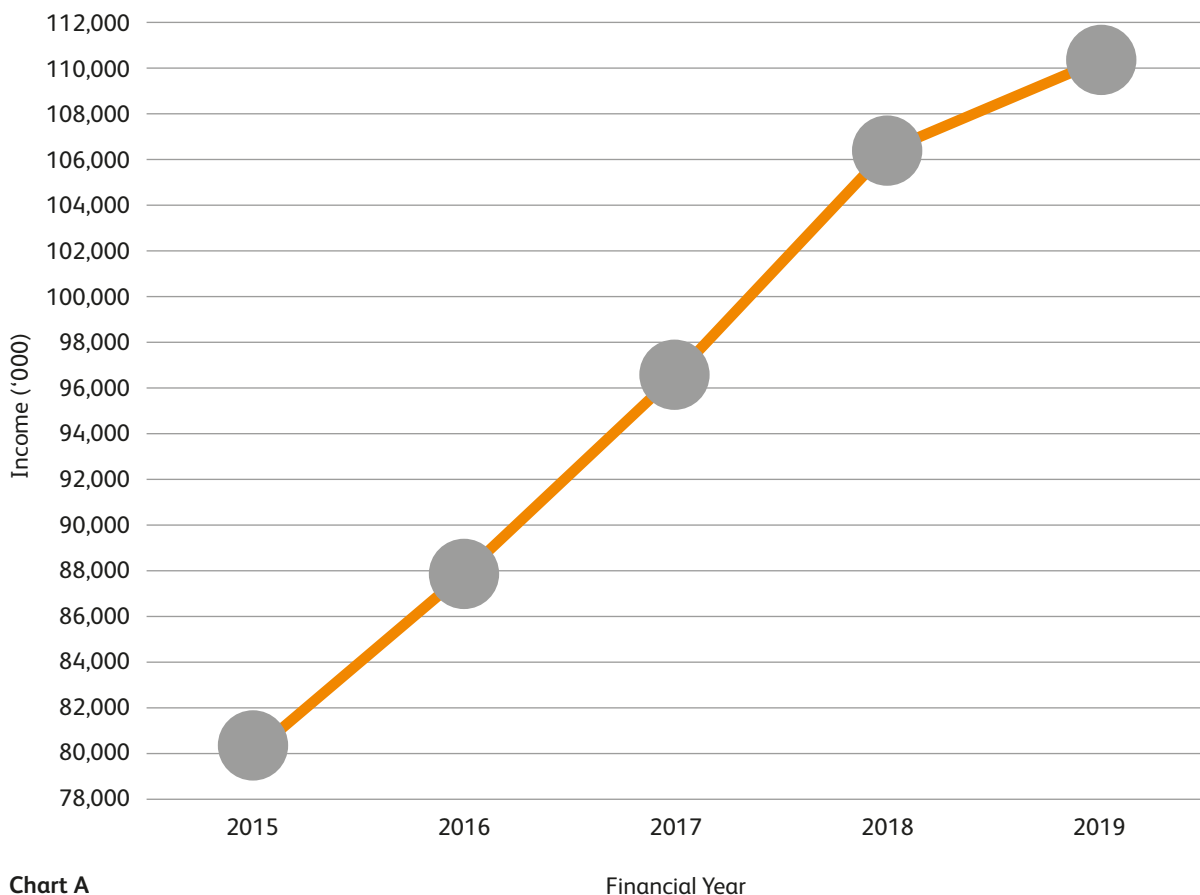
● Achieved ● Working towards ● Work still to commence

2018-19 Financial Performance

Financial stability is key to the future of the University. It is one of the requirements of registration with the Office for Students in order to provide certainty for our students and also enables us to continue improving our facilities and infrastructure to support the student experience. In 2018-19, the University delivered another year of excellent financial results and achieved an income of £110.8m, £4.7m higher than 2017-2018. This 4% growth in 2018-19 contributes to a 38% income growth over the last five years (shown in Chart A) and benchmarks favourably when compared with the sector average of 1.4%.⁷

⁷HEFCE/OFS submissions

5 year Income Growth



As well as providing income growth, it is essential that the University controls its costs to enable a surplus for reinvestment. As the largest area of expenditure, a key part of this is controlling staff costs which for 2018-19 were £51m, an increase on prior year of £2m due to an overall increase in overseas student numbers, improved student retention, and therefore, increased teaching volume. Despite this increase, staff costs have remained at 46 % of income for 2018-19. This compares favourably with the average staff cost percentage for similar institutions in London of 56 %.

The non-staff costs for 2018-19 were £50.8m which represents an increase of £2m on the prior year. This additional expenditure is due to the costs associated with diversifying income streams and increasing enterprise

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

The operating surplus for 2018-19 is £9m which represents 8 % of income and delivers the funds required for future investment. It also enables the growth of the sinking fund required for the repayment of the University's Private Placement Loan. Again this benchmarks favourably against the sector mean forecast surplus for 2018/19 of 0.9 %⁸ (Chart B).

Group Surplus for the Year

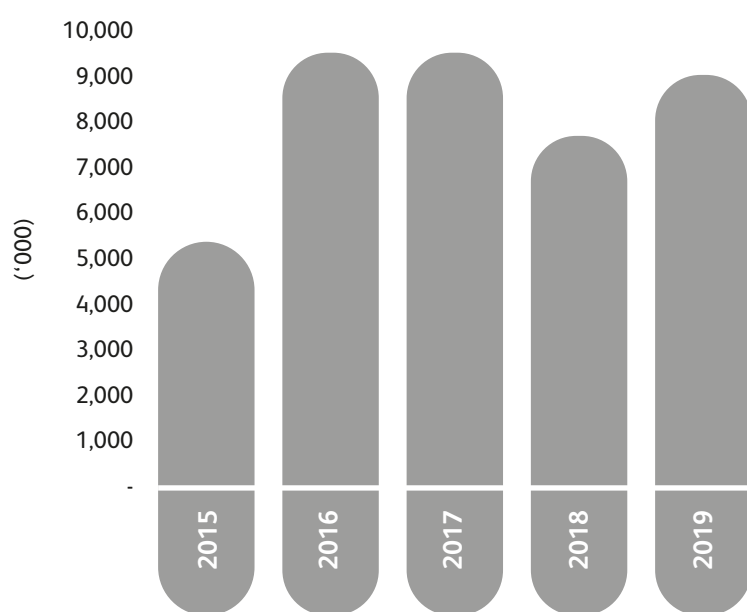


Chart B

Financial Year

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

⁸HEFCE/OfS submissions

The operating cash surplus achieved in 2018-19 was £24.9m, a £9.3m increase on 2017-18. This increased the University's cash position to £41m exceeding that for 2017-18 by £10m. This increase is attributable to effective

cash management practices, enabling reinvestment in the University's capital expenditure plan.

An Expanding Business

In May 2019, the University purchased the Drama Studio London (DSL) whose courses align with and strengthen our portfolio. DSL was founded in 1966 and is located around 500 metres from the University's Ealing site. It was a private education provider aiming to give "the aspiring actor the best grounding in skills and approach in order to prepare for a professional career". The acquisition enables the University to diversify our performing arts portfolio and its physical assets have increased the University's footprint and add to our current studio and acting space and will enable the University to further increase its enterprise activities.

The DSL purchase follows that of the Register of Guitar Tutors' which has now been successfully integrated into the London College of Music Examinations (LCME), providing a strong return on investment. A new partnership also using LCME's core capability around examinations is a collaboration with the on-line assessment company GoCreate. This partnership, which is set to grow significantly over the next few years, allows expansion into a wider creative sector, as well as facilitating new capability for online examinations.



Drama Studio London

Using resources effectively

The University is working hard to utilise assets more effectively through the all year round use of its buildings. To this end, we have developed a range of summer school opportunities securing £1m of enterprise income in 2018-19 as well as more effective room utilisation. This has also involved collaboration with our accommodation and catering partners to provide catered packages for some of the summer schools.

