



The University of Bolton Group

Annual Report and Consolidated Financial Statements
Year Ended 31 July 2020

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Strategic Report 2019-20

Overview and context

The University of Bolton is a Teaching Intensive, Research Informed (TIRI) University with a distinct emphasis upon professional and vocational education. The University proudly traces its history back to the foundation, in 1825, of the Bolton Mechanics' Institute; one of the first to be established in the UK. To this day, the University retains its primary purpose of providing educational opportunities to the widest range of individuals and enabling them to achieve their full potential. It welcomes people who wish to invest in their futures through accessing educational opportunities and thus enhance both their life skills and employment prospects. Intensive teaching through a portfolio of focussed high quality undergraduate and postgraduate programmes, underpinned and informed by research, is central to the University's abiding mission; as evidenced by the University's 'Teaching Excellence Framework (TEF) Silver' award outcome and National Student Survey (NSS 2018, 2019, and 2020) results. The University's Apprenticeships and Access to Higher Education provision is graded by the Office for Standards in Education (Ofsted) as 'good' with emphasis on Management, Leadership, Teaching and Learning. The TIRI philosophy and the Platinum Critical Mass (PCM) course portfolio approach, developed as the core of its Strategic Plan (2015-20), have been a watershed development in the University of Bolton's real transformation and its journey as a successful institution.

During 2019-20, the conclusive year of the current 5-year Strategic Plan (2015-2020), the University continued its core focus on wilful institution building to create a sector leading Higher Education Institution (HEI) with a unique strategy to be the first truly 'Teaching Intensive, Research Informed' university in the United Kingdom. However, since early 2020, the institution has been facing the unprecedented challenges of the Covid-19 pandemic, like every other organisation and walks of life globally. In addition, the unfortunate 'Cube Fire' incident that occurred in November 2019 in the privately managed halls of residence also had an impact on the University's planned budgets. These unprecedented challenges demanded extraordinary measures and expenditure to ensure student learning experience, well-being and institutional sustainability with obvious impact on the overall financial performance. For instance, since March 2020, the University has made substantial investments to enhance its technological infrastructure to enable a holistic learning experience and social life for its students (on-line and on-campus). Throughout this challenging year, the University continued its fundamental commitment to its students and made significant further progress in improving demand for its courses, teaching & learning, student experience, satisfaction and success.



*President & Vice-Chancellor Professor George E Holmes, launching the University's Bike Scheme for Students (Left)
Prime Minister Boris Johnson at the University of Bolton in November 2020 with the Students Union President (Right)*

Despite reporting a small operating deficit for the year, driven largely by pension accounting and exceptional costs, the Group has generated a significant cash inflow from its operating activities which is reflected in increased Cash and cash equivalents on the Balance Sheet.

The overall external Higher Education (HE) environment remains highly volatile and in transition with several major socio-political and economic complexities arising from the Covid-19 pandemic and Brexit. In addition, HE institutions across the sector are faced with other multifaceted challenges including a stringent regulatory environment, potential key policy changes, emphasis upon consumer rights, continuing expansion of private providers, the changing role of the further education sector, and intensifying competition for recruiting students in the UK and globally. Notwithstanding a highly competitive HE market, the University experienced a strong demand for its courses in the year and achieved c.12% growth in new student enrolments. Overall student enrolments have also grown in 2019-20 (all courses and years) including the growth in total on-campus

Greater Manchester for overall student satisfaction. The University has achieved further improvements in its Student Retention performance as depicted in the latest publication of the HESA Non-Continuation Performance Indicators (HESA April 2020 - Data relating to 17-18 entrants). For all full-time UK domiciled first degree entrants, the non-continuation rate is 14.5% compared to a HESA calculated benchmark of 12.2%. This has improved from 16.1% the previous year, and the University is getting closer to its benchmark for this indicator. Our Employability, Enterprise and Apprenticeships Strategy is driving our efforts in these areas to achieve significant improvements in our graduate employability while expanding our industry collaborations, applied research and apprenticeships provision in the region. The University's apprenticeships provision has experienced strong growth, with both Apprenticeships and Access to Higher Education provision graded by Ofsted as 'good'.



During 2019-20, the forces of the Higher Education regulatory environment gained traction, with the first year of what would have been full operation of the Office for Students' (OfS) regulatory framework. The OfS however, re-considered its regulatory approach in the light of the pandemic, and as a result relaxed some regulatory requirements with a view to gradual reinstatement as the operational pressures on institutions lessened. For the University, this meant some temporary reduction in data reporting requirements and reportable events, together with a postponement of the submission of a revised Access and Participation Plan (APP), originally due in summer 2020. The pandemic however brought to bear other new regulatory measures. Temporary OfS guidance in respect of student and consumer protection during Covid-19 was introduced and taken into account by the University as part of a review of the student terms and conditions of enrolment. A new time limited OfS condition (Z3) *Temporary provisions for sector stability and integrity* is now in place. This was introduced to safeguard the student interest and stem behaviors demonstrated by some institutions, such as the so-called 'conditional unconditional' offer-making where applicants receive an unconditional offer conditional upon selecting a provider as their firm choice. It is important to note that such practice is not adopted by the University of Bolton.

In addition, the Department for Education (DfE) re-introduced temporary student number controls (SNC), based on forecast recruitment plus 5%, to mitigate against institutions with typically large international student intakes making up any shortfall, as a consequence of the pandemic, with an expansion of home students, thereby potentially destabilising other institutions. The OfS concerned about the financial stability of the sector, is currently consulting on a new permanent condition of registration (C4) *student protection directions*, targeted only at those institutions which the OfS considers to be at material risk of market exit. Throughout this turbulent regulatory time, the University has aligned itself to the OfS' requirements and has introduced robust mechanisms to ensure compliance. This includes the establishment of a Reportable Events Subcommittee that considers potential reportable events, underpinned by supporting structures, processes and comprehensive staff training. An Oversight Committee, overseen by the Board of Governors, has also been established along with mechanisms to monitor progress and identify any emerging gaps in the performance of students with a range of indicators.

The University successfully completed its strategic acquisition of Alliance Learning in March 2020, further expanding its educational reach in the region, especially in the domains of apprenticeships and commercial training provision. It strengthens the University of Bolton Group's educational portfolio and comes a year after the Anderton Centre and two years after Bolton College became part of the Group. Based in Horwich, Alliance Learning is one of the largest independent apprenticeship training providers in the North West with over 50 years' experience in the training industry. Consistently rated as "good" by Ofsted, it has been working collaboratively with the University of Bolton since 2016. The two organisations will pool their experience, learning infrastructure, industry links and expertise to ensure that all learners benefit and enhance their skills to fulfil their potential and improve productivity in the industry. Alliance Learning's apprentices and the University's engineering students are already reaping the benefits of this strategic partnership. The move means learners from Alliance Learning will be able to progress seamlessly from Level 1 to Level 8 degrees. Alliance Learning, Bolton College and the University of Bolton have also created a one-stop-shop solution where employers across the region can receive expert advice about apprenticeships, training and higher education. Building on these strategic partnerships, the University Group is investing in what matters most to its learners, employers, communities, staff and regional industry. In 2019-20, the University, Bolton College and Alliance Learning started integrating curriculum pathways with progression routes being defined and linked to local and regional employment sectors. For instance, Bolton College students are now able to access University facilities, becoming familiar with the higher education environment, thereby serving to build aspiration for University education and graduate careers. Students and staff from across the University of Bolton Group are benefitting from the Anderton Centre through its outdoor activities and learning centre in Chorley. The Centre is providing enrichment for students, enhancing the student experience, supporting

health and wellbeing, in addition to providing opportunities for personal stretch and challenge in a natural setting. In addition, UoB Services Ltd which was established as part of the Group is providing high quality catering and related services to the students and improve their experience.



