PIONEERS OF FUTURE CAREERS & SUSTAINABLE INNOVATION FOR A CHANGING WORLD
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Vision 2028 is an ambitious 10-year strategy to become the UK’s leading careers-intensive university.

It aims to create a 4.0 education for learners: producing graduates with the skills, tools and competencies sought by employers and entrepreneurs in a rapidly changing world.

As one of the most diverse, vibrant and socially-inclusive universities in the UK, the strategy builds upon the institution’s long-standing commitment to inclusion and social mobility and advances research and entrepreneurial knowledge to help people and planet. Our colleagues, students, alumni, industry and community partners and other supporters have contributed and consulted extensively on the development of Vision 2028, securing the commitment, innovative ideas and productive collaboration of our community for our 10-year journey.

The University of East London is the university which prepares its students for the jobs of the future. We have been doing that proudly for over 120 years, starting in 1898 during the second industrial revolution. Now, in the fourth industrial revolution – a world of artificial intelligence, quantum computing and the internet of things, the world of work is changing once more and so are we.
# Strategic Summary

**Mission**

We accelerate inclusive talent by realising potential wherever and whenever it is found

We advance knowledge and innovation to help people and planet

**Values**

Passion, Diversity, Courage

## Strategic Objectives

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<td>Participation, progression, experience and successful attainment of life-changing, life-long education and training</td>
<td>To address industry and community skills gaps, increasing access to and acceleration of graduate-level employment</td>
<td>To increase the economic, social and cultural impact (reach and value) of our activities to the communities we serve</td>
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### 2028 Goals

- Top quartile student experience
- Median student success
- Gold TEF
- 0% attainment gap
- Enhanced learner transition through a 4-104 year-old educational eco-system
- Sector-recognition as leading economy 4.0 education
- Top quartile in sector for proportion of graduates employed by employers in Times Top 100 Employers
- Top 50% in sector for OPD and Facilities-related income
- Top quartile in sector for proportion of international students of total student body
- Top third in sector for graduate start-ups
- Top quartile in sector for apprenticeship numbers
- Top quartile REF 2028 Impact
- Sector-recognition as leading economy 4.0 innovation
- Economic and societal impact as anchor and in target global communities

### Sub-strategies

- **Education & Experience**
- **Careers & Enterprise**
- **Impact & Innovation**
- **Sustainable Growth & Diversification**

### Institutional KPIs

- Learner experience
- Retention
- Attainment gap
- Learner success
- Employment readiness
- Graduate employment
- International growth
- Employed learner growth
- Research quality
- Innovation growth
- Research impact
- International growth
- Financial performance
- Operating efficiency
- Market attractiveness
- Growth

### Implementation pillars

- Learning Futures: delivering the future of learning and work today
- Building a global education, skills and innovation eco-system
- Advancing knowledge and innovation to help people and planet
- Developing operational competencies and business process optimisation

### Transformation projects

- Strategic Academic Development Framework
- Career Passport: developing professional fitness and mental wealth
- A Learner Pathway Group
- Talent Futures
- Impact Showcases
- Well-being, physical activity and sport
- The Learner Journey

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Pioneers of future careers and sustainable innovation for a changing world.
Since 1898, the University of East London has provided our learners with the educational attainment and training required to realise life goals and career aspirations. The year 2018 saw the University begin a transformative 10-year journey to becoming the UK’s leading careers-intensive university for a changing world. On completion of the first year of our 10-year journey, the core tenets of our transformative 10-year strategic plan – Vision 2028 – are now in place. With student success at the heart of all that we do, we are determined to ensure our students are equipped with the skills required to thrive in a rapidly evolving world.

We have achieved positive results this year, and remain firmly committed to equality, diversity, and inclusion, as well as increased participation for all. I am confident that the gains made will be multiplied over the next decade through strong leadership, motivated students, and committed staff.

As the newly appointed Chair of the Board of Governors, I would like to thank our out-going Chair, Geoff Thompson, for his service and unwavering commitment to the University during his tenure, and I re-commit to our students, staff and community that they remain our top priority. I look forward to working with the Vice-Chancellor and President, Professor Amanda Broderick, and the wider University of East London community in the coming months to realise Vision 2028. The University of East London has established a progressive and inclusive culture of change, innovation and success, and it is with confidence that we commence our 2019/20 academic year in a strong position to compete, flourish and thrive.
While there is still much work to do, the groundwork has been laid and it points the way to success. Some headline achievements against our strategic objectives this year include:

**SUSTAINABLE GROWTH & DIVERSIFICATION**
- The University delivered a £17 million surplus in 2018/19 (for the first time since 2005), reflecting both increased market attractiveness and growth and robust financial management. This is particularly notable as the University had cautiously forecast a deficit at the start of the financial year. In year prioritisation of the long-term sustainability of the institution has reaped dividends including: (i) the ability to pay off all borrowings, resulting in a new ability to utilise our assets for investment into our future public benefit mission; and (ii) our market attractiveness, particularly from higher entry tariff applicants, has significantly increased through this student recruitment cycle, with the trend continuing into date.
- Our ability to deliver a 10-year investment plan to realise our goal to become the UK’s leading careers-intensive university has been underpinned by successful acquisition of a £203 million bond from Aberdeen and Standard. The resulting investment, aligned with our 2028 route map of transformation projects, will facilitate our mission as pioneers of future careers and sustainable innovation for a changing world.
- Fittingly for a University undergoing a transformation, we launched a new brand and visual identity this year which reflects the University’s rich heritage and forward-thinking. The new brand will support the strength and diversity of the talent pipeline.
- We launched a ground-breaking collaboration with Amazon Web Services (AWS) which has the potential to become one of the most important and influential industry partnerships in the University’s history, enhancing our students’ employability and leading to us becoming the leading University showcase of cloud technology transformation in the UK. This far-reaching relationship includes the creation of a Data Economy Career Zone and Innovation Loft; the establishment of an industry research institute; and support for our Mental Wealth programme. Engagement with such partners like AWS will play an increasingly important role as the University develops additional career zones and, in a broader sense, continues to solidify its place in the local and global landscapes.

In June 2019 the University of East London signed a memorandum of understanding with Tongji University to create a London/Shanghai design-led innovation hub.
FUTURE GRADUATE

Better for our students – by delivering life-changing, life-long education and training.

Our focus is on increasing participation, effective progression, transformative experience and successful attainment of life-changing, life-long education and training. In the first year of our 10-year strategic plan, our priorities have included redesigning our degree portfolio to reflect changing career needs, building a Professional Fitness and Mental Wealth provision across every programme and developing our first employer-led Career Zone.

CAREER ZONES
In partnership with Amazon Web Services, we moved forward this year with development of our first Career Zone. The Data Economy Career Zone will provide students with access to AWS Educate and AWS Academy, among other tools, giving them the resources needed to accelerate the cloud-related learning that drives innovation in fields such as artificial intelligence, voice and facial recognition, gaming, medical advancements and more, and ensuring they have the necessary skills to thrive in the careers of the future.

The space will also offer facilities for conferences, seminars and meetings equipped with the latest technology. The University will create additional Career Zones over the next five years. These physical and digital hubs will be developed in collaboration with major employers and brands, and will reflect the skills and needs of that partner’s industry. They will embed study-to-work and work-to-study support and opportunities throughout the student experience and after graduation. Students across a range of programmes and academic schools may access industry-specific information, support and experience through one or more Career Zones.

The lead industry partner of each Career Zone will also advocate for the University of East London’s Career Passport, including the alignment of talent selection processes with our developing learner digital competency portfolio. We will also ensure there is a joint commitment to increasing the diversity of the talent pipeline.

PROFESSIONAL FITNESS & MENTAL WEALTH
The Fourth Industrial Revolution is bringing with it the growing use of automation, artificial intelligence, cyber-physical systems and cognitive computing.

A new set of skills is therefore needed to thrive in the careers of the future, including emotional intelligence, complex problem solving, critical thinking and creativity. It is this suite of skills that make up the Professional Fitness and Mental Wealth programme. They are taught through a series of modules – one at each level of study – that are embedded into every University of East London degree.

The module composition is tailored to the degree cluster. These skills will give our graduates a competitive edge in securing a job in the Industry 4.0 economy and accelerate their career progression in a rapidly adapting workforce.