The University works very closely with our catering partner, Elior, to improve the offer to students in terms of the range of menu items but also ensuring that the food is affordable. The success of this strategy is demonstrated by

the value of Elior's sales which have increased by almost 200% in two years. This has increased the University's profit share; money which can then be re-invested in the student experience.

Bouygues is another key partner providing facilities management services to the University including building maintenance, cleaning and security. The University works with Bouygues on an ongoing basis to ensure the efficiency of the contract and has saved 2% per year in efficiency savings, effectively holding the contract to its 2016 value.

Environmental Sustainability

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

Environmental initiatives also help the University to reduce costs and to this end contracts to secure a RE:FIT framework contractor and funding were exchanged in 2019. This scheme provides the University with an interest free loan to allow it to invest in greener technology in order to deliver significant energy savings and thereby providing a guaranteed return from the lower consumption of power.

The energy efficiency works funded by the loan were completed by September 2019 and will take the University a significant step closer to meeting its carbon reduction targets in 2020.

The University needs to do more to improve its recycling and a new waste centre opens in November 2019 as part of the development works taking place in Ealing. This investment will allow the University to drive down waste and, in particular, food wastage as part of its Environmental Strategy to achieve a recycling rate of 50% by the end of 2020.

In terms of major building projects, we meet all national standards regarding sustainability. However, as part of its environmental strategy the University will be reviewing its targets in this area to ensure that our buildings are sustainable going forward.

Paragon Campus, Brentford



7. Offer an enriching work environment

Strategic objectives

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

Use the ExPERT Academy to drive personal and professional development

Strengthen the research culture across the institution and give greater recognition for published outputs and creative work

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

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

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

Key

● Achieved ● Working towards ● Work still to commence



The Faringdon Centre



Supporting and rewarding our staff

Developing staff is key to ensuring that they are ready to face the changing challenges of work in the 21st century. Over the course of 2018-19, the range of staff development was improved with investments in internal training and external development, conferences and courses for staff across the organisation. There has been a specific focus on supporting our line managers with a range of internal workshops to improve their management skills in areas such as staff appraisals, effective people management and feedback. A toolkit for managers is also being developed. To supplement face to face training sessions, the University has invested in an online platform to deliver training in equality and diversity, GDPR, information security, anti-bribery and Prevent. The scope of the training available through this product is being reviewed to ensure that we make full use of this investment, particularly in delivering the health and safety training the University provides to ensure a safe and secure environment.

To support our commitment to equality and diversity, the University provides training for all staff to promote awareness of equality issues including unconscious bias training. Mental health awareness sessions are to help academic and professional services staff to recognise and deal with the increasing number of students with mental health issues. The Human Resources Department is also working closely with Student Services and the Students' Union on the University's wellbeing strategy to ensure that staff are supported as well as students.

The University recognises that to remain an employer of choice in a competitive market, it must continue to acknowledge the contribution of all staff. To this end it is reviewing the academic promotion framework to ensure that it recognises research and teaching. It is also considering how to ensure that there are internal promotional opportunities for professional services staff.



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

Supporting innovation and excellence in teaching

The University has been very successful in increasing student satisfaction in teaching quality and this is partly as a result of the focus on pedagogic development of our academic staff through the ExPERT Academy. The ExPERT Academy promotes a scholarly approach to academic practice through different initiatives; for example, by supporting and mentoring academic staff in conducting small projects through University Teaching Fellowships. It also runs the annual learning and teaching festival which showcases innovation and good practice and this year had a record participation of 240 academic staff.

In 2018-19, to improve the range of professional development, the Academy developed an HEA accredited Masters in Higher Education (Teaching and Learning) and two SEDA programmes in supervising postgraduate research programmes and mentoring and coaching. It offers CPD training covering topics such as; scaffolding learning to Level 3 and 4 students; research-informed teaching; pedagogic research; personal tutoring, and technology-enhanced learning and teaching. The Academy has also developed a Teaching Hub providing a one stop shop for advice, ideas and materials about learning, teaching and assessment, curriculum design, learning technology and pedagogic

research. The Hub has a daily average of more than 1,600 page-views and has nearly 1,800 users. The team is currently expanding the CPD offer to UWL partner institutions to ensure that all UWL students benefit from the improvements in teaching quality.

As part of its commitment to the student experience and ensuring teaching quality, the University requires staff to gain a recognised teaching qualification. To support staff who are new to teaching, ExPERT has launched a new online PG Cert which was completed by 18 staff, and an Academic Professional Apprenticeship. For those who have been teaching for three or more years, it supports their preparation for the Advance UWL fellowships. 18 staff members were awarded Fellowship through Advance UWL: 3 Associate Fellows, 13 Fellows and 2 Senior Fellows. Throughout the year workshops and one-to-one meetings were organised to support staff in preparing their applications. In all, 28 members of staff have achieved fellowship of the Higher Education Academy in 2018-19 and now 100% of academic staff have a teaching qualification of which 82% are HEA recognised which is an increase of 6% on 2017-18.

Strengthening the research culture

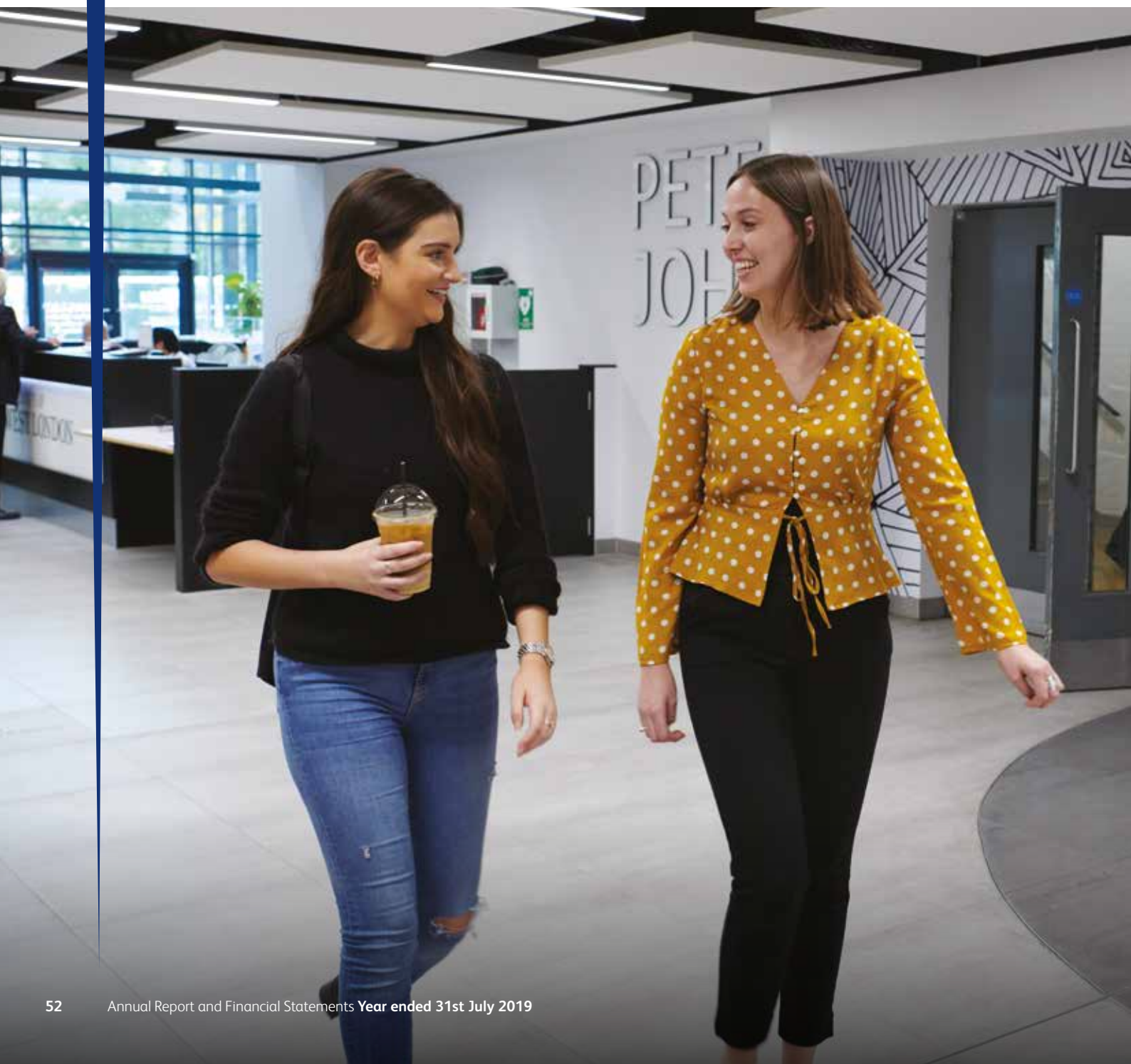
The University is also working to develop its research culture and give recognition of staff research outputs. As part of the REF preparations, staff who have demonstrated a promising research trajectory are being identified as “next generation” researchers and support and mentorship is being offered

to develop their research outputs. Those with high quality outputs are also being encouraged to make funding bids, take sabbaticals and link up with research centres to support their research.