As a Group, the institution is creating innovative pathways to higher education and successful careers for thousands of learners in a structured fashion i.e. articulating pre-degree provision and enhancing preparedness to study at HE level. These targeted strategic acquisitions directly support the delivery of the Greater Manchester Skills Strategy while enabling the University to access a wide range of employment sectors and jobs in the region. The University is also at the heart of, and leading, the regeneration of the town of Bolton; its multi-million-pound infrastructure projects are transforming the physical environment of the town centre and the University is widely recognised now as both the engine and driving force for the renaissance of the town. Strategic partnerships with NHS Trusts and a wide range of employers, across the industrial sectors in the North West, exemplify the University's growing role. The University is taking its rightful place as a key agent for economic, social and cultural development as part of the new Greater Manchester Northern Powerhouse and over the next few years will strive to become a leading Greater Manchester university of the future.

The TIRI philosophy and the Platinum Critical Mass (PCM) course portfolio approach, developed as the core of the University's Strategic Plan (2015-20), is the catalyst in the transformational journey of the University of Bolton. The 2019-20 academic year continued this core strategy with further developments in educational, physical and technological infrastructure. The National Centre for Motorsports (NCME) team at the University designed and launched a new Master's programme in Motorsports Engineering which will utilise state-of-the-art learning infrastructure. The School of Education gained accreditation and approval for Secondary QTS programmes from the Department of Education (DfE) with recruitment starting in September 2020 for Maths, Computing and MFL. These programmes are experiencing good demand with significant number of applications. The University also developed and validated a new MSc programme in Digital Dental Technology, providing advanced postgraduate education for dental technicians and clinicians in the field. The course focuses on digital manufacturing methods and techniques to prepare students with the advanced skills needed in the sector and enable them to consider higher level employment opportunities. New BSc and MSc programmes in Physiotherapy have been approved by the University and are formally accredited by the Chartered Society for Physiotherapy (CSP) at the end of August 2020. Delivery of these programmes is to commence in September 2020. These programmes are already experiencing excellent demand and are expected to grow significantly in the near future.

Value for Money (VfM) and Corporate Social Responsibility (CSR) principles are fundamental to the University's mission and values. These are integrated within the key plans, systems and processes of the organisation. For instance, the TIRI agenda places the students at the centre of "everything we do" in the institution, providing them with an excellent overall learning experience and Value for Money. CSR is an ever increasingly important aspect of the work of staff and students with many charities and community groups benefiting from support. It is within this laudable and enviable profile that the University continues to have sound and effective control on its cost base and is highly efficient by any sector measure. The institution continues to sustain low levels of borrowing for the sector, and this, combined with good surplus levels, ensures organisational sustainability and the capability to strategically reinvest in its academic and physical infrastructure.

Strategic Developments and Performance

The University continued the robust implementation of its Strategic Plan (2015-20) and its transformation agenda in 2019-20 i.e. to be a world class Teaching Intensive, Research Informed institution. We made progress in achieving fundamental improvements in the quality and nature of our courses and the student learning experience. We continued the enhancement of our undergraduate (UG) and postgraduate (PG) course portfolio, staffing composition, and learning infrastructure to enable concrete and sustainable improvements in student recruitment, learning experience, progression, retention, student satisfaction and graduate outcomes including, but not exclusively, levels of employability.

The University has a number of key performance indicators relating to the student lifecycle, including: Recruitment; Continuation; National Student Survey (NSS); and Graduate Employment Outcomes. The focus on these measures is key, as they provide not only an indication of the impact of the University's investment in transformational strategies to improve the student experience, but they also inform lead-indicators against which the OfS regulates providers. It is particularly worth noting, when considering performance indicators, the distinct characteristics of the University's student population. In line with its widening participation philosophy, the University prides itself on providing Higher Education opportunities to a diverse range of students, many from challenging socio-economic backgrounds who may face multiple barriers to access, participation, attainment and employment, which have to be overcome to achieve success. Over 70% are commuter students, an attribute that is considered to increase the risk of a non-continuation. The University continues to work constructively with other universities, colleges, the third sector and employers, through the Greater Manchester Higher Partnership, to further encourage participation from under-represented groups.

a) Student Recruitment

Higher Education is becoming an increasingly competitive market for student recruitment, especially for core Home Undergraduate students. Coupled with the demographic downturn and entry of multiple private players, this area is a major challenge for the sector. Within this competitive environment, the University has performed well, achieving a healthy growth in overall full-time student enrolments in 2019-20. The University experienced c.12% growth in new undergraduate student enrolments in the September 2019 intake when compared to 2018.

Overall student enrolments have also grown in 2019-20 (all courses and years) including the growth in total on-campus enrolments as well as student number growth in off-campus validation provision. On-campus enrolments (including satellite centres) have increased from c. 6200 to c.6800, a growth of approximately 10%. Total enrolments (including franchise but excluding validations and students taught wholly overseas) have increased from around 6950 to around 8200, a growth of almost 18%. One of the key factors in this growth was the University's franchise with Regent College London. Platinum programmes across the academic areas were central in achieving this overall enrolment growth, depicting the effectiveness of the University's core strategy and its implementation. Within this growth context, the University continues to provide educational opportunities to the widest range of individuals. It is particularly noteworthy that the University has a high proportion of students from low participation neighbourhoods and State Schools.

The University's growing reputation and profile is reflected in the increasing demand for its courses, with a substantive growth in applications for the September 2019 intake. This is attributed to the successful realisation of the core strategy and Platinum provision, with continued focus and comprehensive efforts directed towards improving courses, teaching quality, learning infrastructure, student satisfaction, promotion and applicant conversion. In addition, the University is building its portfolio of Degree Apprenticeships, creating an alternative pathway and choice in accessing higher education. The University currently has over 500 apprentices enrolled on various programmes in Health, Business & Management, and Engineering.

b) Key New Initiatives and Academic Developments

The Platinum Critical Mass (PCM) course portfolio approach, developed as the core of the University's Strategic Plan (2015-20), is the catalyst in the transformational journey of the University of Bolton. The 2019-20 academic year continued this core strategy with further developments in educational, physical and technological infrastructure. Given the unprecedented challenges of the Covid-19 pandemic, Academic and Support departments across the University have worked relentlessly to transform the institution's educational infrastructure and enable remote teaching and learning. The University has been investing strategically in various technologies including virtual learning tools and hardware upgrades (e.g. Zoom, MS Teams, Storage Area Network, Adobe Creative Suites, etc.) For instance, the Dental Technologies team continued to support students throughout the various stages of lockdown and delivered high quality learning opportunities. Key initiatives and developments during 2019-20 include:

- The NCME team at the University designed and created an additive manufacturing facility with 3D printing technologies. This game changing technological infrastructure includes industrial grade plastic producing machines, as found in Formula 1 and aerospace industries, with open access printers for students. The facility will be a key component of the new Masters Programmes delivery in Motorsports Engineering. The facility is also been used for producing specialist parts for local industry allowing them to access high-level technology at a low cost.