This is a joined-up, holistic approach to the whole student experience and learning lifecycle. We are creating an inclusive environment that will produce more-confident, more-reliant students equipped with skills for life. This is the added value contained within every University of East London degree.

Proof of a student’s level of mastery in each skill will be contained in a digital repository called a Career Passport. Some of these skills will be validated externally, by the likes of Microsoft and Amazon, earning students an online badge, while others will be monitored and managed internally.

The Career Passport goes above and beyond the traditional CV, making learning more transparent and transferable across sectors. It provides employers with evidence of the applied skills, competencies and experience the graduate has developed from the Mental Wealth programme over and above the degree-level knowledge base.

ACADEMIC PORTFOLIO REVIEW
To succeed in delivering the ambitions contained in Vision 2028, we are ensuring that our degree portfolio reflects the needs both of the wider student market and of employers. Consequently, all 156 courses across the University were redesigned, validated and readied for delivery in September 2019. This ensured that they are career-optimised and will increase graduate outcomes by embedding the latest pedagogical advancements.

This new portfolio will enable us to grow and diversify through a multimodal delivery framework - on campus and off campus, blended learning, multi-entry intake, apprenticeships and continuing professional development. It will offer more choice to students and improve the overall student experience.

As part of this review we arranged our undergraduate degrees into disciplinary-coherent ‘clusters’ from September 2019. These clusters share common foundation modules, reflecting core technical knowledge. Establishing clusters supports the signposting of career gateways and allows our students wider and more-effective opportunities to personalise their own study pathways to ensure that they make informed choices about the degree they graduate with.

The cluster concept offers an unparalleled opportunity to gain knowledge in a wide range of subjects within a cohesive discipline area, as well as building a network among a wider cohort. Modules throughout the cluster will embed the development of employability competencies in addition to technical and subject knowledge.

...and so are our degrees.
FUTURE

PROFESSIONAL
We are addressing industry and community skills gaps, and increasing access to and acceleration of graduate-level employment. Among the ways we are doing this is by increasing our apprenticeship provision, expanding enterprise initiatives and creating opportunities for alumni.

**APPRENTICESHIPS**

The University of East London grew its apprenticeship provision by over 159 per cent, and developed relationships with over 20 employers across a range of sectors.

Partners for the new apprenticeship programmes include NHS trusts, large construction companies and school academy trusts.

There are now around 200 apprentices studying on seven subject areas including: civil engineering, geospatial mapping and science, digital and technology solutions, chartered management, nursing and teacher apprenticeships.

The University will introduce an additional four programmes, including a higher-level apprenticeship in digital and technology solutions, and registered nurse and police degree apprenticeships.

The University’s positive relationship with employers has encouraged them to send further cohorts of apprentices each year. This provides a solid foundation for the years ahead and there are likely to be significant increases in the numbers studying the nurse associate and police constable apprenticeships.

**ENTERPRISE**

During 2018/19 the Enterprise team grew its portfolio to over 10 enterprise programmes and engaged with over 1,200 undergraduates, postgraduates and alumni.

Dance: Urban Practice alumna Charlie Blair won £6,000 in the annual E-Factor entrepreneurial competition. Her business, The Blair Academy, is a dance company which uses hip-hop to help disengaged people overcome loneliness and improve their wellbeing.

At the Talent and Diversity Hackathon with Microsoft in April, over 30 local and national employers, 12 community partners and 70 students and staff helped develop innovative solutions to introducing diversity in the talent pipeline.

The University and the Pink Shoe Club, a business networking group, worked in partnership to enable women to achieve their maximum potential through fostering, supporting and accelerating female-led entrepreneurship.

Enterprise continued to open its doors to Newham residents with over 30 local residents attending a series of ‘Start Up’ workshops.

At the same time, we also increased global employability opportunities, signing an agreement with Western Sydney University to work together on projects in areas such as sustainable development and health innovation, and with Tongji University to create a London/Shanghai design-led innovation hub.

The University awarded five grants of £2,000 to students and alumni through the Boost Your Business programme, conducted in partnership with the Haberdashers’ Livery Company.

**KNOWLEDGE DOCK BUSINESS CENTRE**

The Knowledge Dock Business Centre continued to grow, hosting exciting new businesses including alumni-led companies in the technology, food, finance and charity sectors. A key driver behind these businesses’ decision to base themselves at Knowledge Dock is the ability to work with University students. A new pilot programme saw students undertake professional development opportunities with these companies including internships, placements and volunteering.

Knowledge Dock also opened a new co-working space to support small start-ups, especially those run by students and alumni.

**ALUMNI**

The University of East London increased the range of engagement activities offered to its 100,000+ alumni community over the past year. This included new webinars and networking events as well as the activities of the Alumni Advisory Board (AAB), designed to be the voice of the alumni community. The board works with the University’s Alumni team to drive projects that will make a difference to the experiences of future, current and past students.

The Alumni team produced 12 e-newsletters and the annual edition of alumni magazine Now & Then; hosted nine webinars and physical events with more than 900 attendees; and communicated important messages from the University to graduates across the globe.

The team focused on the success of University graduates through the Celebrating Alumni Success campaign. The campaign played a key part in the build-up to the announcement of the University’s first Alumni Achievement Awards, awarded in October 2019.
We are increasing the economic, social and cultural impact (the reach and value) of our activities to the communities we serve. We are doing this through impact-led research and knowledge exchange, outreach to schools and non-traditional learners and a continuing emphasis on civic engagement.

**RESEARCH & KNOWLEDGE EXCHANGE**

**Impact-led research**

The University of East London seeks to achieve a high level of impact in its research and to demonstrate its benefit to communities both local and global.

Our research focused on four areas: tackling health inequalities; sustainable living, energy and green infrastructure; peace, justice and inclusion; and growing the inclusive data and AI economy.

Preparations for the 2021 Research Excellence Framework (REF) exercise accelerated as the University moved closer to the 27 November 2020 deadline. Approximately 600 research outputs were reviewed and 40 impact case studies prepared to ensure the University submits an impressive body of work.

University academics secured over £3.2 million in grant capture, including £2.7 million in research, an increase from £1.6 million in 2017/18. Highlights included Dr Sam Waseem, senior lecturer in the School of Psychology, winning a prestigious European Research Council grant to record the brain correlates of social learning during early life; Professor Julia Davidson in the School of Business and Law working with Unicef on child online protection policy in Rwanda; and Professor Jeremy Gilbert winning an Economic and Social Research Council grant to research “left governmentality”, participatory-democratic governance and the transformation of deflated consciousness.

Knowledge exchange activity around working with industry continued to be an area of growth with new projects, notably in the areas of data and artificial intelligence.

The Sustainability Research Institute (SRI) and the Institute for Health and Human Development (IHHD) continued to diversify and develop impactful projects working with a range of academic, private and public sector partners. IHHD won a major contract working with Hackney Borough Council to provide an embedded researcher to deliver the evaluation of the Connect Hackney programme, aimed at the over-50 population. SRI also secured a major development project to work with over 100 small businesses on sustainable innovation at the Barking Riverside development.

More than 200 academics from across the university gathered at the annual Research and Knowledge Exchange Conference in June, which showcased the collaborative approach and impact the University’s research is having in both local and global contexts.

The presentations - on subjects ranging from artificial intelligence and peat bogs to social prescribing and problem gamblers - showed how the University is responding to global challenges such as climate change and mass migration. Other research looked at addressing the needs of the residents of Newham and Tower Hamlets, which have traditionally suffered high levels of inequality and poverty.

**WIDENING PARTICIPATION**

**Schools Team**

The Schools team supports widening participation and social mobility for young people, from primary school through to post 16 education, with the aim of eliminating gaps in equality of opportunity. It delivers a series of outreach programmes and interventions that are relevant, meaningful, timely and informative.

The team also manages the Student Ambassador and Curriculum Ambassador programmes.

In 2018/19 the team met over 7,000 young people at 320 events. The team also attended 120 higher education fairs.

**Pre-Entry Programmes**

In 2018/19, 259 mature students from widening participation backgrounds were welcomed onto the various formats of the law short courses and New Beginnings courses. Overall completion rate was 82 per cent, reflecting students’ commitment to progressing to undergraduate study.