Improving the engagement of part-time staff

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

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



Trade Union facility and activity time

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

Facility time is time off from an individual's job to enable them to carry out their trade union role. This includes attendance at internal union meetings such as the Joint Negotiating and Consultation Committee (JNCC), accompanying staff at individual meetings and time to meet with full-time officers, attend branch or regional meetings or to attend union conferences. The time spent in 2018-19 is set out below based on information supplied by the Chairs of our recognised trade unions and accurate as at 31 July 2019.

Percentage of working time spent on union facility work	Number of employees	Full-time equivalent of employees
0	0	0
1-50 %	11	11
51-99 %	0	0
100 %	0	0

Total annual payroll cost of facility time	£27,720
Total annual UWL payroll bill	£50,973,000
Percentage of total pay bill spent on union facility time	0.054 %

Hours spent on paid facility time	678
Hours spent on paid union activities	235
Percentage of union activities time against facilities time	34.66 %

8. Invest in the future

Strategic objectives

Complete the building of the new sports and leisure centre

Build the new International and postgraduate centre

Invest in the new Gunnersbury Park sports complex

Incorporate all University activity onto the main sites

Develop an array of new approaches through the implementation of 'UWLflex'

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

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

Key

● Achieved ● Working towards ● Work still to commence



UWL sports centre



Improving sports and leisure facilities

Following a major refurbishment of the St Mary's Road campus, the University identified that it still needs to improve sports and fitness facilities on campus. It, therefore, decided to invest £4m in a new sports centre to provide a bigger gym, a sports hall and studios. The centre will be used partly for teaching performing arts but also to offer a range of fitness classes and sports. The centre opened in November 2019 and will help the University and the Students' Union to promote the health and wellbeing agenda across the University as well as strengthening relationships with the local community who will have access to the new facilities at certain times of the day.

As well as improved sports facilities on campus, the University is investing in the new Gunnersbury Park sport centre which is a collaboration between the Boroughs of Ealing and Hounslow, due to open in January 2020. This will provide a wide range of sports and leisure facilities for students, such as outdoor all weather pitches, major sports hall and associated facilities and classes at discounted prices within easy reach of both the University's Ealing and Brentford sites. There will also be opportunities for work placements and part-time student employment.

Investing in social spaces

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

These developments are part of a wider strategy to provide new social spaces for students on campus, particularly to support the many commuting students who need places to socialise and work between classes. The move of the gym to

the new sports centre enabled an expansion of the Students' Union cafe to allow a wider menu to complement the existing food outlets at the St Mary's Road site. This follows the improvements to the catering offer at Paragon House and the opening of the remodelled entrance to the University from St Mary's Road to provide a new space 'The Haven' in September 2018. The latter changes have greatly improved the circulation for staff and students on entering the building and also allowed for better access to the Student Services desk.



Simbulance

Investing in learning resources

To support students in their studies, the University was able to invest £177,000 in a further c.10,000 new books and e-books for the Library in 2018-19. New industry-specific databases and software that students will continue to use in their careers have been a key focus of these acquisitions.

IT Services continue to upgrade and enhance the student computing facilities on campus and over 400 PCs and AppleMacs were replaced in 2018-19, accompanied by the launch of AppsAnywhere which is a much more accessible

way of delivering the applications students need for learning to the desktop. Ultimately, this technology will better support students using their own devices. To ensure that its key IT systems also keep pace, the University is investing £4m in the implementation of a new customer relationship management system to support student recruitment and admissions as well as a new student record system. This is a long term project to upgrade the systems which underpin the student journey right from initial touchpoint through to graduation and beyond.

Rami Ranger House



Fundraising

Philanthropic gifts provide resources for investment in facilities, advancing research and supporting students. During 2018-2019, the University received nearly £400,000 in new pledges and £453,000 in cash gifts.

Much of the funding received was for infrastructure and a generous gift from a donor who supported the construction of the Postgraduate and International Centre at UWL. The University also received support from Sport England towards the new sports centre. The philanthropic gifts in support of our research work included funds from the Sir Halley Stuart Trust for a peer-led support programme aimed at people who have been diagnosed as suffering from both mental illness and substance use disorders (also known as dual diagnosis). The Health Care Infection Society will be supporting a project aimed at preventing non-ventilator hospital-acquired pneumonia. To support our students, 60 donors made gifts in support of our bursary and scholarship appeal, enabling us to offer donor backed scholarships and bursaries across our eight Schools. Philanthropic support allows us to continue to run community engagement projects such as the Heathrow archive and exhibition and the junior chefs academy (aimed at local 14-18 year olds).

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

9. Establishing a global learning network

Strategic objectives

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

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

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

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

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

Key

● Achieved ● Working towards ● Work still to commence

Growing numbers of international students

The University has an increasing number of international students which it has grown from a relatively low base over the past five years. In 2018-19 we welcomed 601 students which is an increase of 37%. As well as income, international students bring cultural diversity to the classroom and enable a more international outlook for all students.

Other initiatives to internationalise the curriculum include participation in the Erasmus+ programme which promotes staff and student mobility across Europe and beyond. The University's programme is small, and it is unclear what the future is beyond Brexit, but in 2018-19, three staff and eight students were funded through the programme to work and study in partner organisations in Bulgaria, Cyprus, Denmark, France, Israel, Poland and Spain. In the same period, the University welcomed 26 incoming students and several visiting academics from Erasmus+ partner universities.



Expanding global partnerships

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

The University now has 31 UK and overseas academic partnerships supporting 1,452 students which is 27 % higher than 2017-18. The growing international footprint of UWL is outlined in the map below and key new developments include:

- Gaining approval by The Hong Kong Council for Accreditation of Academic and Vocational Qualifications to run a new partnership with the Hong Kong Institute of Technology. Three undergraduate courses in Criminology, Policing and Forensics, and Cyber Security will be accepting students from September 2019;
- Four new partnerships in England; Scotland; Singapore; and Switzerland;
- The Institute of International Hospitality Management (IIHM), the University's main hospitality partner in India, doubled, the number of sites from four to eight together with a new IIHM site at Kasim Bundit University in Bangkok;
- The University's branch campus in Ras al Khaimah (RAK) expanded its international outreach with visits to Kenya, Uganda, the Ukraine, Georgia and Central Asia thereby diversifying the student population and supporting a growth in numbers. In September 2019, there will be over 100 students studying UWL undergraduate business courses in RAK.



Monitoring performance



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

and monitored by the Board of Governors at its two awaydays. Performance in 2018-19 was excellent across all KPIs and the University met 2023 target for apprenticeship enrolments as well as that for staff costs.