- The Education team gained accreditation and approval for Secondary Qualified Teacher Training Status (QTS) programmes from the Department of Education (DfE) with recruitment starting in September 2020 for Maths, Computing and Modern Foreign Languages (MFL). These programmes are experiencing good demand with significant numbers of applications.
- The University's ground-breaking new partnerships with PETROC College (North Devon) and Bradford College enabled the two Further Education Institutions to launch nursing undergraduate degrees. The University of Bolton has developed this provision in collaboration with Northern Devon Healthcare NHS Trust (NDHT), Bradford Teaching Hospitals NHS Foundation Trust and Airedale NHS Foundation NHS Trust to support people to study for a nursing degree in their locality instead of travelling outside of their area. The Nursing and Midwifery Council (NMC) along with the University of Bolton have approved these partnerships as two new Satellite Centres for Nursing in North Devon and Bradford. Teaching and practical sessions will be delivered at the Colleges by the University of Bolton's academic staff and the students will complete clinical placements within the respective local Trust partners. The respective partner FEIs will provide all needed infrastructure and student support services.
- The University developed and validated a new MSc programme in Digital Dental Technology, providing advanced postgraduate education for dental technicians and clinicians in the field. The course focuses on digital manufacturing methods and techniques to prepare students with advanced skills needed in the sector and enable them to consider higher level employment opportunities.
- The Centre for Dental Technologies increased its global footprint through a key collaboration with Sri Venkateshwara Educational Society (SVES) in India. The Centre has been working with this partner institution, which has a significant portfolio in Dental education in Southern India, to develop and validate a Diploma in Dental Technology. This planned programme will meet the requirements of the industry there and also the Indian Dental Council. Successful students who complete the programme will be able to join and complete a Top Up degree at the University of Bolton.
- The new BSc and MSc programmes in Physiotherapy have been approved by the University and HCPC, and are due to be formally accredited by the Chartered Society for Physiotherapy (CSP) by the end of August 2020, with delivery of the programmes commencing in September 2020. The programmes are already experiencing excellent demand and are expected to grow significantly in the near future.
- The Social Work Centre, in the University's Faculty of Health & Wellbeing, has experienced a successful first year of working with the local community to support and help individuals and families who needed key interventions. Whilst working with a number of key local organisations in the Bolton area, the Centre has launched an individual self-referral programme which has proved important to many individuals in the local communities. A number of the current MA Social Work Students have been able to undertake placement in the Centre, working alongside the teaching team to create the space, systems and the ethos to promote social work practice. In response to the Covid-19 lockdown, the students in the Centre were able to provide critical support to people, whilst also setting up initiatives for those who might be feeling isolated during this time. The success of the Centre and its postgraduate students is invaluable as the University launches its new BA Social Work programme in September 2020. Future plans for the Centre will include Apprenticeships and Continuing Professional Development (CPD) for Social Work which will strengthen the opportunities offered within the local community and provide students with new and exciting career opportunities.

c) Apprenticeships

During 2019-20, the University's apprenticeships provision continued to grow healthily in various disciplines including, health, engineering and management. Within the past 3 years, the University has invested and significantly grown its provision in this area with current total apprentices of over 500. Apprentices in subjects allied to Health, from our partner NHS Trusts in the region, make up the major part of our portfolio.

In the context of the Covid-19 pandemic, the Education & Skills Funding Agency (ESFA) has provided guidance on how apprentices and employers can be supported during the crisis. The guidance provided detail regarding some flexibility that can be applied during the pandemic to make it easier for apprentices; either to continue and complete their programme of study in a different way to what was originally planned (e.g. online learning) or have a break in learning should this be required. The funding rules however have not changed and the flexibilities do not provide the much needed support for apprenticeship providers and employers, during these challenging times. If a break in learning is put in place, payments to the providers will stop. If the funding rules are not followed, the ESFA have made it clear that they will clawback the respective funding. During the lockdown, c.30 apprentices had a break in learning with some consequent financial impact in June 2020. We continued to monitor these apprentices monthly through performance boards to ensure that they are being 'kept warm' and ready to

restart once the current situation improves. Recruitment did not take place in April for a planned Nursing Associates cohort due to the pandemic as the partner NHS Trusts placed this intake on hold. We planned for 120 apprentices to be recruited and signed up for a September 2020 start on this programme. We also coordinated with other employers in other industry sectors (e.g. engineering firms in the region) as appropriate to support their skills requirements for the future. On a more positive note, the University's Apprenticeship team continues to stay abreast of all Covid-19 updates to ensure that our learners and employers are supported fully during this time, and that the University continues to be compliant. Our partner NHS Trusts in Greater Manchester, the North West and beyond, are committed to supporting their learners to complete training during this time. The number of apprentices on a break in learning is an ever-changing situation due to the current crisis.

The University continued to improve the overall performance of its apprenticeships provision during 2019-20. The following table shows our rating against the defined Key Performance Indicators for Apprenticeships. In-year data for 2019/20 is at 78.6% achievement, and 18 apprentices are awaiting results. This will bring the 'in-year' achievement to 86.9%. There have been 6 withdrawals in total to date for apprentices with a 2019/20 end date. Best case achievement data overall is 90% which will be a significant improvement when compared to the previous academic year. Performance boards continue to monitor all apprenticeship programmes on a monthly basis and to implement necessary measures to achieve further improvements.

	17/18	18/19	19/20 in year	19/20 best case	National Average 16/17
Apprenticeship Achievement Overall	0% based on 1 leaver	0% - Based on 4 withdrawals	78.6% (18 awaiting result and 14 still in learning)	90%	67.7%

d) Student Experience, Retention, and Graduate Outcomes

The University has invested significantly in enhancing the overall experience for students from enrolment through to graduation and beyond, underpinned by TIRI and Platinum Course strategies. The University's has continued its good performance in the National Student Survey results (NSS July 2020, 2019 and 2018), exemplifying the success of our strategy and efforts. The University of Bolton stood in the top 53 universities for the overall Student Satisfaction results, out of 132 universities and HEIs in the UK. The University, with its overall student satisfaction of 84.01 outperformed its sector benchmark of 81.58 for the taught degrees (Q27) and continue to be the Number 1 in Greater Manchester for overall student satisfaction. This is an evident and substantial long-term trend of improvement based on a strategy of conscious institutional building.

The University will continue the implementation of a comprehensive set of interventions to improve student learning experience, satisfaction and success to maintain this positive momentum. These interventions include the Enhanced Personal Tutoring (EPT) system based on skills diagnostics, improving feedback provision, individualised support to students, improving learning infrastructure, and quality of teaching. Efforts will also be made to improve two-way communications with students to improve the feedback and continual improvement and enhancement? of courses. A number of other specific initiatives have also been implemented to improve overall student engagement and experience. These include development of Academic Societies, Events, Clubs, Social Spaces, Stay on Campus Campaign, "You Said - We Did" Campaigns, Students' Union feedback and corrective actions mechanism, Peer Learning, Sports Strategy, Volunteering and Community Engagement, and the Bolton Partnership Agreement. The University will strengthen the aforementioned initiatives for the academic year 2020-21 to enable all academic areas to achieve further improvements in overall student satisfaction rates.

There is also an improving picture in both overall student retention (reduction in non-continuation) and attainment, but these are still below the sector averages. The University has achieved further improvements in its Student Retention performance as depicted in the latest publication of the HESA Non-Continuation Performance Indicators (HESA April 2020 - Data relating to 2017-18 entrants). For all full-time UK domiciled first degree entrants, the non-continuation rate is 14.5% compared to a HESA calculated benchmark of 12.2%. This has improved from 16.1% the previous year, and the University is getting closer to its benchmark for this indicator. The University is implementing a holistic approach to improving its student retention through the

overall enhancement of the student learning experience, engagement, support provision, satisfaction and attainment. We take the view that improving retention cannot be seen in isolation from learning and teaching, student engagement and the broader student experience. It is recognised that further embedding and refining of the initiatives will be required to ensure that all students have the best chance of success. Since the launch of the TIRI approach and underlying enhancements in student Experience and Learning, Teaching and Assessment in 2015, the University has continued to implement and evaluate a model of Early Intervention and Transitional Support (EI) across the student lifecycle. The approach is evidence-based and designed to ensure that students, from prospective to alumni, are adequately supported during their time here. During the 2019-20 academic year, the University made further progress in expanding and embedding the EI model with additional investments in key areas including; Pre-Transitional, Welcome and Induction Activities; The LEAP Ahead Diagnostics; Academic and Enhanced Academic Tutoring; Peer Learning, Belonging and Engagement; Staff Development; and Student Mental Health and Wellbeing.