In November 2018, New Beginnings won the Times Higher Education Award for ‘Widening Participation or Outreach Initiative of the Year’. This national recognition helped support the programme’s success in increasing its range of undergraduate degree programmes.

The team also continued to develop its content delivery and its range of pre-entry courses. This included moving forward with plans for an additional course specific to STEM (Science, Technology, Engineering and Mathematics).

**Information, Advice and Guidance**

The Information, Advice and Guidance team carried out 2,807 consultations, answered 500 small enquiries and dealt with more than 2,000 telephone calls. Most of the clients were mature students, often from non-traditional backgrounds, wanting to explore their options for university. More than 91 per cent of clients who gave feedback said they were very happy with the service received and were more likely to apply to university as a result of the contact.

£5.9M

University academics secured over £3.2 million in grant capture, including £2.7 million in research, an increase from £1.6 million in 2017/18.
SUSTAINABILITY

SECTION 4
OUR PEOPLE (HR)

This year saw the formulation of a new senior executive team, under the stewardship of the vice-chancellor and president, with the recruitment of several prominent and highly experienced leaders committed to the delivery of Vision 2028.

Notable achievements from the Equality, Diversity and Inclusion action plan included an Athena SWAN gender equality award for the School of Psychology; a reduction in the University’s gender pay gap to 9.3 per cent; and the soft launch of ‘Report and Support’, an online tool for the reporting of bullying and harassment.

The University received a Race Equality charter (REC) Bronze award in May 2019, recognising its commitment to racial equality, joining only 11 other higher education institution award holders. The University is now moving forward with plans to become one of a select group to achieve the Silver award.

Other achievements included the creation of a programme to support the introduction of Professional Fitness and Mental Wealth modules and the formulation of a new academic talent framework which will enhance the student experience and help academic staff achieve their career aspirations.

ESTATES AND FACILITIES MANAGEMENT

Estates and Facilities Management carried out a range of works in the past year to improve the attractiveness and functionality of the University estate.

The Stratford and Docklands campuses were formally opened to the public and security was brought in house. Improvements in security provision (physical and technological) were made across all sites.

There were also improvements to internal and external spaces, including the creation of more social spaces for residential students, improved standard of residential accommodation and general teaching spaces, and the incorporation of the new logo and branding in key areas.

New catering facilities, combined with social spaces, were put in place at Docklands with a new catering contractor. Facilities at Stratford are currently undergoing modification.

Estate and Facilities Management welcomed the addition of the new external Conferencing and Commercial Events team to manage the letting of rooms and outdoor spaces for external clients.

IT SERVICES

IT Services worked hard to implement provisions of Vision 2028. It is expected that the 10-year plan’s IT strategy will result in business services operating more efficiently; pedagogy to develop innovative learning programmes; and students utilising tools and developing skills which will enable them to succeed in their academic careers and after graduation.

The IT team upgraded the audio-visual provision in all bookable teaching rooms, replacing ageing computers with up-to-date hardware and installing audio capture facilities in all spaces. The Wi-Fi provision in the Docklands and Stratford libraries was upgraded, significantly improving the service to students using those facilities. A campus-wide upgrade of the Wi-Fi provision will be undertaken in 2019/2020.

In July, IT Services hired a new head of IT security, Tim Moore, who immediately embarked upon a review of IT security provision and new programmes and accreditations. The team introduced multifactor authentication and expanded the number of services covered by single sign-on (SSO), making user access to University systems more secure.

ENVIRONMENTAL SUSTAINABILITY

In November 2018, the University won an environmental Green Apple Gold Award for an energy improvement project which involved switching out windows and lights for new, energy-efficient replacements, and adding insulation, for improved thermal quality, and brise soleil – ‘sun breakers’ – to buildings to reduce solar heat gain. The award ceremony was held at the Houses of Parliament.

The team continued to improve utility metering systems across the estate, switching to automatic meters, which enabled the University to better track and manage its consumption, especially of water. This also provided the University with better ability to detect leaks and fix issues in the system before they become problems.

In December 2018, a team of University volunteers partnered with the Stratford Rotary Club to plant a mini woodland on the Docklands campus at the end of the East Building car park. The 190 young trees, which came as a donation from the Woodland Trust, are native species that thrive in urban environments and will enhance biodiversity on campus.

IT Services continued to support six apprentices studying for computer science degrees at the University.

Better for the University – by increasing our financial, economic, environmental, human and social sustainability.
A University of East London academic’s pioneering new thinking about the impact of the digital world on energy resources won him nationwide recognition.

Dr Rabih Bashroush provided vital evidence to support the development of a new EU eco design directive to ensure that computer servers in data centres use less energy by reducing their idle state energy consumption. His research is credited with savings of more than 27,000 tons of CO2 emissions. It secured him a place in the Universities UK’s top 100 Best Breakthrough list.

Professor Andy Minnion was named in Universities UK’s list of the top 100 individuals and groups who are saving lives and keeping people healthy. Professor Minnion, director of the University’s RIX Research and Media, was chosen as one of the MadeAtUni campaign’s ‘Nation’s Lifesavers’ for his work which helps people with learning disabilities control the way they are supported and cared for.

The University’s work on the project includes leading on the development of an ‘early alert’ tool which will use data mining, analytics and customer service information to identify at-risk students.

The University of East London agreed to collaborate with educational, industry and charity partners to revolutionise the way the higher education sector identifies and supports mental health issues in students. A £2 million big data initiative, which is supported by the Office for Students (OfS), will integrate technology, advanced educational data analytics, student relationship management tools and student support models to find ways to better support students experiencing mental health problems.

The University’s career coaches programme experienced a 74 per cent increase this year in students accessing the service. The Mathematics and Academic Writing tutoring teams also succeeded in reaching more students, with lifts of 44 per cent and 18 per cent, respectively. The Academic Writing team helped 4,595 students and registered 9,466 attendances.

The Mentoring team matched 968 students with a mentor or mentee. Student applications rose by 40 per cent and 145 per cent, respectively, for those services.
Staff, alumni, business partners and community members came together in June for the inaugural Royal Docks Education and Enterprise Festival.

Held at the Docklands campus, the Festival offered a wide range of activities, including a concert by rapper Professor Green, the final of the Talent and Diversity Hackathon, interactive robots, live music, virtual reality experiments and an architecture showcase.

The Festival provided an opportunity to launch publicly the University’s new 10-year strategy – Vision 2028 – and its new brand and visual identity.

In 2018-2019, the University of East London focused on developing new international partners while strengthening existing relationships.

In June, the University signed a memorandum of understanding with Tongji University to create a London/ Shanghai design-led innovation hub. The partnership envisions four core, interconnected areas of activity developed over the next five years.

In September, it signed a memorandum of understanding with Western Sydney University which outlined how the two universities can work together on projects in areas such as sustainable development and health innovation. The partnership will also champion exchanges for academics and students.

And the University continued to be the largest provider of Transnational Education (TNE) in Greece, supporting learners at Metropolitan College in Athens.

The University of East London was recognised in 2019 with a Race Equality Charter (REC) Bronze award.

The University achieved the award by developing a robust action plan, in consultation with staff and students, to ensure that race equality is embedded across the institution.

Key strategies going forward relate to tackling the attainment gap and addressing issues of representation and progression of our minority ethnic staff.

The University of East London won a coveted Times Higher Education Award for its pioneering New Beginnings programme.

The initiative specialises in preparing people who have been out of education for a long time or do not have formal or sufficient qualifications to start undergraduate degree study.

It won the 2018 ‘Widening Participation or Outreach Initiative of the Year’ category with the judges concluding it had a ‘demonstrable record of success’ and ‘addresses many of the barriers to access experienced by mature students’.

Allison Vitalis champions education as a means to give people in hard-to-reach areas a chance of a better life. She graduated from the University in 2019 with a first-class degree in clinical and community psychology.

A mature student, Allison wants to use her degree to help the victims of knife crime and youth violence. She is also a student ambassador for the University’s widening participation team.