	2023 KPI	2018-19 KPI	Performance
Employability	100%	98%	98%
Graduate employability	80%	75%	75%
Higher and degree apprenticeships	300	300	383
Hub incubation of businesses	100	To launch the Hub	Launched with 17 businesses
NSS satisfaction	90%	80%	87%
Completion	85%	78%	78.1%
TEF	Gold	Silver	Silver
Aggregate League table position	Top 50	Top 60	52
Research and Enterprise income	£40m	£25m	£28m
% staff with doctorates	60%	+2% p/a	54%
Research Excellence Framework ranking	Top 100	Outcome known in 2021	Outcome known in 2021
Operating Surplus	10%	8%	8%
Staff costs	≤50%	≤50%	46%
Estates grade A/B condition	97%	97%	97%
IT performance	8:10	8:10	8.4:10
Overseas and TNE performance	6000	400 international students and 2 new partners	400 international students and 2 new partners
Alumni/Development	£15m	£1m p/a	c£1m

As well as mapping its progress, the University needs to pay attention to the risks it faces, particularly in an increasingly uncertain external context. To this end it monitors key risks, some of which are related to Achievement 2023 and others to ensure the ongoing health of the University. It has identified super risks relating to recruitment

and retention, academic quality, finance and reputation and these risks are highlighted in bold below. The net risk rating given to each risk follows careful consideration of the overall risk and the actions taken in mitigation, as well as taking into consideration where the University is vulnerable to external factors outside its control.



Public benefit statement

The University is an exempt charity (as defined by the Charities Act 2006) and is regulated by the Office for Students. The University's charitable purpose is the advancement of education and it makes a contribution for public benefit via teaching, research and community

activities. The Board of Governors are the trustees of the Charity and the governors have had regard to the Charity Commission's guidance on public benefit. The University's mission, vision and values reflect its commitment to public benefit and much of the work outlined below reflects this.

Engaging with the community

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

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

to raise significant funds for a range of local and national voluntary organisations.

The University runs a series of professorial and public lectures throughout the year to provide access to its research and in 2018-19 the lecture programme included topics as diverse as 'the role of HEIs in shaping autonomous, resilient and compassionate nurse' and 'How to put a price on Information Privacy in an unsecured world'. We have also made available a key archive and exhibition 'Heathrow: the Journey' which is based at the University, and is open to the public and researchers to enable them to explore the history of Heathrow and aviation.

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

Widening access and social inclusion

The University's commitment to social inclusion and the importance of widening access is enshrined in our strategies and policies. Specifically, inclusion is defined as enabling and empowering all students to access education that meets their needs and providing increased access, student success and progression to employment and further study

for students from under-represented groups (see Section 2). As part of this mission, UWL has a dynamic outreach team dedicated to widening participation that engages in outreach work with local schools which is aimed at raising aspirations of local children to benefit from a University degree.



Modern slavery

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

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

UWL is also committed to ensuring there is transparency in our approach to tackling modern slavery throughout its contracts and supply chains, consistent with its disclosure obligations under the Modern Slavery Act 2015.

The University expects the same high standards from all contractors, suppliers and other business partners, and as part of the contracting processes, includes specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children. The University expects that suppliers will hold their own suppliers to the same high standards.

Corporate governance statement



The Board of Governors

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

Independent governors	
Ms Jennifer Bernard ^{3, 4, 5}	(and Chair of the Board from 1 January 2019)
Mr Dermot Blastland ^{3, 4, 6}	
Ms Sandra Botterell ⁵	
Ms Shirley Cameron ^{1, 3}	
Mr Mark Cammies ^{2, 3}	
Mr Steve Fowler ¹	
Mr Chris Humphries ^{3, 4}	(Chair of the Board until his retirement from the Board on 31 December 2018)
Mr Jonathan Lawrence ⁵	
Dr Christopher McLaverty ¹	
Mr Kris Murali ²	
Ms Kerry O'Callaghan ⁶	
Ms Helena Peacock ²	
Dr Kirpal Tahim ^{2, 3}	
Mr Patrick Younge ^{3, 4, 5, 6}	
Ex-officio member	
Professor Peter John	(Vice-Chancellor)
Co-opted members	
Mr Geoff Fuller ¹	(from 1 April 2019)
Mr Paul Sahota ²	(from 1 August 2019)
Co-opted member with experience of the provision of education	
Mr Derek Hicks ²	
Academic Board member	
Ms Sara Raybould	
Professoriate member	
Professor Heather Loveday	(from 1 December 2018)
Staff member	
Dr Suresh Gamlath	(from 1 May 2019)
Student member	
Ms Kat Hackshaw	(to 31 May 2019)
Mr Jacob Pepper	(from 1 June 2019)
Co-opted members of sub-committees	
Ms Kim Ansell ⁵	(from 1 April 2019)
Mr Bob Atkins ²	
Mr Paul Sahota ¹	(to 31 July 2019)
Mr James Southgate ¹	
Mr Kiran Virdee ²	

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

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

In accordance with the Instrument and Articles, 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 comprises 13 independent members, one co-opted member with experience of education, two other co-opted members and the Vice Chancellor. The membership also includes elected representatives of staff, the Academic Board, the Professoriate and the student body. Subject to the overall responsibility of the Board, the Academic Board has oversight of the academic affairs of the University and draws its membership entirely from the staff and students of the University.

The Vice-Chancellor is the Head of the University, its Chief Executive and the Accountable Officer. The Vice-Chancellor's responsibilities are set out in the Instrument and Articles of Government. Throughout the year the Vice-Chancellor was assisted by the Vice-Chancellor's Executive.

The Board conducts its business in accordance with the Standards in Public Life and the Committee of University Chairs (CUC) Code of Governance (2014) and OfS regulatory requirements. It also takes account of other codes or good practice as appropriate, including those from the Charity Commission. The University has also formally adopted the CUC Higher Education Remuneration Code (2018).

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

Finance Committee

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

Student Liaison Committee

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

Governance and Nominations Committee

The Committee considers issues of governance, committee membership and the recruitment, training and succession planning of governors. The Committee considers and recommends nominations for vacancies in Board membership and co-opted members of committees.

Remuneration Committee

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

Workforce Advisory Committee

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

Register of Interests

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

Payments to Governors

A total of £2,958 was paid in expenses to seven Governors during 2018-19 in relation to travel costs. The Academic Board and Staff Governor Representatives are employees of the University and are paid accordingly. The student representative is an employee of the University's Students' Union which is predominantly funded by the University. No members of the Board receive remuneration for the work they do for the Board, except for the Vice-Chancellor who is a member of the Board by virtue of the office he holds.

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.

Financial responsibilities of the Board

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

In preparing the Financial Statements, the Board has to ensure that:

- Suitable accounting policies are selected and applied consistently;
- Judgments and estimates are made that are reasonable and prudent;
- Applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the Financial Statements;
- Financial Statements are prepared on the going concern basis unless it is inappropriate to assume operations will continue. The Board is satisfied that resources are adequate to continue in operation for the foreseeable future and for this reason the going concern basis continues to be adopted in the preparation of the Financial Statements; and
- The integrity of the financial information included on the University's website is maintained.

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

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

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

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



Statement of internal control

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

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
















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


- Matters related to the Mission, Strategy and sustainability of the University are discussed on a regular basis.
- The Chair of the Audit and Risk Committee reports to each meeting of the Board on matters discussed at the Committee.
- The Audit and Risk Committee receives reports from Internal Auditors at each of its meetings, which provide an independent opinion on the adequacy and effectiveness of the internal control systems together with recommendations for approval.
- The Audit and Risk Committee reviews an annual report on value for money together with recommendations for improvement.

The Audit and Risk Committee approves the annual Internal Audit Plan. The Plan was approved by the Committee at its meeting on 24 September 2018. The Plan is linked to the Strategic Plan and the Strategic Risk Register.