A key priority area for the University is to improve the job outcomes for graduates, particularly those deemed to be in highly skilled jobs. The results from the latest Graduate Outcomes Survey show that the University has **70.8%** of its graduates in Highly Skilled Employment, requiring further improvement in this area. In line with its Widening Participation philosophy, the University continues to provide Higher Education opportunities to a diverse range of students, many from challenging socio-economic backgrounds. This means that the University has a disproportionately higher number of disabled students and ethnic minority students, having a direct impact on our key employability outcomes. In addition, a number of courses in our historical portfolio do not cater effectively to the graduate level jobs in industry. The level of industry exposure to students on such courses is also low and requires fundamental improvements. To address this long-term challenge, the University has developed a wide-ranging five-year strategy – Employability Enterprise & Apprenticeships Strategy (EEA) 2017-22 - with a comprehensive set of measures. The University has significantly increased its efforts and investments to support this Strategy. Notwithstanding the current Covid-19 context, annual Employment Action Plans for the 2020-21 academic year are now in place and fully operational from September 2020. The University will make significant investments to provide required resources to achieve further improvements in graduate outcomes including; expansion of the Student Employment Champions programme, launch of UOB Virtual Careers Fairs, enhancing employer engagement utilising the wider UoB Group's strengths, implementing PREP Diagnostics to understand students' career plans, providing individual advice and enhancing our successful GAME framework to embed employability skills in the core curriculum.

Student Success

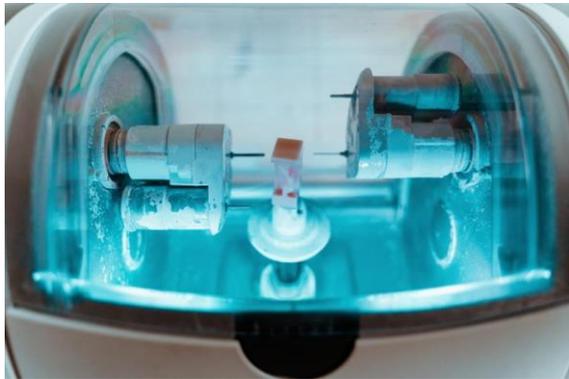
During 2019-20 many students and graduates of the University of Bolton have achieved a significant number of key successes in a broad range of disciplines, including the following:

- Over 320 pre-registration Nursing students from the University of Bolton signed up and worked on the NHS frontline to support the fight against the Covid-19 pandemic. The second and third-year nursing students began their roles in April through to end of July 2020. The majority of the students worked within local NHS Trusts such as Bolton Foundation NHS Trust, Manchester University Hospitals NHS Foundation, Lancashire Teaching Hospital NHS Foundation and Wrightington, Wigan & Leigh NHS Foundation Trust. A University of Bolton trainee nursing associate who has been working with patients affected by Covid-19 has created a touching memento for relatives bereaved by the virus. Ashton Harris said she has been so moved while working on a coronavirus ward at Wythenshawe Hospital that she wanted to make a difference. So, she bought 100 heart-shaped keyrings, small bags and tea light candles. Her idea was that when a patient loses their battle with the virus, if the family wishes, the patient's thumb print can be put onto the keyring in ink and placed inside the bag, along with the candle to light in memory of their loved one.
- Hayley Rhodes a highly committed student on the BSc Specialist Community Public Health programme was redeployed to ICU to help the Covid-19 patients. She will be finishing her programme successfully at the University, a month later than her cohort. She has shown a great passion to help her previous colleagues in ICU through these challenging times. Ensuring patient care is her upmost priority while sustaining her desire to successfully complete her programme at the University.

- Jade Callaway, first year student on the BSc Operating Practice (ODP) programme at the University of Bolton wrote a 'student story' on her experiences during the Covid-19 pandemic. This highlighted and raised awareness of the contribution of the OD Practitioners to patient care during these challenging times; <https://www.afpp.org.uk/news/COVID-19-and-Me-Jade-Callaway>. She developed the story with recommendations for OD Practitioners based on the knowledge and confidence gained from her training on the World Health Organisation's (WHO) Safer Surgery Checklist and its role in enhancing patient safety. She recommended local adaptations to the WHO checklist in obstetric theatres which were readily embraced and adapted by colleagues to provide ever-safer patient checks before surgeries.



- Three BSc (Hons) Dental Technology graduates have completed a 12-month contract with the University Dental Hospital of Manchester. The laboratory managers there have commended the advanced technical skills of our graduates and expressed keen interest to recruit University of Bolton's graduates through their annual process.



- Chris Horner, a second year Sport Development and Coaching degree programme students successfully went through a rigorous recruitment and selection process to become a member of the 'Youth Panel Committee' for the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA).
- John Wood, a Masters student at the University, was given the Vice Chancellor's Award for Postgraduate Achievement for his significant achievements in the most difficult individual circumstances.
- The first Cohort of graduates from the University's MSc Physician Associates programme have now all successfully completed the course and secured employment. Four graduates have been offered employment to work in the local NHS Trusts, showcasing the high quality of the programme and confidence of employers in the University's graduates.
- The Social Work Centre, in the University's Faculty of Health & Wellbeing, has appreciated the first year of working with the local community to support and help individuals and families who needed key interventions. Whilst working with a number of key local organisations in the Bolton area, the Centre has launched an individual self-referral programme which has proved important to many individuals in the local communities. A number of the current MA Social Work Students have been able undertake placement in the Centre, working alongside teaching team to create the space, systems and the ethos to promote social work practice. In response to the Covid-19 lockdown, the students in the Centre were able to provide critical support to people, whilst also setting up initiatives for those who might be feeling isolated during this time. The success of the Centre and its postgraduate students is invaluable as the University prepares to launch its new BA Social Work programme in September. The future plan will include Apprenticeships and CPD for Social Work which will strengthen the opportunities offered within the local community and give students new and exciting career opportunities.



Master's Programme in Social Work: Students and Staff

- Alex Taylor graduated with a First Class Honours degree in Accounting from the University and secured a national training contract with the Seduko Group to complete the CIMA qualification. As part of this training Alex will work across Europe with Seduko's clients and partners. Another First Class Hons Accounting graduate, Mr. Everett, secured a prestigious training contract to undertake the ICAEW qualification with Hurst's, a top 30 accounting practice in the country.
- Helen Wood, a Part time student in the Institute of Management, obtained a First Class degree with a Governor's prize. She works with MBDA and was voted MAKE UK National Business Apprentice of the Year January 2020.
- Lyndsey Vaughton, a BSc (Hons) Psychology Psychotherapy and Counselling student, entered the 3-year programme after serving 12 years as a Detective Constable in the police force. Lyndsey faced many personal challenges throughout her degree, but with determination and support continued to thrive academically. Lyndsey's 3rd year dissertation was on the subject of domestic violence. She identified the attributes that lead to women becoming victims of abuse. The dissertation was awarded the highest mark in Psychology (95%) and it is being written-up for a journal publication. Lyndsey, with support from University academic staff, has been in contact with the Social Services Domestic Violence team and produced an instructional video on how victims of domestic violence should be treated during the investigation processes. This video is now being used as part of the training package for Social Services. Lyndsey achieved an overall First Class degree and is an excellent example of how University support teams nurture and enable students to achieve their best, academically and personally.
- PGCE (M) ESOL & Literacy Trainee, Joseph Walsh, demonstrated excellent versatility and holistic skills during his studies at the University of Bolton. He successfully secured an ESOL job with his placement provider at Manchester College during the first half of his course, and has since gone on to deliver online English lessons for Academic Purposes (EAP) on the University of Bolton International Summer School. Joe starts another new job teaching GCSE English Language at a sixth Form College in London in September.
- Law student, Jack Barber who graduated from UoB with a first class LLB (Hons) in Law is now working with Keoghs' Fraud team, where he manages his own caseload. He has been accepted onto the barrister training course at BPP for which he has received an advocacy scholarship. He will be commencing further studies in September 2021.
- Prior to undertaking her studies at UoB, Law student Isa Taylor was a benefit fraud investigator for the DWP. She decided to study on the LLB (Hons) Law programme to enhance her knowledge of the law. Given her previous working background, Lisa decided to write her dissertation on private surveillance in the care sector, which ultimately secured her a job in administering direct payments at the NHS.