Allison’s work led to her winning Student of the Year at the National Education Opportunities Network (NEON) awards in May 2019. She said the award gives her even more motivation to continue her dedicated work within the community.
The University has delivered an excellent result in a very challenging year after three years of deficit, returning to a surplus of £1.7m (1.2% of total income) for the group. The total comprehensive income was for 2018/19 was a deficit of £17.1m which included an actuarial loss of £18.8m from the pension schemes. The actuarial loss identified in these accounts is equalisation treatment of the pension scheme.

The University has turned around from an operating deficit of £0.5m in 2017/18 to a surplus of £1.7m in 2018/19, reflecting clearly the effective strategies put in place for the recruitment of international students which resulted in a 57% increase in the income, cost savings and restructing plans over the year.

However, the total comprehensive income decreased from a surplus of £18.8m to a deficit of £17.1m due to the significant increases in pension liabilities from changes in financial assumptions in the discount rate and inclusion of equalisation treatment of the pension scheme.

The focused actions taken have enabled the University to repay its bank loan of £25.1m (including breakage cost of £4.1m), closing with a bank balance of £30.0m.

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The sections below will focus on student numbers, income and expenditure, balance sheet and treasury management for the year.

The sections below will focus on student numbers, income and expenditure, balance sheet and treasury management for the year.

A summary of the University’s consolidated income, expenditure and outturn for the year ended 31 July 2019 is shown in the table below. The table highlights the strong operating cash flow and bank balances at end of 31 July 2019 as compared to the previous year.

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Balance Sheet
Net assets as at 31 July 2019 totalled £90.3m, a decrease of £17.3m due mainly to the actuarial loss of £18.8m arising from the pension schemes. At year end, the pension scheme liabilities increased by £22.5m from £71.5m to £94.3m in 2018/19, representing a significant increase in liabilities.

Net current assets as at 31 July 2019 were £9.4m compared to £20.8m in 2017/18 due to the full repayment of the Barclays loan of £25.1m, including a breakage cost of £4.3m in February 2019. This has thereby reduced the long-term borrowings to a negligible amount. There are relatively small movements across other balance sheet items.

Cash flow, liquidity and treasury management
Total cash balance for the University and its subsidiary companies was £30.0m as at end of July 2019 after repayment of £25.1m of bank loan and breakage cost. This level of cash balance was achieved through minimum capital spending and stringent cost saving measures implemented in the year, resulting in a net cash inflow of £55.2m as compared to £10.6m in 2017/18. The cash, cash equivalents and current asset investments at year end represent 82 days of expenditure, which is above the minimum 50 days (40 days for specific months) set by the Board of Governors.

Subsidiaries
The University has two fully owned subsidiaries, Knowledge Dock Limited, which is set up to manage training and consultancy assignments, and UEL Professional Services Limited, which is set up to provide employment services to UEL. The results of the subsidiaries have been incorporated into the income and expenditure account and the balance sheet.

Risks and uncertainties
As explained in the Corporate Governance statement, the University has in place an embedded risk management strategy and policy which has been approved by senior management and the Audit and Risk Committee as well as reviewed by the University’s internal auditors. The key risks, priorities and mitigating factors within the risk register are regularly considered and updated. The risk register is a standing item on the agenda of the University Executive Board and the Audit and Risk Committee.

Key risks identified for the year ahead include failure to recruit and re-enrol to target. Associated risks of failing to recruit international students and to comply with Tier 4 sponsor duties have also been identified. In common with other parts of the sector, issues of demographic change and public policy, combined with increasing competition and the changing demands of undergraduate students, have contributed to these risks.

To address the risks, the University implemented in 2018/19 a new strategic planning framework aligning its governance structures to strategic objectives with a focus on outcomes for students. Governance structures have also been reviewed and aligned to strategic objectives. This work was underpinned by a targeted programme of internal audits in 2018/19 the recommendations from which contributed towards the design and implementation processes. In 2019/20, this work will continue with further internal audits of discreet elements of the risk management process.

In addition, the University Executive Board will participate in a programme of strategic risk workshops in 2019/20 with a view to implementing further improvements in the ways in which risk is both managed and reported to the Audit and Risk Committee.

FUTURE PLAN
There remain financial challenges facing the University in the coming years increasing costs pressure, reduced number of students entering higher education in a competitive marketplace, student loan review and government policies, just to name a few. Nevertheless, the Board has approved a plan that breaks even in 2019/20 and 2020/21.

This aligns with the Academic Strategy and is comprised of student recruitment activity, a focus on improved student retention, new income streams and operating efficiencies. The University’s medium-term financial forecasts show continued solvency and the University can be considered a going concern.

PUBLIC BENEFIT STATEMENT
The University of East London is an exempt charity under the terms of the Charities Act 2006. In setting and reviewing the University’s objectives and activities, the Board has had due regard to the Charity Commission’s guidance on the reporting of public benefits and particularly to its supplementary public benefit guidance on the advancement of education. This statement has been included in conformance with the formal reporting requirement of the Office for Students, which is the principal regulators of English higher education institutions.

Our charitable aims and objectives
The University launched its 10-year strategy – Vision 2028 – in January 2019. Vision 2028 comprises four key objectives:

**FUTURE GRADUATE**
Better for our students – by delivering life-changing, lifelong education and training.

**FUTURE PROFESSIONAL**
Better for employers – by providing graduates equipped for the future of work.

**FUTURE LIFE**
Better for our communities – by improving the impact of our activities on those we serve.

**SUSTAINABILITY**
Better for the University – by increasing our financial, economic, environmental, human and social sustainability.

FINANCIAL INDICATORS
The indicators show that the cost measures implemented in the year have produced marked improvement in the areas of:

- **Operating surplus / deficit improves from -0.4% to 1.2%**
- **Staff costs down from 54.2% to 53.1%**
- **Net cash flow up from 7.8% to 13.5%**
- **Net liquidity day cover down from 112 days to 82 days**

(due mainly to the full repayment of £25m Barclays loans)
The following statement is provided to enable readers of the Annual Financial Statements of the University to obtain a better understanding of the governance, management and legal structure of the institution.

PRINCIPLES

The University endeavours to conduct its business in accordance with the seven “Nolan Principles” identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) and in full accordance with the guidance to universities which has been provided by the Committee of University Chairs in the HE Code of Governance 2014.

LEGAL STATUS

The University is an independent corporation, established as a Higher Education Corporation under the terms of the Education Reform Act 1988 and the Further and Higher Education Act 1992. In objects, powers and framework of governance are set out in its Instrument and Articles of Government. Its Instrument of Government was approved by the Privy Council on 6 March 1993. The current version of the Articles came into operation on 11 July 2001. The University is an exempt charity whose charitable affairs are regulated by the Office for Students, together with UK Research and Innovation, which were established in January 2018 by the Higher Education and Research Act 2017 and started operating in April 2018. The University operates on campuses in Stratford and at Docklands in East London.

GOVERNANCE

The Articles require the University of East London to have a Board of Governors and an Academic Board, each with clearly defined functions and responsibilities, to oversee and manage its activities. The Board of Governors is the University’s governing body, which is responsible for ensuring the effective oversight and management of the institution and for planning its future development. The Board has ultimate responsibility for all the affairs of the institution, including setting its general strategic direction as follows:

- the determination of the educational character, strategic vision and mission of the University and the oversight of its activities, consistent with the interests of key stakeholders;
- maintaining long-term business plans, overseeing the effective and efficient use of resources, and safeguarding the solvency of the University and the Corporation;
- ensuring the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, procedures for handling internal grievances and for managing conflicts of interest;
- the appointment, assignment, grading, performance monitoring, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts;
- setting a framework for the pay and conditions of service of all other staff;
- monitoring institutional performance against plans and approved KPIs benchmarked, where possible and appropriate, against other institutions.