Risk management

Key risks

	Current risk status
Failure to recruit adequate student numbers	
Failure to retain students and support their progression	
Failure to meet student expectations and to deliver on the student experience	
Failure to equip students with graduate skills and support them through to successful graduate outcomes	
Failure to produce the research output and scholarly activity in line with our aspirations	
Failure to diversify income and grow business critical opportunities	
Failure to expand and establish our TNE network	
Failure to sustain a strong and financially viable position	
Failure to recruit, develop and retain staff	
failure to maintain and develop the property that enhances the student experience	
Failure to perform strongly and consistently in reputational fora (e.g. league tables)	
Failure to achieve Silver/Gold rating in TEF	
Failure to maintain strong regulatory compliance including OfS, UKVI, Ofsted and GDPR	
Failure to control data, make external returns and have an effective information strategy to support day to day activities	
Failure to maintain the infrastructure and IT to deliver core business	

 Catastrophic
  Major
  Moderate
  Minor

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

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

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

The Board reviews the risk management policy regularly and agrees the level of acceptable risk. The Audit and Risk Committee on behalf of the Board has responsibility for overseeing risk management within the University as a whole.

The 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 three of its four meetings of the Committee held during the year.

The responsibility for the Risk Management Policy and the maintenance of the Risk Register lies with the University Secretary with the support of the Vice-Chancellor's Executive and in particular the Director of Strategic Planning. The Strategic Risk Register sets out the key risks and the controls for their mitigation. This work is underpinned by the maintenance of risk registers in the academic Schools and professional services.

Report of the Audit and Risk Committee

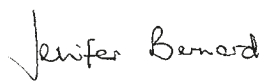
The full particulars of the work of the Audit and Risk Committee, including details of the advancements made during the course of 2018-19, are set out in the Audit and Risk Committee's Annual Report to the Board. This report, which was considered by the Board on 26 November 2019 and will be submitted to Office for Students, included the Audit and Risk Committee's conclusions on:

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

The Audit and Risk Committee places considerable reliance on the work of the internal and external audit teams and also on assessments made by external agencies such as the OfS. The Committee has and will continue to work with those audit teams and in conjunction with 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 Board has received from the Chair of the Audit and Risk Committee the necessary assurances about the adequacy of the internal controls in place throughout the year up to the point of this report, thus enabling the 2018-19 Financial Statements to be signed and submitted to the Office for Students. It is confirmed that there were no significant internal control weaknesses or failures that have arisen during the financial year or before these reports were signed.

Signed on behalf of the Board of Governors



Jennifer Bernard
Chair of the Board of Governors



Professor Peter John
Vice-Chancellor and Chief Executive

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

Opinion

We have audited the financial statements of The University of West London ("the University") and its subsidiaries ("the Group") for the year ended 31 July 2019 which comprise the consolidated and university statement of comprehensive income, the consolidated and university balance sheets, the consolidated and university statement of changes in reserves, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the University's affairs as at 31 July 2019 and of the Group's and the University's income and expenditure, gains and losses, changes in reserves and of the Group's and University's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education and relevant legislation.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable

law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and University in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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

Other information

The board are responsible for the other information. Other information comprises the information included in the annual

report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information including the Annual Report, Statement of Corporate Governance and Internal Controls and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters Students ("OfS")

In our opinion, in all material respects:

- Funds from whatever source administered by the higher education institution for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.
- Funds provided by the OfS have been applied in accordance with the Terms and Conditions of Funding and any other terms and conditions attached to them.
- The requirements of the OfS's accounts direction have been met.

Responsibilities of the board

As explained more fully in the board members responsibilities statement set out on page 72, the board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Use of our report

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

BDO LLP

Paula Willock
(Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Gatwick
Date: 28 November 2019

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 2015 and in accordance with Financial Reporting Standards (FRS 102). The University is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102. The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of fixed assets).

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

Basis of consolidation

These consolidated financial statements include the University and all its subsidiary undertakings for the financial year to 31 July 2019. Intra-group transactions are eliminated on consolidation.

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

Significant judgements and estimates

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

- Determine whether leases entered into by the University either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the University's tangible and intangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.
- The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.
- Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense (for example, a 0.5% decrease in the discount rate would increase the pension liability by £1.4million).

Other key sources of estimation uncertainty

- **Tangible fixed assets (see note 14)**
Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- **Trade debtors (see note 17)**
The estimate for receivables relates to the recoverability of the balances outstanding at year end. All debts greater than 2 years old being fully provided against and debts which are between 1 and 2 years old having a 57% provision made against them.

Income recognition

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

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

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

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

Grant funding

Grant funding including funding council block grant, research grants from government sources, grants (including research grants) from non-government sources are recognised as income when the University is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Donations and endowments

Non exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor imposed restrictions are recognised in income when the University is entitled to the funds. Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer.

Donations with no restrictions are recognised in income when the University is entitled to the funds.

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

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

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

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

Capital grants

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

Accounting for retirement benefits

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

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

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

Defined Contribution Plan

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

Defined Benefit Plan

Defined benefit plans are post-employment benefit plans other than defined contribution plans. Under defined benefit plans, the University's obligation is to provide the agreed benefits to current and former employees, and actuarial risk and investment risk are borne, in substance, by the University.

The Group should recognise a liability for its obligations under defined benefit plans net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

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

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

Employment benefits

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

Leases

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

Foreign currencies

Transactions in foreign currencies are translated into Sterling at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated into Sterling at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in Surplus or Deficit.

Fixed assets

Fixed assets are stated at cost / deemed cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued to fair value on or prior to the date of transition to the 2015 FE HE SORP, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

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

Land and buildings

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

Freehold buildings 1.72% - 2%

Leasehold premises Life of lease

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

Equipment

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

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

Computer equipment 10% - 16.66%

Equipment 20%

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

Investments

Investment in the subsidiary is carried at cost in the University's accounts.



Financial Accounts





Consolidated Statement of Comprehensive Income

For the Year Ended 31 July 2019

	Note	2018/19 Consolidated £000	2017/18 Consolidated £000
Income			
Funding Council grants	1	10,991	10,637
Tuition fees and education contracts	2	77,483	74,929
Research grants and contracts	3	1,191	936
Other income	4	20,454	18,412
Endowment and investment income	5/6	652	1,137
		110,771	106,051
Expenditure			
Staff costs	7	(50,973)	(49,014)
Severance costs	7	(244)	(216)
Other operating expenses	8	(40,742)	(38,975)
Interest payable	9	(3,659)	(3,847)
Depreciation	13/14	(6,109)	(5,747)
		(101,727)	(97,800)
Group surplus on continuing operations after depreciation but before tax and other gains	12	9,044	8,251
Loss on disposal of property	11	(1,935)	(2,184)
Group surplus for the year		7,109	6,067
Actual (loss)/gain in respect of pension schemes	24	(19,276)	14,573
Total comprehensive (loss)/income for the year		(12,167)	20,640
Represented by:			
Endowment comprehensive (loss)/income for the year	20	(294)	757
Unrestricted comprehensive (loss)/income for the year		(11,873)	19,883
		(12,167)	20,640

All amounts relate to continuing operations.

The notes on pages 88 to 105 form part of these financial statements.

Consolidated & University Balance Sheet

As at 31 July 2019

	Note	Consolidated		University	
		2018/19 £000	2017/18 £000	2018/19 £000	2017/18 £000
Fixed assets					
Intangible assets	13	3,010	1,260	1,120	1,260
Tangible assets	14	160,958	158,285	157,531	158,285
Investments	15	331	131	3,090	131
Total fixed assets		164,299	159,676	161,741	159,676
Current assets					
Stock	16	346	380	346	380
Debtors	17	13,898	19,014	16,041	20,407
Cash at bank and in hand		41,331	31,325	40,532	29,536
Total current assets		55,575	50,719	56,919	50,323
Creditors					
Amounts falling due within one year	18	(19,919)	(17,185)	(18,754)	(17,138)
Net current assets		35,656	33,534	38,165	33,185
Total assets less current liabilities		199,955	193,210	199,906	192,861
Non-current liabilities					
Amounts falling due after more than one year	19	(63,371)	(65,614)	(63,371)	(65,614)
Provisions					
Pensions liability	24	(75,019)	(53,863)	(75,019)	(53,863)
Net assets		61,565	73,733	61,516	73,384
Restricted Reserves					
Endowments	20	2,885	3,178	2,885	3,178
Unrestricted reserves					
Income and expenditure reserve - unrestricted		115,038	105,757	114,989	105,408
Income and expenditure reserve - Pension reserve		(75,019)	(53,863)	(75,019)	(53,863)
Revaluation reserve	21	18,661	18,661	18,661	18,661
Total Reserves		61,565	73,733	61,516	73,384

The notes on pages 88 to 105 form part of these financial statements.