- Dilara Nihal Tunç, after completing her legal studies in Turkey, did her mandatory legal training to become a registered attorney at the Istanbul Bar Association. During this time, she witnessed numerous employment rights violations and sought to explore the issue by undertaking an LLM in Law at the University of Bolton. During this time, she developed a passion for international business law. After graduating from UoB with an LLM and being awarded the Vice Chancellor's Award, she now works as an associate attorney at a large international law firm in Istanbul. She mainly works on international legal matters within the areas of international trade, business and contract law.
- Don Lanning, a world-renowned industry sculptor based in the US, flew in from Los Angeles to teach an exclusive private four-day class to the University's Special & Visual Effects (SVFX) students in the SFX Studio. Don is one of the most in-demand sculptors and his work has been featured in more than 70 movies, including Star Trek - Beyond, Batman v Superman, Star Trek - Into Darkness, and The Avengers.



Don Lanning sharing his world-class expertise with the University's SVFX students

- The launch of the University of Bolton Legal Advice Centre has provided an exciting new resource, both for students at the University and for the local community. The Centre focuses on building students' practical skills whilst using the theory/knowledge that they have gained during their Law degree programme. The Centre has already seen a considerable success with nearly 200 clients assisted by students since its launch in September 2019. Working within the Centre has also allowed students to use the experience to enhance their legal career prospects with students able to discuss their case experience with prospective employers, allowing them to set themselves apart from other law students. One such example has been the opportunities that Hannah O'Rourke and Jade Munnely have been able to forge with Joe Egan Solicitors. These students formed part of the launch of the Centre and were able to demonstrate a real ability in working with clients to provide a legal solution to a range of real life problems. These skills allowed both students to take up opportunities working with both the Principal Solicitor and Senior Partners at one of Bolton's most successful legal practices.
- Three PhD students from the University's School of Engineering have published papers to an International Postgraduate Research Conference. All three papers link into the sustainability and climate change agendas.
- A collaboration between the German academies and University of Bolton was launched this year with thirteen German students attending the final year of the School's BEng (Hons) programmes. All of these students achieved a First Class Honours degree, with Janich Julien Stanley Schott achieving the highest performance in the final year cohort and being awarded the IET Prize for the academic year 2019- 2020.
- The University of Bolton teamed up with the Cohens Group to secure paid scholarships for one of its new Career Development Masters degrees; MSc Data Analytics and Technologies. The scholarships are integrated with a full-time job of Graduate Software Developer, offered by the Cohens Group. The positions are exclusive to University of Bolton graduates and finalists.
- Aspiring Product and Textile designers were invited to submit their work to the second edition of the 'New & Next' competition. The University of Bolton was just one of three Universities to be selected as winners of the competition. As a result, our students were invited to display their designs at Heimtextil in Frankfurt, the biggest international trade fair for home and contract textiles. The BA(Hons) Textiles and Surface Design course selected three recent graduates, Demi Carter, Shamoona Mahmood and Jenny McCarthy to enter the competition.

- A University of Bolton student won a competition for her textile design to be part of a travelling mini arts centre, which toured Greater Manchester this summer. The competition was organised by Greater Manchester Arts and allowed students to work to a commission and work with award-winning artist Joshua Sofaer from the Cap & Dove project.
- Students and staff from the School of Creative Technologies at the University of Bolton are trialling a video game aimed at reducing anxiety levels in children and teenagers. The mobile game, initially for Android devices (with a PC version available), has been jointly designed by the University's Psychology and Centre for Games Development departments.
- Young people from across the UK came to University to learn the latest special make-up effects techniques from industry experts. The Summer School is run by a world-renowned special make-up effects company, Gorton Studio. The studio was behind some of the most memorable moments from shows like Doctor Who, Call the Midwife and The Catherine Tate Show. The summer school was hosted by the University's Centre for Film FX.



- Arts (Graphic Design) graduate Callum Murphy landed a design job at Havas Lynx Group - a leading global healthcare communications agency (www.havaslynx.com). Callum's work was chosen as one of best design solutions for a live project set by Bolton NHS during the last academic year. Clearly, this set him in excellent stead to gain employment in this specialist area.
- Thandie Ndlovu, a student from the University's School of Arts, was the Winner of RTS North West Student Awards 2020 (Writing) for her work, 'The Redefinition of Us'.
- BA (Hons) Photography student Richard Lloyd Mullen won third prize in Scottish Nature Photography Awards with his final year module work; The Real Monster at Loch Ness.



- Wing arm Productions Award for Best Drama - 'Pillow Talk' - written and directed by Michael Miller (3rd Year). Prize - A day shadowing multi-award-winning filmmaker writer and director Jason Wingard on the set of his new BBC drama

- Northern Docs Award for Best Documentary - 'The Story & Music of Jim Sullivan' - an archive doc produced and directed by Dean Hancock (2nd Year). Prize - a placement on an archive-based feature film about Manchester music legend Tony Wilson.
- Students and staff Team at the University's NCME worked closely on the 'Ensign NCME Historic Formula 1 Project' to successfully launch a 1981 Formula 1 car, fully reverse engineered and aerodynamic programme created. They acquired sponsorship to the value of several hundred thousand pounds of in-kind support.



- NCME & GAMES – The two Schools have worked closely and actively through this summer to install a fully compliant single seater simulator that both Schools can benefit from the use of and ensure that the NCME students are fully conversant in race simulation, a big employability factor required by many teams.

Quality assurance: protecting and enhancing standards

The University continues to receive recognition of its taught programmes from a wide range of external professional and statutory bodies including the Nursing & Midwifery Council (NMC), the British Psychological Society (BPS), the Association of Chartered Certified Accountants (ACCA), the Chartered Institute of Management Accountants (CIMA), the Health and Care Professions Council (HCPC), Chartered Society of Physiotherapy (CSP) and key building, civil and mechanical professional engineering institutions (ICE, JBM, IMechE etc.). These accreditations are underpinned by robust internal peer review processes. Over 170 external examiners from around the UK ensure that standards are kept high throughout the assessment process. External examiners come from a wide range of institutions including the Universities of Liverpool, Sheffield, Leeds, Dundee, Warwick, UCL, Queen Mary, Nottingham and the Open University. During the restructuring of the assessment process due to the Covid-19 pandemic, this large community of external examiners were involved in moderating alternative assessment methods and assessment protocols with feedback to confirm that the processes put in place by the University of Bolton were extremely robust and fair to students.

The portfolio of programmes has continued to be updated and developed with 184 new or revised courses. The new periodic review and reapproval process was implemented for the reapproval of approximately 36 Initial Teacher Training and undergraduate programmes based in the School of Education and Psychology and delivered both at the University and at partner organisations across the region. A bespoke process was also designed for the Periodic Review and Reapproval of c.50 courses which are approved to be delivered at and by Bradford College under a validation arrangement.