In addition, deriving from UK and EU legislation and funding body regulations, the Board is also responsible for the overall legal and regulatory framework of the University and, specifically:

- the trusteeship of charitable funds;
- the guardianship of degree awarding powers, which cannot be delegated, for example, to a partner institution, but which are exercised by the Academic Board under its powers;
- ensuring compliance with the OFS’ regulatory framework, with the Vice-Chancellor and President acting as Accountable Officer. This includes making arrangements for internal and external audit and approving financial regulations;
- ensuring compliance with all relevant bodies of UK legislation;
- the guardianship of degree awarding powers, which cannot be delegated, for example, to a partner institution, but which are exercised by the Academic Board under its powers;
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- ensuring compliance with the OFS’ regulatory framework, with the Vice-Chancellor and President acting as Accountable Officer. This includes making arrangements for internal and external audit and approving financial regulations;
- ensuring compliance with all relevant bodies of UK legislation;

In order to operate more transparently and efficiently, the Board approved a set of internal bye-laws in November 2018. These bye-laws set out internal rules and procedures for certain decisions. They will be subject to regular review and updating.

The Board has a majority of independent members and also includes the Vice-Chancellor and President, up to two teaching members of staff nominated by the Academic Board, one co-opted member of the professional support staff and two co-opted students - the President of the UEL Students’ Union and one elected student governor. The Vice-Chancellor and President and the staff members of the Board are paid employees of the University of East London but no member of the Board receives any reimbursement for the work they do as a Governor. The Board of Governors meets at least five times each academic year and holds an annual Development Day, at which it discusses strategy.

In order to operate more transparently and efficiently, the Board approved a set of internal bye-laws in November 2018. These bye-laws set out internal rules and procedures for certain decisions. They will be subject to regular review and updating.

The Board publishes its minutes on the website to promote transparency in how it carries out its responsibilities.

The University maintains a Register of Interests of members of the Board and members of the University Executive Board and other senior managers, which may be consulted by arrangement with the University Secretary, who is the Clerk to the Board. The Clerk provides independent advice on matters of governance to Board members and the University management and staff.

Reporting to the Board of Governors are the Audit and Risk Committee, the Finance and Resources Committee, the Governance and Search Committee and the Remuneration Committee. These committees are chaired by, and their membership made up primarily from, the independent members of the Board. Chairs of Committees meet with the Chair of the Board before each Board meeting and this facilitates effective communication and business planning.

Students are represented on the Board of Governors. There is staff governor representation on the Governance and Search Committee. Members of the University Executive Board attend as required.

The Academic Board is responsible for all matters relating to the research, scholarship, teaching and courses at the University, subject to the overall direction of the Board of Governors, drawing its membership entirely from the staff and the students of the institution. Reporting to the Academic Board are a number of key academic committees, all of which have particular roles to play in ensuring the quality of the student experience. Internal auditors considered academic governance as part of the internal audit plan for 2018/19 and the committees were reviewed and restructured to align with Vision 2028. Students are represented on these committees, which during 2018/19 were the Education and Experience Committee, the Careers and Enterprise Committee, the Impact and Innovation Committee and the Equality, Diversity and Inclusion Committee. These committees are responsible for developing, approving and monitoring the key strategies of the University’s core academic business. They receive regular reports from Schools and relevant Services and are in turn required to report regularly to the Academic Board. As part of the review of academic governance in 2018/19, a Scheme of Delegation for Academic Board and its committees was drawn up and subsequently approved.

MANAGEMENT

The Vice-Chancellor and President is the head of the institution and has a general responsibility to the Board of Governors for the organisation, direction and management of the institution. As chief executive of the University, the Vice-Chancellor and President exercises considerable influence upon the development of institutional strategy, the identification and planning of new developments and the shaping of the institutional ethos. Under the terms of the OFS regulatory framework, the Vice-Chancellor and President is
the designated Accountable Officer of the institution and in that capacity can be summoned to appear before the Public Accounts Committee of the House of Commons.

The Vice-Chancellor and President is supported by the University Executive Board which consists of the Provost, the Deputy Vice-Chancellor and Chief Finance Officer, the Pro-Vice-Chancellor (Education and Experience), the Pro-Vice-Chancellor (Impact and Innovation), the Pro-Vice-Chancellor (Careers and Enterprise), the Chief Marketing Officer, the Chief Operating Officer, the Executive Deans of the three colleges, the Director of HR and the University Secretary. The University Executive Board works together with the University Management Board on executive and operational management. The Provost is responsible for the management of the academic affairs of the University, while the professional and support services are managed by the Deputy Vice-Chancellor and Chief Finance Officer, the Chief Marketing Officer, the University Secretary and the Chief Operating Officer and other members of UEB as appropriate. The University Management Board is a wider forum of academic and services managers that also meets on a regular basis.

RESPONSIBILITIES OF THE BOARD

The Board of Governors is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the institution and enable it to ascertain whether the financial statements are prepared in accordance with its instruments and articles, the Statement of Recommended Practice: Accounting for Further and Higher Education and the relevant accounting standards. In addition, within the terms and conditions of funding for higher education institutions published by the Office for Students, the Board of Governors, through its designated office holder, is required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the University at the end of each financial year and of the surplus or deficit, cash flow and total recognised gains or losses for that year.

In preparing the financial statements, the Board of Governors has ensured that:

- suitable accounting policies are selected and applied consistently;
- judgements and estimates are made that are reasonable and prudent;
- applicable accounting standards have been followed; and
- financial statements are prepared on a going concern basis unless it is inappropriate to assume that the University of East London will continue in operation. The Board of Governors is satisfied that the University has adequate resources to continue in operation for the foreseeable future. The going concern basis is appropriate for the preparation of the financial statements.

The Board of Governors has taken reasonable steps to:

- ensure that funds from the Office for Students (OfS) are used only for the purposes for which they have been given and in accordance with the OfS terms and conditions, and the regulatory framework and any other conditions which the OfS may from time to time prescribe;
- ensure that funds from the Education and Skills Funding Agency are used only for the purposes for which they have been given and in accordance with the terms and conditions of the organisation;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- safeguard the assets of the University of East London and to prevent and detect fraud; and
- secure the economical, efficient and effective management of the University of East London’s resources and expenditure.

The University’s system of internal financial control is based on the following:

- comprehensive Financial Regulations and Schedule of Delegation, detailing financial controls and procedures, approved annually by the Audit and Risk Committee and Board of Governors;
- detailed annual income, expenditure and capital budgets and cash flow forecasts, involving variance reporting and updates of forecast outturns;
- clearly defined and formalised requirements for the approval and control of expenditure with investment decisions involving capital or revenue expenditure being subject to appropriate levels of approval and review as approved by the Board of Governors;
- ensure that funds from the Education and Skills Funding Agency are used only for the purposes for which they have been given and in accordance with the terms and conditions of the organisation;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- safeguard the assets of the University of East London and to prevent and detect fraud; and
- secure the economical, efficient and effective management of the University of East London’s resources and expenditure.

STATEMENT ON INTERNAL CONTROL BY THE BOARD OF GOVERNORS

As the governing body of the University of East London, the Board of Governors has responsibility for maintaining a sound system of internal control in support of its policies, aims and objectives. In so doing it has a responsibility to safeguard the public and other funds for which it is responsible, in accordance with the duties assigned to the Board of Governors in the Articles of Government and terms and conditions of funding for higher education institutions with OfS up to 31 July 2019 and its regulatory framework.

The system of internal control is designed to understand and manage, rather than eliminate, the risk of non-achievement of policies, aims and objectives: it can therefore only provide a reasonable and not an absolute assurance of effectiveness.

It is based on an ongoing process to identify the principal risks to the delivery of our policies, aims and objectives, to evaluate the nature and extent of those risks and to ensure they are managed. This process has been in place for the year ended 31 July 2019 and up to the date of approval of the financial statements, the key elements of which are as follows:

- the Board meets six times in the year to consider the strategic direction and plans of the University and to monitor performance against those plans using Key Performance Indicators;
- there is clear definition of the responsibilities of, and authority delegated to, committees of the Board and the executive;
- the University’s 10-year strategic plan – Vision 2028, adopted by the Board in January 2019, sets the framework of strategic aims and objectives against which risks are assessed and performance is monitored and reported.

The review by the Board of the effectiveness of the system of internal control is informed by the work of the internal auditors, KPMG. They still operate to the standards defined in the HEFCE Accountability and Audit Code of Practice (as adopted by the OfS) amid submit regular reports on the adequacy and effectiveness of the system of internal controls, together with recommendations for improvement.

Our review of the effectiveness of the system of internal control is also informed by the work of the executive managers within the University, who have responsibility for the development and maintenance of the internal control framework and by comments made by the external auditors in their management letter and other reports.