The financial statements were approved by the governing body on 26 of November 2019 and were signed on its behalf on that date by:

Peter John, Vice-Chancellor 

Jennifer Bernard, Chair of the Board of Governors 

Patrick Fuller, Chief Financial Officer 

Consolidated and University Statement of Changes in Reserves

For the Year Ended 31 July 2019

	Income and Expenditure Account		Revaluation Reserve	Total
	Endowment £000	Unrestricted £000	£000	£000
Balance at 1 August 2017	2,421	32,011	18,661	53,093
Surplus from the income and expenditure statement	757	5,310	–	6,067
Other comprehensive income	–	14,573	–	14,573
Transfers between revaluation and income and expenditure reserve	–	–	–	–
Release of restricted funds spent in year	–	–	–	–
Total comprehensive income for the year	757	19,883	–	20,640
Balance at 1 August 2018	3,178	51,894	18,661	73,733
Surplus from the income and expenditure statement	(293)	7,402	–	7,109
Other comprehensive income	–	(19,276)	–	(19,276)
Asset Revaluation	–	–	–	–
Release of restricted funds spent in year	–	–	–	–
Total comprehensive income for the year	(293)	(11,874)	–	(12,167)
Balance at 1 August 2019	2,885	40,019	18,661	61,565

Consolidated Cash Flow Statement

For the Year Ended 31 July 2019

	Note	2018/19 £000	2017/18 £000
Cash Flow from operating activities			
Surplus for the year		7,109	6,067
Adjustment for non-cash items			
Depreciation and amortisation	13/14	6,109	5,748
Decrease/(increase) in stock	16	34	(214)
Decrease/(increase) in debtors	17	5,116	(3,986)
Increase/(decrease) in creditors	18	2,732	4,923
Difference between net pension expense and liability	24	1,880	2,420
Deferred capital grant release	19	(2,243)	(2,727)
Adjustment for investing or financing activities			
Investment income	5	(199)	(152)
Interest payable	9	2,143	2,145
Endowment (income)/loss	20	293	(757)
(Profit)/Loss on disposal of fixed assets	11	1,935	2,184
Net cash inflow from operating activities		24,909	15,651
Cash Flows from investing activities			
Proceeds from sales of fixed assets		–	8,069
Investment income	5	199	152
Payments made to acquire fixed and intangible assets	13/14	(12,467)	(7,232)
Additions to Investments	15	(200)	–
Net cash inflow from investing activities		(12,468)	989
Cash Flows from financing activities			
Interest Paid	9	(2,143)	(2,145)
Endowment cash (paid)/received	20	(293)	757
Repayments of amounts borrowed	19	–	(1,500)
Capital element of finance lease and service concession payments		–	–
Amounts held on deposit		(6,000)	(3,000)
Net cash inflow from financing activities		(8,436)	(5,888)
(Decrease)/increase in cash and cash equivalents in the year		4,005	10,752
Cash and cash equivalents at the beginning of the year		28,325	17,573
Cash and cash equivalents at the end of the year		32,330	28,325

The year end balance of cash is the total year end bank balances less deposits held for 3+ months from 31 July 2019.

Notes to the Financial Statements

For the Year Ended 31 July 2019

1. Funding Council grants

	2018/19 £000	2017/18 £000
Recurrent grants:		
HEFCE/OFS	6,512	6,457
SFA	–	1,187
EFA	2,114	295
Release of deferred capital grants:		
Equipment	59	67
Buildings	2,306	2,631
	10,991	10,637

2. Tuition fees and education contracts

	2018/19 £000	2017/18 £000
UK Higher Education students		
Full-time students	52,568	50,539
Part-time students	2,710	2,463
UK Further Education students:		
Part-time students	114	114
EU Students (excl UK students)	8,974	6,594
Non EU students	6,463	4,257
Short courses and examination fees	1,135	1,793
Nursing and midwifery education contracts	5,518	9,169
	77,483	74,929

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

3. Research grants and contracts

	2018/19 £000	2017/18 £000
Other grants and contracts	1,191	936

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

4. Other operating income

	2018/19 £000	2017/18 £000
Residences, catering and conferences	8,221	7,072
Other income-generating activities	10,857	10,245
Deferred capital grants release	51	29
Other income	1,325	1,066
	20,454	18,412

5. Investment income

	2018/19 £000	2017/18 £000
Other interest receivable	199	152
	199	152

6. Donations and endowments

	2018/19 £000	2017/18 £000
New endowments	453	985
	453	985

Notes to the Financial Statements Continued For the Year Ended 31 July 2019

7. Staff costs

	2018/19 £000	2017/18 £000
Salaries and wages	39,430	37,988
Social security costs	4,138	3,974
Pension costs	7,405	7,052
Staff costs	50,973	49,014
Severance costs	244	216
Total severance costs	244	216
Teaching departments	31,469	31,202
Teaching support services	3,439	3,473
Administration and central services	16,065	14,339
	50,973	49,014
Staff on permanent contracts	45,870	43,563
Staff on short-term and temporary contracts	5,103	5,451
	50,973	49,014
Vice-Chancellor's emoluments		
Base salary	296	270
Performance related pay and other bonuses	4	5
Benefits in kind	4	4
Additional salary paid instead of pension contributions	38	36
	342	315
Pension contributions**	–	–
	342	315

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

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

7. Staff costs continued

	2018/19 £000	2017/18 £000
The remuneration of higher paid staff (excluding pension contributions) was:		
£100,000 - £104,999	3	2
£105,000 - £109,999	1	—
£110,000 - £114,999	—	—
£115,000 - £119,999	—	1
£120,000 - £124,999	1	—
£130,000 - £134,999	1	1
£135,000 - £139,999	—	—
£145,000 - £149,999	—	1
£160,000 - £164,999	1	—
£270,000 - £274,999	—	1
£300,000 - £304,999	1	—
	2018/19 Number	2017/18 Number
The average number of persons (including senior post-holders) employed by the University during the period, expressed as full-time equivalents, was:		
Teaching departments	615	623
Teaching support services	66	70
Administration and central services	240	251
	921	944
	2018/19 £000	2017/18 £000
Compensation for loss of office paid to former members of staff earning in excess of £100,000 per annum was:	—	—

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

Vice-Chancellor's remuneration

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

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

The achievements for 2018-19 included:

Income growth of 5 % surplus 8 %	Achieved	The income for 2018-19 grew to £110 from £106 in 2017-18, with a surplus of £9m.
NSS overall satisfaction above 80 %	Achieved	Overall satisfaction in the NSS was 87 % which placed the University as 20th in the UK.
Employability at 98 % and Graduate Employability at 75 %	Achieved	The University achieved 98 % overall for graduates in work or further study and 75 graduate employment.
Enterprise income above £27m	Achieved	£28.2m was achieved through growth in enterprise activity in 2018-19.
5 % growth in student numbers	Achieved	The University grew student numbers by 12 %.
Maintain or improve UCAS entry points at 120	Achieved	UCAS entry points improved to 124
A satisfactory Ofsted report	Achieved	The University attained a Good rating, with good in each category.
Staff costs below 50 %	Achieved	Staff costs were 46 % of expenditure
Student Completion improved by 2 %	Achieved	Completion rates were 2 % higher at 78.1 %
Good degrees (1st and 2:1s) maintained	Achieved	74 % of students attained a good degree
SSRs improved from 1:15	Achieved	Staff: student ratio was improved at 1:14.8
League table position improved to above 60	Achieved	UK Ranking in the Sunday Times Good University Guide climbed to 52nd – up 31 places.
New sports centre and the Postgraduate and International Centre completed	Achieved	The new Sports Centre and Postgraduate and International Centre completed on budget.