Of the 50 undergraduate programmes which have been approved, all the programmes within the School of Arts have now completed a reconfiguration process which began in 2019/20. Forty one postgraduate programmes have been approved during the year, in response to the growing market for such programmes in the current external climate, and also in response to the emerging markets in postgraduate apprenticeships.

Highlights of 2019-20 include:

- The development and approval of additional key programmes in the School of Nursing & Midwifery to meet the demands of the Healthcare sector and in response to revised Nursing and Midwifery Council (NMC) standards; BSc (Hons) Nursing (Mental Health) and BSc (Hons) Nursing (Mental Health) with Degree Apprenticeships.
- The University was approved by the Education and Skills Funding Agency (ESFA) as an End Point Assessment Organisation (EPAO) for the Operating Department Degree Apprenticeships and also for the Advanced Clinical

Practitioner postgraduate programmes which were developed to include six additional specialisms to supplement the generic programme so the suite now comprises;

- MSc Advanced Clinical Practice (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Acute Medicine) (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Primary Care) (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Oncology) (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Mental Health) (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Respiratory) (Degree Apprenticeship and non-Apprenticeship routes)
 - MSc Advanced Clinical Practice (Geriatric) (Degree Apprenticeship and non-Apprenticeship routes)
- The University was successful in the approval of the BSc (Hons) Physiotherapy and the MSc Physiotherapy (Pre-registration) which are accredited by the Chartered Society of Physiotherapy (CSP).
 - The University has also grown its portfolio of PG courses in Engineering, Law and IOM which included;
 - MSc Robotics, Autonomous Systems & Telecommunications
 - MSc Engineering Management
 - Executive MBA (Islamic Insurance and Risk Management)
 - LLM International Business Law
 - A portfolio of Career Development Masters (CDM) programmes which were specifically developed to enhance graduating students, and others, whose employment opportunities had been adversely impacted by the COVID-19 pandemic effect on the employment market;
 - MA (Specialism) for Creative Industries
 - MSc Data Analytics and Technologies
 - MSc Entrepreneurship and Innovation
 - MSc Human Society (with specialism)
 - MA-MSc Professional Practice (Specialism)
 - A limited number of new partnerships in specialist areas have undergone approval in 2019/20;
 - City of London Dental School, a suite of MSc dental specialisms (validated provision) – now launched – phase 2 to begin approval work later in 2020 (with potential international satellites)
 - Burnley College, teacher education, psychology and criminology as the first phase of a planned partnership expansion now launched and phase 2 including Art and Design, English, Creative Writing and Medical Biology, have now been approved for recruitment.
 - Regent Group, a suite of franchised programmes for delivery through the partner's new London premises Great Titchfield Street was successfully launched in 2019/20 with phase 2 expansion including three new sites, Harrow/Wembley/Southall, and up to 1000 students has been approved.
 - MBA Global Healthcare Management Top-Up for delivery on campus by the Institute of Management with PgCert and PgDip Global Healthcare Management for delivery by Apollo Medskills in India; now validated and due to launch in 2020.
 - Dental Technology programmes with the Sri Vishnu Education Society, India and the Centre for Dental Technologies – now launched with first cohort.
 - The Off-Campus Division have also supported the Faculty of Health and Wellbeing in setting up two “University of Bolton satellite Nursing Centres” in PETROC (North Devon) and Bradford – now launched.
 - Over the past four years (2016-20) the University has received 244 requests from external providers nationally and internationally to establish new partnerships or programmes. The University has accepted and approved only 142 of these, a rejection rate of 42%, depicting a robust internal selection and Quality Assurance systems.

During the academic year 2019-20, the University underwent a Quality and Standards Review by the Quality Assurance Agency for Higher Education (QAA) and was assessed on four of the Core Practices: Admissions, Student Appeals & Complaints, Student Engagement and Student Outcomes. On all four aspects the University was assessed as fully meeting the relevant standard and with a ‘High’ level of confidence – the best possible outcome within the methodology.

Key challenges in the year included the unprecedented difficulties posed by the Covid-19 pandemic and the associated public health measures from March 2020 and subsequently. Within the context of the existing academic regulations, the University adopted seven principles to address the challenges. These were:

- *to ensure that students are not academically disadvantaged by virtue of the impact of Covid-19*
- *to recognize that students vary as individuals, and by programme and subject area.*
- *to ensure that, despite the diversity of the contexts of students’ assessment profiles, that there should be consistency and fairness of treatment as far as reasonably possible.*

- *to ensure that the University will protect academic standards,*
- *to ensure that the University will adhere to its existing academic regulations, noting the built-in flexibility of those standards*
- *to ensure compliance with QAA, OfS and ministerial guidance on the management of academic standards and the treatment of students*
- *to ensure that the rationale for the treatment of students' assessment, progression and degree classification is transparent and well-documented*

The University's arrangements were praised by external examiners, the Students' Union and students generally. In an anonymous online survey in June 2020, to which 1,011 University of Bolton students responded, 81% of students agreed with the statement that "Overall, the clarity of communication from the University during lockdown has been good" with 72% agreeing with the statement "Overall, my experience of being supported for assessments has been good". Student views expressed in the survey were incorporated in the planning for the reopening of the main campus in September 2020. The Assistant Vice Chancellor, Professor Patrick McGhee was invited by the QAA to write an article on the processes and measures taken to protect students and standards during the lockdown period. <https://www.qaa.ac.uk/news-events/blog/university-of-bolton-opening-campus-and-protecting-quality-and-standards>

Throughout the lockdown period the University maintained a log of measures indicating how it was adhering to the guidelines and requirements of the Department of Education, the Quality Assurance Agency, the Office for Students and Professional Bodies.

Key to our management of assessment in lockdown and unlocking was the involvement of key stakeholders such as students, external examiners and employers. For example, our 5th annual external examiner conference took place as scheduled this year but online via videoconferencing. Over 50 externals attended and were able to be briefed and consulted on our arrangements for managing teaching and learning, and quality and standards through student engagement and assessment. Subsequently our external examiners reviewed and approved the assessment strategies and protocols of all our programmes across the full range of our provision. We have been in almost daily conversation with our UK and overseas franchise partners and have held regular online meetings with up to 40 partners through our Off-Campus Division.

In order to ensure that students are at the heart of the enhancement processes, their views are sought on a regular basis through focus groups led by senior staff and via module specific evaluations. In 2019-20, over 9,000 Module Evaluation Questionnaires were reviewed, and action taken on the basis of the feedback at course, School and institutional-level, as appropriate. The commitment to continuous improvement through student feedback and other mechanisms, ensures that support for the student experience and student ambition is personalised and systematic, in line with the TIRI agenda.

Working with the Students' Union

The University of Bolton Students' Union (SU) strives to provide an excellent range of extracurricular and curricular opportunities to the student body, representing the interests of all registered students at the University. The SU receives an annual grant from the University to provide opportunities and support services to the student body. The University continues to invest in student spaces, sports activities and social infrastructure to enable the SU to engage with the students and support them. It is however an independent charitable organisation that is run by a Board of Trustees. The Board of Trustees comprises the Students' Union President, two elected student members, five University staff members and a member of the National Union of Students. It is supported by the SU General Manager, who is responsible for the day-to-day running of the Students' Union.

During the academic year 2019-20, an unprecedented challenging year for the institution due the unfortunate Cube Fire accident and the global Covid-19 pandemic, the University has worked closely with the SU to ensure a comprehensive support provision for its students. The Prime Minister Boris Johnson, during his visit to the University in November 2019, personally praised the coordinated efforts of the University and its SU to support students in the aftermath of the Cube Fire. The SU team worked closely with the University to support students in the Covid-19 pandemic and also in preparing for the campus reopening in September 2020.