BY THE BOARD OF GOVERNORS

Anulika Ajufo
Chair, Board of Governors

Amanda Broderick
Vice-Chancellor & President
IN OUR OPINION, THE FINANCIAL STATEMENTS:

- Give a true and fair view of the state of the group's and the parent university's affairs at 31st July 2019 and of the group's and parent university's income and expenditure, gains and losses, changes in reserves and group's cash flows for the year then ended;
- Have been properly prepared 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 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 those 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 governing body's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the governing body not disclosed in the financial statements any identified material uncertainties that may cast significant doubt on the group's or the parent 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 Governing Body are responsible for the other information. The 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, except to the extent otherwise explicitly stated in our report, 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 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 PRESCRIBED BY THE OFFICE FOR STUDENT'S ('OFS') TERMS AND CONDITIONS OF FUNDING FOR HIGHER EDUCATION INSTITUTIONS (ISSUED MARCH 2018) AND THE OFS'S ACCOUNTS DIRECTION (ISSUED JUNE 2018)

In our opinion, in all material respects:

- funds from whatever source administered by the parent university for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by the OfS and Research England have been applied in accordance with the relevant terms and conditions, and any other terms and conditions attached to them, and
- the requirements of the OfS’s accounts direction (issued June 2018) have been met.

RESPONSIBILITIES OF GOVERNING BODY FOR THE FINANCIAL STATEMENTS

As explained more fully in the Statement of responsibilities of the Governing Body set out on page 59, the Governing Body is responsible for the preparation of the financial statements and for being satisfied they give a true and fair view, and for such internal control as the Governing Body determines 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 Governing Body are responsible for assessing the group’s and the parent university’s ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Governing Body either intend to liquidate the group or the parent 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.

USE OF OUR REPORT

This report is made solely to the university’s Governing Body as a body, in accordance with the university’s articles of government. Our audit work has been undertaken so that we might state to the university’s Governing Body those matters we are required to state to it in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the university and the university’s Governing Body as a body, for our audit work, for this report, or for the opinions we have formed.
Financial statements and notes to the accounts

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
<td>Institution</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition fees and education contracts</td>
<td>1</td>
<td>130,754</td>
</tr>
<tr>
<td>Funding body grants</td>
<td>2</td>
<td>12,516</td>
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<tr>
<td>Research grants and contracts</td>
<td>3</td>
<td>1,896</td>
</tr>
<tr>
<td>Other income</td>
<td>4</td>
<td>20,791</td>
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<tr>
<td>Investment income</td>
<td>5</td>
<td>25</td>
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<tr>
<td>Total income before endowments and donations</td>
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<td>142,488</td>
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<tr>
<td>Donations</td>
<td>6</td>
<td>18</td>
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<tr>
<td>Total income</td>
<td></td>
<td>143,691</td>
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</table>

Expenditure

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
<td>Institution</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Staff costs</td>
<td>7</td>
<td>76,259</td>
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<tr>
<td>Fundamental restructuring costs</td>
<td>8</td>
<td>301</td>
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<tr>
<td>Other operating expenses</td>
<td>9</td>
<td>80,075</td>
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<tr>
<td>Amortisation</td>
<td>10</td>
<td>1,519</td>
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<tr>
<td>Depreciation</td>
<td>11</td>
<td>6,934</td>
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<tr>
<td>Interest and other finance costs</td>
<td>12</td>
<td>6,693</td>
</tr>
<tr>
<td>Total expenditure</td>
<td></td>
<td>136,016</td>
</tr>
</tbody>
</table>

Surrplus/(Deficit) before other gains and losses of operating surplus/(deficit) of joint ventures and associates.

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
<td>Institution</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Surplus/(Deficit) before tax</td>
<td>13</td>
<td>-1,719</td>
</tr>
<tr>
<td>Transition</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td></td>
<td>-1,719</td>
</tr>
</tbody>
</table>

Actuarial (loss)/gain in respect of pension schemes

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
<td>Institution</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Actuarial (loss)/gain in respect of pension schemes</td>
<td>25</td>
<td>-19,755</td>
</tr>
<tr>
<td>Total comprehensive income for the year represented by:</td>
<td></td>
<td>-27,550</td>
</tr>
<tr>
<td>Restricted comprehensive income for the year</td>
<td>26</td>
<td>16</td>
</tr>
<tr>
<td>Unrestricted comprehensive income for the year</td>
<td></td>
<td>27,090</td>
</tr>
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</table>

All items of income and expenditure relate to continuing activities.

Consolidated and University statement of changes in reserves

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
<td>Institution</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Deficit from the income and expenditure statement</td>
<td>0</td>
<td>(52)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>0</td>
<td>61,692</td>
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<tr>
<td>Transfer between revaluation and income and expenditure reserve</td>
<td>0</td>
<td>199</td>
</tr>
<tr>
<td>Release of restricted funds spent in year</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Transfer between income and expenditure reserve and restricted reserve</td>
<td>50</td>
<td>(50)</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td></td>
<td>18,879</td>
</tr>
</tbody>
</table>

Balance at 1 August 2018 | 86,51,708 | 88,525 | 107,349 |

Surplus from the income and expenditure statement | 0 | 179 | 0 | 179 |
| Other comprehensive income | 0 | (18,796) | 0 | (18,796) |
| Transfer between revaluation and income and expenditure reserve | 0 | 199 | 0 | 199 |
| Release of restricted funds spent in year | 12 | 12 | 0 | 0 |
| Total comprehensive income for the year | | (139,456) | (139,456) |

Balance at 31 July 2019 | 70 | 34,769 | 55,416 | 90,252 |
### Consolidated Statement of cash flows

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Surplus / (Deficit) for the year</td>
<td>1,719</td>
<td>(552)</td>
</tr>
<tr>
<td>Adjustment for non-cash items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>13</td>
<td>6,304</td>
</tr>
<tr>
<td>Amortisation of intangibles</td>
<td>11</td>
<td>769</td>
</tr>
<tr>
<td>Release of capital grant</td>
<td>2 &amp; 4</td>
<td>(1,250)</td>
</tr>
<tr>
<td>Exchange differences</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Decrease in debtors</td>
<td></td>
<td>601</td>
</tr>
<tr>
<td>Decrease in creditors</td>
<td></td>
<td>2,460</td>
</tr>
<tr>
<td>Pension costs less contributions payable</td>
<td></td>
<td>1,731</td>
</tr>
<tr>
<td>Decrease in other provisions</td>
<td>18</td>
<td>178</td>
</tr>
<tr>
<td>Gain on investments</td>
<td>(1)</td>
<td>(1)</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td>(25)</td>
</tr>
<tr>
<td>Interest payable</td>
<td>8</td>
<td>6,683</td>
</tr>
<tr>
<td>Loss on the sale of fixed assets</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Net cash inflow from operating activities</td>
<td></td>
<td>19,178</td>
</tr>
<tr>
<td>Proceeds from sales of fixed assets</td>
<td></td>
<td>(1,541)</td>
</tr>
<tr>
<td>Capital grants receipts</td>
<td></td>
<td>(1,160)</td>
</tr>
<tr>
<td>Withdrawal of deposits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain on investments</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest payable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan on the sale of fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash (outflow) from investing activities</td>
<td></td>
<td>(1,072)</td>
</tr>
<tr>
<td>Interest paid</td>
<td></td>
<td>(749)</td>
</tr>
<tr>
<td>Breakage cost</td>
<td></td>
<td>(4,058)</td>
</tr>
<tr>
<td>Net cash (outflow) from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Decrease) / Increase in cash and cash equivalents in the year</td>
<td></td>
<td>(8,948)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of the year</td>
<td></td>
<td>38,972</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of the year</td>
<td></td>
<td>30,024</td>
</tr>
</tbody>
</table>

### Consolidated Balance Sheet

#### Non-current assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangible assets</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Investments</td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Current assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other receivables</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Current investments</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Less: Creditors: amounts falling within one year

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Total current assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Total assets less current liabilities

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Provisions

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Total net assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Restricted Reserves

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Unrestricted Reserves

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

#### Total Reserves

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

The financial statements were approved by the Board of Governors on 28 November 2019 and signed on behalf by:

**Professor Amanda J Broderick**

**Anulika Ajufo**

BA (Hons) PhD DipM DipMRS PGCTL FRSA MBGS FCIM FHEA

Vice-Chancellor and President
1. ACCOUNTING CONVENTION

The accounts 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 historical cost convention.