The above achievements demonstrate continuous institutional improvement with all the Vice-Chancellor's performance objectives being met or exceeded. This performance is also tightly benchmarked against other similar institutions. The Vice Chancellor's salary is 7.76 time the median pay of staff for 2018-19 (2017-18: 7.93), where the median pay is calculated on a full-time equivalent basis for the salaries by the University to its staff. The Vice Chancellor's total remuneration is 7.60 time the median total remuneration of staff for 2018-19 (2017-18: 8.02), where the median pay is calculated on a full-time equivalent basis for the total remuneration by the University to its staff. The Vice Chancellor voluntarily withdrew from the TPS and has received, from the date of withdrawal, a monthly salary adjustment (shown within remuneration as 'payments in lieu of pension contributions'). This is accordance with the University's agreed policy on pension and ratified by the Remuneration Committee.

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

Governors' remuneration

A total of £2,958 (£2,951 in 2017/18) was paid in expenses to eight Governors during 2018-19 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.

8. Other operating expenses

	2018/19 £000	2017/18 £000
Other premises costs	7,484	7,177
Agency and consultancy	3,873	3,968
Equipment rent and maintenance	2,108	2,075
Consumables	1,107	608
Books and periodicals	1,030	1,058
Franchise payments	1,323	674
Advertising	2,731	2,897
Grants to Students' Union	2,959	2,387
Travelling and subsistence	709	954
Hire of facilities	192	219
Equipment not capitalised	441	572
Irrecoverable VAT	122	342
Rents	506	427
Auditors' remuneration	155	116
Other expenses*	16,002	15,499
	40,742	38,975
Included in the above operating expenses:		
External audit fee – University	76	71
External audit fee – Subsidiaries	7	6
Internal audit fee	65	38
Non-audit work	65	–
Operating lease rentals - land & buildings	506	427
Operating lease rentals - equipment	355	331

*Other expenses includes bursaries and student related expenses of £3,670,300 (2017/18: £4,793,956).

9. Interest payable

	2018/19 £000	2017/18 £000
On bank loans, overdrafts and other loans:		
Repayable within five years, by instalments	2,143	2,145
On pension scheme assets and liabilities:		
Expected return on pension scheme assets	(3,092)	(2,646)
Interest cost on pension scheme liabilities	4,608	4,348
	3,659	3,847

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

10. Taxation

	2018/19 £000	2017/18 £000
Current year tax charge	–	–
Surplus on operations before tax	7,109	6,067
Expected tax charge*	1,350	1,153
Effects of:		
Surplus not subject to UK corporation tax	(1,350)	(1,153)

*Calculated at 19 % for August 2018 to July 2019. Assumes profits accrue evenly over the year.

11. Surplus/(deficit) on disposal of fixed assets

	2018/19 £000	2017/18 £000
Sale proceeds	–	–
Book value of assets (tangible fixed assets and investment properties)	(1,935)	(2,184)
Disposal costs	–	–
Realised gain on disposal	(1,935)	(2,184)

12. Surplus for the period

	2018/19 £000	2017/18 £000
University's surplus for the period	9,023	8,251
Surplus generated by subsidiary undertakings	21	–

13. Intangible Assets

	2018/19 £000	2017/18 £000
Cost at 1 August 2018	1,400	1,400
Additions	1,890	–
Amortisations	(280)	(140)
Goodwill at 31 July 2019	3,010	1,260

On 17 May 2019, for the cost of £4.25m, the University acquired DSL Operations Ltd and Drama Studio London Ltd companies. The cost of the acquisition has been apportioned between Goodwill and Investments in Subsidiaries.

14. 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 2018	7,576	141,521	15,384	3,091	8,483	176,055
Adjustment to opening cost	–	10,248	20,613	–	3,468	34,329
Additions	2,500	5,878	1,360	2,501	4	12,243
Completions	–	–	–	(1,666)	–	(1,666)
Disposals	–	(3,156)	–	–	–	(3,156)
Revaluation - Disposals	–	–	–	–	–	–
Revaluation - Existing Assets	–	–	–	–	–	–
At 31 July 2019	10,076	154,491	37,357	3,926	11,955	217,806
Depreciation / impairment						
At 1 August 2018	–	8,288	7,475	–	2,007	17,770
Adjustment to opening depreciation/impairment	–	10,249	20,613	–	3,467	34,329
Disposals	–	(1,221)	–	–	–	(1,221)
Reclassification of Assets	–	–	–	–	–	–
Charge for year	–	3,312	2,176	–	481	5,969
At 31 July 2019	–	20,628	30,264	–	5,955	56,847
Net book value as at 31 July 2019	10,076	133,863	7,093	3,926	6,000	160,958
Net book value as at 31 July 2018	7,576	133,233	7,909	3,091	6,476	158,285

The adjustment to opening cost amounts in the table above was made as part of an exercise to ensure the fixed asset register agrees with the accounts.

The property at St Mary's Road was revalued to £75m on 1 August 2018. It is secured against SMR with a carrying value at £73m. This valuation is not reflected in the tangible fixed asset note.

	2018/19 £000	2017/18 £000
Depreciation was funded by:		
Deferred capital grants released	371	546
Revaluation reserve release	–	–
General income	5,598	5,061
	5,969	5,607

15. Investments (Consolidated and University)

	2018/19	2017/18
	£000	£000
At 1 August 2018	131	31
Additions	200	100
Disposals	–	–
Revaluation	–	–
At 31 July 2019	331	131

16. Stock (Consolidated and University)

	2018/19	2017/18
	£000	£000
Finished goods	380	167
Balance at 31 July 2019	346	380

17. Trade and other receivables due within one year

	Consolidated		University	
	2018/19	2017/18	2018/19	2017/18
	£000	£000	£000	£000
Trade receivables	9,698	7,824	9,333	7,674
Amounts owed by consolidated undertakings	–	–	2,498	1,543
Other receivables	1,954	1,210	1,989	1,210
Slough balance (due within one year)	–	8,069	–	8,069
Prepayments	2,246	1,911	2,221	1,911
	13,898	19,014	16,041	20,407

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

18. Creditors: amounts falling due within one year

	Consolidated		University	
	2018/19	2017/18	2018/19	2017/18
	£000	£000	£000	£000
Social security and other taxation payable				
Deferred capital grant income	4,801	5,556	4,801	5,556
Accruals and deferred income	2,339	2,257	2,310	2,247
Deferred capital grant income	371	542	371	542
Accruals and deferred income	12,408	8,830	11,272	8,793
	19,919	17,185	18,754	17,138

Deferred income

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

	Consolidated		University	
	2018/19	2017/18	2018/19	2017/18
	£000	£000	£000	£000
Grant income	150	345	150	345
Other income	5,427	2,191	4,947	2,191
	5,577	2,536	5,097	2,536

Notes to the Financial Statements Continued

for the year ended 31 July 2019

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

	Consolidated		University	
	2018/19 £000	2017/18 £000	2018/19 £000	2017/18 £000
Secured loans*	55,000	55,000	55,000	55,000
Deferred capital grant income	8,371	10,614	8,371	10,614
	63,371	65,614	63,371	65,614

Repayments fall due within the following bands

Within 1 year	–	–	–	–
Within 1-2 years	–	–	–	–
Within 2-5 years	–	–	–	–
After more than 5 years	55,000	55,000	55,000	55,000
Total secured and unsecured loans	55,000	55,000	55,000	55,000

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

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

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

20. Endowment (Consolidated and University)

	Restricted expendable £000	Restricted permanent £000	Total £000
At 1 August 2018	3,008	170	3,178
New Endowments	453	–	453
Expenditure	(746)	–	(746)
At 31 July 2019	2,715	170	2,885
Represented by:			
Capital value	2,715	170	2,885
Accumulated income	–	–	–
At 31 July 2019	2,715	170	2,885
Analysis by type of purpose			
Scholarships and bursaries	539	170	709
Research support	255	–	255
Prize funds	14	–	14
General	1,907	–	1,907
	2,715	170	2,885

All endowments funds are represented by cash.