The SU plays a pivotal role in student engagement, in addition to offering advice and guidance to students, co-ordinating societies, organising events and running a shop and bar/café. The SU is involved in the recruitment, selection and training of Student Representatives at all levels who are asked to feedback on their experience to the SU by completing a survey at the end of the academic year; Student Representatives' activities are overseen by the SU Academic Engagement Co-ordinator. The SU Academic Engagement Co-ordinator works alongside other members of the Student Engagement Team, and the Students' Union President, to actively elicit feedback from students via ad-hoc email and face-to-face contact, as well as the "SU on Tour", "Speak Week" initiatives and the Student-Led Teaching Awards. "SU on Tour" takes place usually once a month and involves members of the SU, including the President, having a presence in different locations of the University to promote SU activities and to listen to any concerns and comments. The "Speak Week" initiative involves SU members and student volunteers asking students for verbal feedback on a number of key areas, including the effectiveness of its activities. As well as gathering information on student concerns, the SU also gathers written feedback on excellent practice through the Student-Led Teaching Awards scheme. This involves students nominating outstanding academic and professional staff members, as well as more recently, student representatives and student societies. The Student-Led teaching Awards ceremony for 2019-20 was successfully conducted virtually with a live webcast watched by over 500 staff and students.

The feedback from students gained by the SU is also used to develop an Annual Quality Report from which recommendations for action are developed and progress reported to Education Committee. The Assistant Vice Chancellor (OfS) is the nominee for Executive Board-Student Union Liaison and maintains open channels of informal communication through regular meetings. The University also works closely with the Students' Union to ensure inclusive and informed representation by, and for, students. Students are welcomed as formal members of course, School and University-level committees. At course level, representatives are elected annually by their peers to stand on a Student-Staff Liaison Committee (SSLC). SSLC Student Representatives are trained by the Students' Union at the start of the academic year, prior to the first SSLC which is usually held in November (for programmes with September start dates). Student members of University-level committees are usually nominated by the SU. The Students' Union President sits on the Education Committee, Senate and the Governing Body. As well as contributing to key committees, students are also involved in the programme approval process as full panel members for programme approval events, the University's Standing Panels (for programme developments and approvals) and periodic reviews. Students on these panels are volunteers, nominated by the SU, and trained by a member of the Standards and Enhancement Office. SU also engages with the University through involvement in key decision-making groups. This included: the Jenkinson Awards Panel (the annual research pump-priming scheme for staff); the Ryley Scheme (student research interns); the Ainsworth Scholarship Scheme (Doctoral scholarships); and, the STRIVE awards (University – College collaboration projects). Students have also been involved in broader aspects such as the appointment process for lecturing staff and development of the University's next Strategic Plan 2020-25.

Research and knowledge transfer

Following a review of research activity in 2015, the University has taken a more targeted approach to externally funded research, with a clear focus on high quality research projects which, under the TIRI framework, benefit students and the overarching teaching agenda. In 2019-20, the University continued to secure a range of external research grants from Innovate UK, DSTL, UK Charities and industrial funding. Externally funded research projects included the following:

Proposal Title	Name	School/Centre	Duration
Work town Cotton Queens	Snape, B	ART	12 mths
Vita Cellular Foams	Kandola, B	ENGINEERING	24 mths
Natick	Kandola, B	ENGINEERING	12 mths
Mhist - Community Mental Health	Carson, J	PSYCHOLOGY	48 mths
ICT4EVER'20	Sheriff, R	ENGINEERING	12 mths

Supporting Staff Innovation and Ingenuity

The University continues to invest in innovative research ideas from staff and during 2019-20 approved 11 Jenkinson Awards and 4 Prizes for the coming year. Now in its 6th year, the Jenkinson Awards support internationally excellent research in a framework which allows students to benefit from the process, outcomes and application.

JENKINSON AWARDS for 2020-01		
Lead Applicant	Project	Subject / UoA
Dr Julie Prescott	Identity Structural Analysis (ISA) App for Counselling Supervision.	Psychology
Professor Robert Snape	Slumming, Spying or Science? A radical reading of Mass Observation's Worktown study	Social Sciences
Chathurika Kannangara	The COVID-19 P3P Project.	Psychology
Dr Kevin Burke	Transformative Spaces Transforming Urban Places:	Health
Dr Sarah Weston	"The right to express": a sociological investigation into the skills of actor training.	Social Sciences
Nurun Nahar	EdOwl - A digital game-based learning app for blended learning in partnership with students.	Business
Dr Ian Glover	21st Century Northern Voices	Art
Dr Jill Marsden	Centre for Literature and Community	English
Iain Duncan Stalker	AI-based Digital Learning Facilitators	Business / Education
Martina Mullaney	The Missing Mother	Art
Rebecca Barnes	Stand-up for Wellbeing Project	Health
Early Career Researcher of the Year - Joint Winners	Nurun Nahar and Dr Kim Edwards-Keates	IoM English
Research Publication of the Year - Joint Winners	Dr Valerie O'Riordan and Professor Jack Luo	English Engineering
Research Support Professionals of the Year - Joint Winners	Ian Harrison (Research and Graduate School Administration Team)	Psychology R&GS
Research Team of the Year - Joint Winners	Dr Sarah Telfer & Sue Lambert (Bolton College) - GCSE Strive Team and Dr Peter Farrell & Dr Furat Al-faraj - Environmental Engineering	Education Engineering

Supporting the next Generation of Researchers

The Ryley Awards have also been announced for 2020-21. These awards provide funding for students to have an internship linked to a University research team or project. This scheme enables undergraduate and new graduate students to be a member of a full research team or project. This arrangement has already led to undergraduate students securing peer-reviewed publication citations.

Lead Academic Applicant	Project	Subject / UoA
Tara Chandler	Publishing final year Psychology projects:	Psychology
Nurun Nahar (Lead Applicant), Julie Bateman (co-applicant)	Personalised career mentoring scheme	Management
Tara Chandler	Establishing campus connectedness	Psychology
Chathurika Kannangara	COVID-19 P3P Project.	Psychology
Ian Bowden	Legal Advice in the Digital Age	Law
Ainsworth Awards Winners 2020 Full PhD Scholarships	Jeanette McGuffie Student Scholarship Awardee	Psychology – Mental Health
	Boluwatife Oyesola Student Scholarship Awardee	Accounting

As part of our TIRI Agenda we have had notable student success in the area of research. Earlier this year three PhD students from the University's School of Engineering published papers to an International Postgraduate Research Conference. All three papers link into the sustainability and climate change agendas.

- Student Ayman Alhanouti, who also works in the Facilities Department at the University, conducted research which aims to give greater emphasis on managing health and safety of construction workers in a high-risk industry. He says he hopes his work may prevent potentially serious incidents. Ayman's paper is entitled 'Integrating Health and Safety Regulations into Green Building Rating Tools for More Sustainable Outcomes: The Case of the Pearl Rating System (Estidama) in UAE.
- Katherine Ibbotson, Carbon Planning Manager in the Environment Agency, has developed a planning tool called 'Eric' that measures carbon output at design stages for alternative forms of construction and materials for large coastal flood defence structures. The title of Katherine's research is 'How Training Can Support Low Carbon Prioritisation in Flood and Coast Risk Management Construction'.
- Heba Sabboubbeh's paper is titled 'Sustainable Construction in War Zones: Palestine as a Case Study'. Heba is studying full-time and has almost completed her PhD. She has researched the need to conserve energy and use the least possible finite materials in Palestine, a particularly politically sensitive area.

The papers were presented at the 'Contemporary and Future Directions in the Built Environment' International Postgraduate Research Conference at the University of Salford.



The University continues to grow its research student population with 78 new students starting in 2019-20 with 28 completing their studies. Overall, the University has 417 postgraduate research students in areas ranging from medical engineering to mental health, and from accountancy to education. Despite the challenges of the pandemic, enrolments for September 2020 continue with 16 students enrolled during the lockdown period itself.