2. BASIS OF CONSOLIDATION

The consolidated financial statements incorporate the financial statements of the university and its subsidiary undertakings for the financial year to 31 July 2019. Intragroup transactions are eliminated on consolidation. The consolidated financial statements do not include those of the University of East London Students' Union as it is an independent association with separate control. The grant to the Students' Union is disclosed in Note 9. The financial statements of our subsidiaries are prepared in accordance with the requirements of the Companies Act 2006.

3. INCOME RECOGNITION

Income from the sale of goods and 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.

i) Grant funding
   In line with the implementation of FRS 102, the University has adopted the accrual model for government revenue and capital grants.
   Government revenue grants including funding council block grant and research grants are recognised in income over the periods in which the University recognises the related costs for which the grant is intended to compensate. Government capital grants received in respect of the acquisition, or construction of, fixed assets are recognised in income on a systematic basis over the expected useful life of the asset to which the grant relates. An annual transfer is made to the income and expenditure account over the useful economic life of the asset, at the same rate as the depreciation charge on the asset for which the grant was awarded. The income shall be recorded within the Statement of Comprehensive Income under the relevant heading of funding body grants.
   Where part of a government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

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

3. INCOME RECOGNITION

Income from the sale of goods and 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.

4. STOCKS

Stocks primarily comprise various consumables and are valued at the lower of cost and net realisable value.

5. AGENCY ARRANGEMENTS

The University acts as an agent in the collection and payment of funds received from some collaborative partners. Receipts from students and subsequent payments to partners are excluded from the statement of comprehensive income and expenditure account.

The University also acts as an agent in the collection and payment of training bursary to students under NCTL and NHS programmes. The administrative fees received from NCTL and NHS are included in the statement of comprehensive income and Expenditure account.

6. MAINTENANCE OF PREMISES

The University of East London has a recurrent maintenance programme which forms the basis of the ongoing maintenance of our estates. The cost of recurrent and routine corrective maintenance is charged to the income and expenditure account as it is incurred.

Major refurbishment projects undertaken as part of our estates strategy which increase our economic capacity are capitalised as assets in construction and depreciated over a five-to-ten year period from completion.

7. FIXED ASSETS AND DEPRECIATION

Fixed assets are stated at cost less accumulated depreciation. No revaluation has been carried on fixed assets prior to the date of transition to the 2015 FE HE SORP.

Land and buildings
Freehold land and long-term leasehold land is considered to have indefinite useful life and is not depreciated. A one-off valuation of the land was adopted prior to the date of transition to the 2015 FE HE SORP. Freehold, leasehold buildings are depreciated on a straight line basis over their expected useful lives as follows:
Freehold buildings: 50 years
Long Leasehold buildings: 25 years
Short Leasehold buildings: 9 to 10 years
Refurbishments: 5 to 10 years

8. INTANGIBLE ASSET

In accordance with FRS102, software costs have been classified as intangible assets and amortised on a straight line basis over a period of 5 years.

9. PENSION SCHEME ARRANGEMENTS

The University participates in two defined benefits schemes: the London Borough of Barking and Dagenham Pension Scheme and the Teachers’ Pension Scheme. It also operates a defined contribution scheme. All three schemes are funded by contributions from the University and employees.
For the London Borough of Barking and Dagenham defined benefit scheme, the University is obliged to provide the agreed benefits to current and former employees, and actuarial risk and investment risk are borne by the University. The assets of the scheme are held separately from those of the Group, in separate trustee administered funds. Pension scheme assets and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The resulting defined benefit asset or liability, net of the related deferred tax, is presented separately after other net assets on the face of the balance sheet.

For the London Borough of Barking and Dagenham Pension Scheme the amounts charged to the Statement of Comprehensive Income and Expenditure account are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Comprehensive Income and Expenditure account if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. A notional interest cost on the pension liability or notional interest earned on the surplus is shown as part of finance costs or interest earned. Actuarial gains and losses are recognised immediately in the Statement of Comprehensive Income and Expenditure.

It is not possible to identify the assets of the Teachers’ Pension Scheme which are attributable to the University. This scheme is accounted for on a defined contribution basis and contributions to the scheme are included as expenditure in the period in which they are payable.

For defined contribution schemes the amount charged to the Statement of Comprehensive Income and Expenditure account in respect of pension costs and other post-retirement benefits is the contribution payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

10. 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.

11. LEASES

Leasing agreements which transfer to the University substantially all the benefits and risks of ownership of an asset are treated as if the asset had been purchased outright. The lease rentals consist of capital and interest elements. The assets are included in fixed assets and the capital elements are shown as obligations under finance leases, and the interest element is charged to the Statement of Comprehensive Income and Expenditure. Rental costs under operating leases are charged to the Statement of Comprehensive Income and Expenditure account in the year the costs are incurred.

12. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Cash, bank, debtors, creditors and loan balances are recorded at current values. Interest earned on bank accounts and interest charged on loans are recorded as interest receivable and interest payable respectively in the period to which they relate. Bank charges are recorded as operating expenditure in the period which they relate.

The University has two bank loans where the capital amount is repaid on equal instalment and the interest element is repaid at a fixed interest rate each quarter. The balance of the principal sum is recorded in the Balance Sheet under liabilities and the interest repayment is charged to the Statement of Comprehensive Income and Expenditure account.

13. INVESTMENTS

Fixed asset investments are stated at cost less provision for any impairment in value. Current asset investments are stated at net realisable value. Any increase or decrease in value arising on the revaluation of current asset investments is recognised in the Statement of Comprehensive Income and Expenditure.

14. CASH AND CASH EQUIVALENTS

Cash includes cash in hand, cash at bank, and deposits repayable on demand. Deposits are repayable on demand if they are available within 24 hours without penalty.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. They include term deposits up to 3 months held as part of the university’s treasury management activities. Investments with a maturity date in excess of 3 months at acquisition are classified as non-liquid resources and are treated as capital investments.

15. TAXATION

The University is an exempt charity within the meaning of Schedule 3 of the Charities Act 2011 (formerly Schedule 2 of the Charities Act 1993), and as such is a charity within the meaning of Paragraph 1 of Schedule 6 of the Finance Act 2010. Accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 (CTA 2010) (formerly enacted in Section 505 of the Income and Corporation Taxes Act 1988 (ICTA)) or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes. All subsidiary companies are liable to Corporation Tax and Value Added Tax in the same way as any other commercial organisation.

The University is registered for Value Added Tax (VAT) and its principal activities are exempt from Value Added Tax, but certain ancillary supplies and services are liable to Value Added Tax at various rates. Expenditure includes irrecoverable Value Added Tax charged by suppliers to the University.

16. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions are recognised in the financial statements when:

- the University has a present legal or constructive obligation as a result of a past event;
- it is probable that a transfer of economic benefit will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

A contingent liability arises from a past event that gives the University a present legal or constructive obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the University a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University.

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

17. FOREIGN CURRENCY

Transactions in foreign currencies are translated to GBP at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at balance sheet date are translated to GBP at the rates of exchange ruling at that date. Foreign exchange differences arising on translations are recognised in surplus or deficit. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to GBP at foreign exchange rates ruling at the date the fair value was determined.

18. RESERVES

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

19. GOING CONCERN

After taking into account possible changes in performance and the risks discussed in the Operating and Financial Review, the Board of Governors has a reasonable expectation that the University and the Group have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

20. KEY JUDGEMENT AND ESTIMATES

In preparing the financial statements to conform with FRS 102, management are required to use judgements in applying estimates and assumptions which affect the reported amounts. The main items where these judgements and estimates have been made include:

- Pension

The annual pension provision is stated by the external actuaries and the University adopts the assumptions as recommended. The pension valuations are carried out at least triennially and will set the contribution rate for the following years.

- Short-term staff benefits

The holiday pay accrual calculation is based on annual leave data supplied from the Human Resources department and assumptions have been made in areas where annual leave data was unavailable.