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

21. Revaluation reserve (Consolidated and University)

	2018/19 £000	2017/18 £000
At 1 August 2018	18,661	18,661
Shares disposal	—	—
Share market revaluation	—	—
Investment Properties - disposal	—	—
Revaluation - other	—	—
At 31 July 2019	18,661	18,661

22. Movement on general reserves

	Consolidated		University	
	2018/19 £000	2017/18 £000	2018/19 £000	2017/18 £000
Surplus after depreciation of assets and after tax	7,109	6,067	7,409	6,293
Release from revaluation reserve	—	—	—	—
(Increase)/Decrease to endowment reserve	293	(757)	293	(757)
Historical cost surplus after tax	7,402	5,310	7,702	5,536
Pension recognised (loss)/gain	(19,276)	14,573	(19,276)	14,573
Transfer from/(to) pension reserve	21,155	(12,153)	21,155	(12,153)
Balance brought forward	105,757	98,027	105,408	97,452
Balance carried forward	115,038	105,757	114,989	105,408

23. Subsidiary companies

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

The University of West London Commercial Limited

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

DSL Operations Limited

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

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

In calculating the goodwill on acquisition, the fair values of the net assets of DSL Operations Limited have been assessed and adjustments from book value have been made where necessary. These adjustments are summarised in the following table:

	Book value £000	Adjustments £000	Fair Value £000
Fixed Assets	3,433	–	3,433
Current Assets			
Debtors	440	–	440
Cash at bank and in hand	(152)	–	(152)
Total Assets	288	–	288
Current liabilities			
Creditors	1,077	–	1,077
Due within one year	1,565	–	1,565
Deferred tax on differences between fair values and tax bases	210	–	210
	2,852	–	2,852
Net Assets Acquired	869	–	869

The results of DSL Operations Limited since its acquisition are as follows:

	Period since acquisition £000
Income	350
Profit for the year	21

The University also owns the following dormant companies:

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.

Drama Studio London Limited

On 17 May 2019 the University acquired Drama Studio London Limited. This company is incorporated in England and Wales. It has not traded in the year.

24. 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 £8,880,993 (2017/2018: £8,703,331).

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 £2,908,000 (2017/2018: £2,753,000).

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

Universities' Superannuation Scheme (USS)

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

The employer contributions for the year were £193,000 (2017/2018: £181,000).

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

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

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 2019 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 2016 and updated to 31 July 2019 by qualified independent actuaries. The main results and assumptions of the most recent valuation for the schemes based on the projected unit method are as follows:

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

	2018/19 £000	2017/18 £000
Amounts recognised in the Balance Sheet:		
Present value of funded obligations	178,659	152,875
Fair value of plan assets	(111,396)	(106,725)
	67,263	46,150
Present value of unfunded obligations	7,756	7,713
Net liability in balance sheet	75,019	53,863

	2018/19 £000	2017/18 £000
Amounts recognised in the Income and Expenditure Account are as follows:		
Current service costs	3,820	4,021
Past service cost (credit)	–	–
Impact of Paragraph 28.13A	364	(30)
Scheme administration expenses	80	76
Losses (gains) on curtailments and settlements	–	–
	4,264	4,067
Net Interest on the defined benefit liability	1,516	1,702
Actual return on plan assets	5,780	5,769

	2018/19 £000	2017/18 £000
Amounts recognised in Other Comprehensive Income		
Actuarial gains/(losses) due to change in assumptions	(20,163)	10,620
Experience gains/(losses) on scheme liabilities	(59)	(219)
Experience gains on scheme assets	946	4,172
Actuarial gain recognised in other comprehensive income	(19,276)	14,573

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

	2018/19 £000	2017/18 £000
Changes in the present value of the defined benefit obligation:		
Defined benefit obligation at start of year	160,588	165,683
Service cost	3,820	4,021
Impact of Paragraph 28.13A	364	(30)
Interest cost	4,608	4,348
Actuarial losses (gains)	20,222	(10,401)
Employee contributions	1,035	984
Benefits paid	(4,222)	(4,017)
Closing defined benefit obligation	186,415	160,588

	2018/19 £000	2017/18 £000
Changes in the fair value of plan assets:		
Fair value of scheme assets at start of year	106,725	99,667
Interest Income	3,092	2,646
Scheme administration expenses	(80)	(76)
Return on Scheme assets excluding interest income	946	4,172
Contributions by employer	3,900	3,349
Employee contributions	1,035	984
Benefits paid	(4,222)	(4,017)
Closing fair value of plan assets	111,396	106,725

Actual return on assets

2018–19	£4,038,000
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Projected employer contributions for the next accounting period (excluding TPS and USS)

2019–20	£4,103,000
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Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

	2018/19 £000	2017/18 £000
Movement in deficit during the year:		
Deficit at beginning of the year	(53,863)	(66,016)
Current service cost	(3,820)	(4,021)
Past service cost	30	30
Employer contributions	3,900	3,349
Impact of settlements and curtailments	(76)	(76)
Net return on assets	(1,516)	(1,702)
Actuarial (losses)/gains	(19,276)	14,573
Deficit at end of year	(74,621)	(53,863)

The major categories of plan assets as a percentage of total plan assets:	2018/19 %	2017/18 %
Equities	58	57
Gilts	0	18
Other bonds	22	3
Property	10	10
Cash	7	10
Alternative assets*	2	2

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

The principal assumptions at the balance sheet date (expressed as weighted averages):	2018/19 %	2017/18 %
Discount rate at 31 July	2.30	2.90
Expected return on plan assets at 31 July	2.30	2.90
RPI inflation	3.20	3.10
CPI inflation	2.20	2.10
Future salary increases*	2.20	2.10
Future pension increases	2.20	2.10
Future life expectancy for a male member aged 65	22.0	22.4
Future life expectancy for a male member aged 65 in 20 years time	23.3	23.8
Future life expectancy for a female member aged 65	24.4	24.8
Future life expectancy for a female member aged 65 in 20 years time	25.9	26.4

*Salary increases are assumed to be 2 % per annum until 31 July 2021, and in line with CPI inflation thereafter.

Last year, salary increases were assumed to be 2 % per annum until July 2019, and in line with CPI inflation thereafter.

Notes to the Financial Statements Continued

For the Year Ended 31 July 2019

Amounts for the current and previous four periods:	2018/19 £000	2017/18 £000	2016/17 £000	2015/16 £000	2014/15 £000
Defined benefit obligation	(186,415)	(160,588)	(165,683)	(158,468)	(132,740)
Plan assets	111,396	106,725	99,667	89,201	82,298
Deficit	(75,019)	(53,863)	(66,016)	(69,267)	(50,442)
Experience (loss)/gain on plan liabilities	(59)	(219)	2,950	(108)	(249)
Experience gain/(loss) on plan assets	946	4,172	8,932	4,940	3,531
Cumulative actuarial gains/(losses) recognised in the STRGL (since 1 August 2010)	(43,500)	(24,224)	(38,797)	(44,201)	27,074

25. Capital Commitments (Consolidated and University)

	2018/19 £000	2017/18 £000
Commitments contracted	2,514	1,850

26. Related Party Transactions

Governors of the University

Ms Katherine Hackshaw is the President of West London Students' Union.

Students' Union

During the year the University paid grants to the University of West London Student Union of £2,958,720 (2017-18: £2,387,057)

No other related party transactions have been identified.

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

27. Lease obligations (Consolidated and University)

	2018/19 Land and Buildings £000	2018/19 Plant and Machinery £000	2018/19 Total £000	2017/18 Total £000
Total rentals payable under operating leases:				
Payable during the year	506	151	657	796
Future minimum lease payments due:				
Not later than 1 year	211	74	285	300
Later than 1 year and not later than 5 years	188	115	303	436
Later than 5 years	–	–	–	–
Total lease payments due	399	189	588	736

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