- Land revaluation and depreciation

We have adopted a one-off revaluation of the land at Docklands and Stratford campuses which includes long leasehold land. Long term leasehold land is considered to have indefinite useful life and is not depreciated.
### Notes to the accounts year ended 31 July 2019

#### 1. Financial Review and Business Objectives
- Financial highlights:
  - Total turnover: £155,001 - £160,000
  - Operating surplus: £125,001 - £130,000

#### 2. note 2
- Infrastructure and development costs:
  - University Executive Board (UEL):
    - Physical Expansion Programme: £3,457,261
    - Project 2028:
      - Strategic planning: £2,357,193
      - Financial planning: £1,693,903

#### 3. note 3
- Non-staff Governors:
  - 2018/19: £2,357,193
  - 2017/18: £1,693,903

#### 4. note 4
- Breakage cost:
  - £4,058

#### 5. note 5
- National College for Teaching & Leadership:
  - £30

#### 6. note 6
- Higher Education Students:
  - £7,188

#### 7. note 7
- Social security costs:
  - £6,094

#### 8. note 8
- Total 1,114 1,140

#### 9. note 9
- Pay ratio - Total Remuneration to Median Pay:
  - 8.0 n/a

#### 10. note 10
- Emoluments of the Vice-Chancellor:
  - £41,504
  - £39,207

#### 11. note 11
- Average staff numbers by major category 2019 2018
  - Research Staff: 5 5
  - Teaching Staff: 27 28
  - Professional, Administrative, Technical and Other Support Staff: 8 8

#### 12. note 12
- The number of staff paid cannot be readily converted into full time equivalents so has not been included in the staff number table above.

#### 13. note 13
- The remuneration figures are calculated before deduction of any payments made under salary sacrifice schemes.

#### 14. note 14
- The expenses for 2017/18 have been restated from £13,966 to £34,106 to include expenses incurred by the former Chair of Governors but paid on behalf of the former Chair of Governors by the University.

#### 15. note 15
- The benefits of £10,622.03 paid to or on behalf of the Vice Chancellor included: Insurance - £2,315.66; Accommodation £4,594.39; Travel £3,711.98

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**University of East London**

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**Notes to the Accounts**

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**NOTES TO THE ACCOUNTS**
The key management personnel compensation in the above table consists of salary (variable, employee's and pension contribution).

The remuneration figures are calculated before deduction of any payments made under salary sacrifice schemes.

The benefits of £10,622.03 paid to or on behalf of the Vice Chancellor included:
- Insurance - £2,315.66
- Accommodation - £4,594.39
- Travel - £3,711.98

The expenses for 2017/18 have been restated from £13,966 to £34,106 to include expenses incurred by the former Chair of Governors but paid on behalf of the former Chair of Governors by the University.

The non-current investments have been valued at cost.

The non-current assets have been valued at cost.

The expenses for 2017/18 have been restated from £13,966 to £34,106 to include expenses incurred by the former Chair of Governors but paid on behalf of the former Chair of Governors by the University.

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The benefits of £10,622.03 paid to or on behalf of the Vice Chancellor included:
- Insurance - £2,315.66
- Accommodation - £4,594.39
- Travel - £3,711.98

The expenses for 2017/18 have been restated from £13,966 to £34,106 to include expenses incurred by the former Chair of Governors but paid on behalf of the former Chair of Governors by the University.

The non-current investments have been valued at cost.

The non-current assets have been valued at cost.

The expenses for 2017/18 have been restated from £13,966 to £34,106 to include expenses incurred by the former Chair of Governors but paid on behalf of the former Chair of Governors by the University.
Analysis of Deferred Capital Grant:
Due within one year
Deferred income 275 275 275 275
Due between one and two years 85 85 191 191
Due after more than one year 439 85 215 467
Total Deferred Grant 358 358 569 569

Analysis of secured loans:
Due within one year 1,244 1,244 1,245 1,245
Due between one and two years 0 0 1,900 1,900
Due after more than one year 47,183 47,183 47,390 47,390
Due in five years or more 40,993 40,993 41,224 41,224
Due between two and five years 3,712 3,712 3,694 3,694
Total secured loans 0 0 21,994 21,994

Authorised by the Board of Governors but not yet contracted for 2,708 2,708 841 841

Contingent liabilities
The University does not have any contingent liabilities in 2019 and 2018.

Lease obligations

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total rentals payable under operating leases:</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Due within one year</td>
<td>180</td>
<td>181</td>
<td>180</td>
<td>181</td>
</tr>
<tr>
<td>Due between one and two years</td>
<td>512</td>
<td>512</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>Due after more than one year</td>
<td>53</td>
<td>53</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Total unsecured leases</td>
<td>545</td>
<td>545</td>
<td>292</td>
<td>292</td>
</tr>
</tbody>
</table>

Lease obligations

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Lease obligations</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Due within one year</td>
<td>320</td>
<td>471</td>
</tr>
<tr>
<td>Due after one year</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>Total Lease obligations</td>
<td>£'000</td>
<td>£'000</td>
</tr>
</tbody>
</table>

NOTES TO THE ACCOUNTS

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NOTES TO THE ACCOUNTS
28. **Pension Schemes**

The University participates in two defined benefits schemes: the London Borough of Barking and Dagenham Pension Scheme and the Teachers' Pension Scheme. The University also operates a defined contribution scheme administered by Aviva.

### 1. UEL Retirement and Savings Plan

UEL pays 10% of salary but staff can make contributions of up to 4% of salary and the University will match this on the basis of a 1.5% for every 1% of the employee's contribution up to a maximum of 16% employer contribution.

The contract covers the period from 1 July 2017 to 31 October 2018 with a total payment of £46,315.22 paid in August, October and November 2018.

In 2018/19, an average of 205.58 staff was in relation to the top-up of the Youth Charter for which the former Chair of Governors was a member of the steering group.

This defined benefit scheme administered by London Borough of Barking and Dagenham Pension Fund, is subject to a triennial valuation by independent actuaries. The last valuation was performed by Deloitte in June 2018 which resulted in a surplus of £5,645.

The University is responsible for the annual support grant received by the Student Union. The £687k is in regards to the annual support grant received by the Student Union inclusive of staff costs relating to responsibility allowances.

<table>
<thead>
<tr>
<th>Company/Institution</th>
<th>Rate of pensioners/employer</th>
<th>Spending on or in connection with pensioners offer</th>
<th>Spending on or in connection with pensioners offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>UEL - London Borough</td>
<td>5%</td>
<td>10%</td>
<td>21%</td>
</tr>
<tr>
<td>London Borough of Barking and Dagenham Pension Fund</td>
<td>5%</td>
<td>10%</td>
<td>21%</td>
</tr>
</tbody>
</table>

The following table shows the fair value of the University's share of the scheme assets and liabilities in accordance with the requirements of FRS 102:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>165,710</td>
<td>151,334</td>
</tr>
<tr>
<td>Estimated benefits paid</td>
<td>(5,645)</td>
<td>(5,520)</td>
</tr>
<tr>
<td>Contributions by members</td>
<td>968</td>
<td>1,119</td>
</tr>
<tr>
<td>Contributions by the employer</td>
<td>3,911</td>
<td>5,307</td>
</tr>
<tr>
<td>Interest cost</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Experience gains / (losses) on the scheme liabilities</td>
<td>336</td>
<td>(37)</td>
</tr>
<tr>
<td>Changes in assumptions underlying the present value of the scheme liabilities</td>
<td>13,856</td>
<td>0</td>
</tr>
<tr>
<td>Net pension liability</td>
<td>(94,055)</td>
<td>(71,516)</td>
</tr>
</tbody>
</table>

For the year ended 31 July 2019, the assumptions used in the financial statements were as follows:

- A 3.0% increase in the youth charter grant.
- A 1.0% increase in the assumptions for the youth charter grant.
- A 0.5% increase in the assumptions for the youth charter grant.
- A 0.2% decrease in the assumptions for the youth charter grant.
- A 0.1% decrease in the assumptions for the youth charter grant.
- A 0.0% decrease in the assumptions for the youth charter grant.
- An increase of £687k in the annual support grant received by the Student Union inclusive of staff costs relating to responsibility allowances.