Communicating about Research

Looking ahead to the next REF we continue to invest time and resources in our emerging researchers. During 2019-2020 we have run an online support webinar just for Early Career Researchers (ECRs); Opened up our extensive Postgraduate Research Student training events to ECRs and continued to set aside funding opportunities in our support schemes for ECRs

While some aspects of research activity have been affected by Covid-19 a number of key events designed to promote University research and to make the outcomes more visible and accessible have nonetheless gone ahead online. These included the Festival of Worktown event led by Professor Bob Snape, Centre for Worktown Studies, University of Bolton. 'Worktown' was the name given to Bolton by Mass Observation for its study of everyday life in an industrial town 1937-1940. This Festival, presented by the University of Bolton's Centre for Worktown Studies, brings Worktown back to Bolton. Based on local research on Worktown, undertaken by University staff in the Centre for Worktown Studies and also by local community groups, the Festival celebrates Bolton's identity as Worktown through a range of educational and cultural activities. Contributors included staff and student members of the University of Bolton and of University Centre Blackburn College, Bolton Museum, Bolton at Home, Bolton University of the Third Age and Live from Worktown.

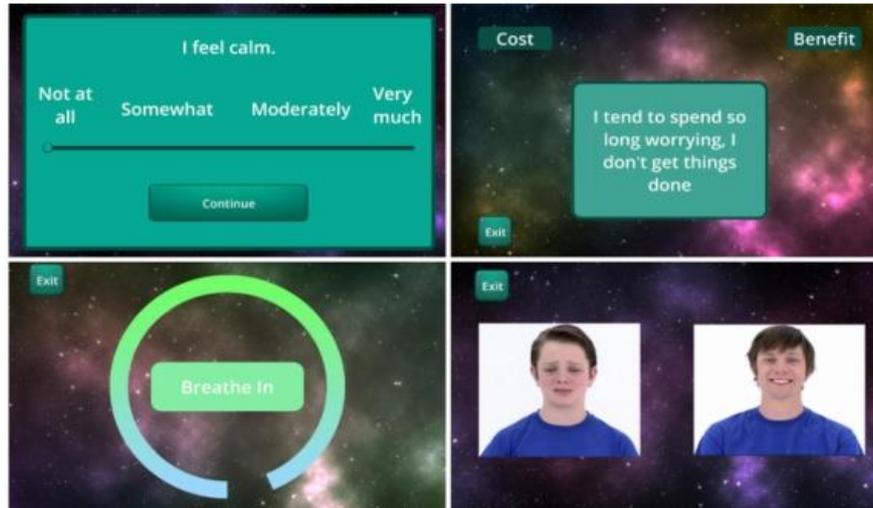


Research across Boundaries

Interdisciplinary applied research continues to be active across the University. An example is the collaboration between researchers in Psychology and the Centre for Games Development departments developing a smartphone app to help young people with anxiety, whether a diagnosed condition or not.

Steven Barnes, who is a Variable Hours Tutor in Psychology at the University of Bolton, was concerned that the lockdown the UK has been under since March because of the CovidD-19 pandemic may negatively affect anxiety in young people for many reasons.

He said: "For example, there may be a lack of availability of normal support systems, particularly those usually provided by educational institutions such as school counsellors, or family and friends." "There is also a loss of routine, concerns about falling behind with learning, not knowing when lockdown will end, or for students moving to new ventures in September - what their new school, college, or university experience will look like, or if they will be able to find work." "The research is now in the testing stage with volunteers using the app in real time in their everyday lives.



Research, knowledge transfer and recognition

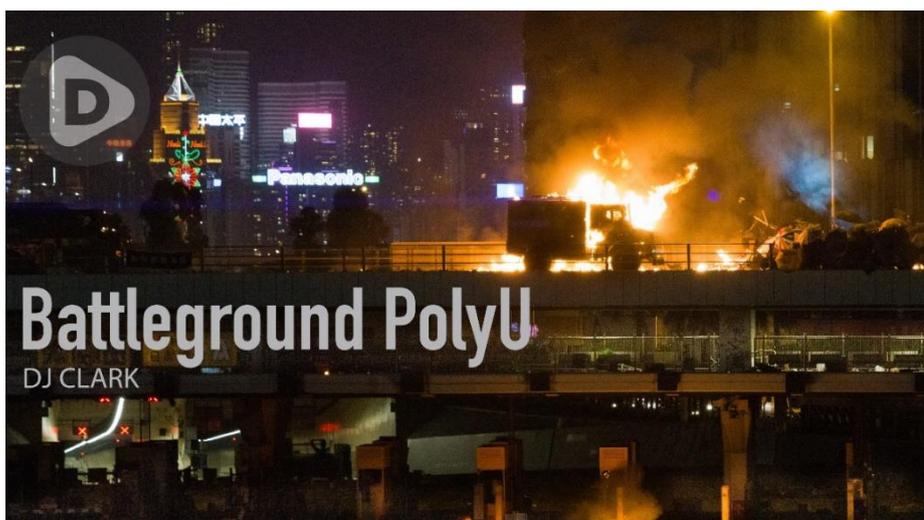
Indicating the broad spectrum of research success across the University, we have had international recognition in research and creative output in the Humanities and Arts. For example, Dr Valerie O’Riordan, lecturer in Creative Writing in the School of the Arts, has been recognised for her fiction writing with an American literary award given to “short stories of exceptional merit”.

The O. Henry Prizes, named after the American short-story writer, are awarded by a panel of esteemed judges to the 20 best new short stories published in US and Canadian magazines each year. O’Riordan’s success arrives in the prize’s centennial year. Previous winners have included household names such as Stephen King, Alice Munro, Raymond Carver, Mark Haddon and A S Byatt.

As part of the prize, O’Riordan’s story ‘Bad Girl’, which first appeared in the periodical LitMag, has been published in the prestigious annual anthology. According to this year’s judges, “the winning writers are an impressive mix of celebrated names and new, emerging voices”. Commenting on the achievement, Dr O’Riordan said: “I’m delighted to have been recognised by the judges of the O. Henry Prize this year. As a writer, you work away in the hope that your stories find readers, but it also helps when you get the kind of recognition that allows you to reach new audiences.” Dr O’Riordan also won the 2020 Jenkinson Prize for the Outstanding Publication of the Year for her work.



The University of Bolton course leader in MA Visual Media, Dave Clark, has won two prestigious global awards for a documentary film he shot during the violent Hong Kong protests. Dave Clark, who teaches for the University in Hangzhou, China, won ‘Interactive of the year’ and ‘Outstanding Immersive Experience’ in the World Press Photo Awards in the ‘Digital Storytelling Interactive’ category. The films captured the dramatic footage of violent clashes between students and police using an immersive 360-degree camera at PolyU, a Polytechnic University in Hong Kong, last November.



University's Associate Teaching Professor in the School of Education and Academic Operations Lead (Education), Dr Duncan Cross, received a prestigious national teaching award for excellence. He was named a National Teaching Fellow in an announcement from Advance HE in 2019 and he collected his honour at a special ceremony in The Whitworth Hall, University of Manchester. The National Teaching Fellowship Scheme (NTFS) showcases the outstanding impact of individuals who teach or support learning in UK higher education. It recognises their success and provides a platform to share the learning from their practice.

Carrie Warwick, who is a Senior Games Art Lecturer and Programme Leader for Games Design, has been successfully nominated for the Grads in Games Awards 2020 in recognition of her passion for promoting close links between students and industry.

Off Campus Division (OFCD): UK and International Collaborative Provision

The Off-Campus Division (OFCD) has continued to grow the University's provision through partner institutions in the UK and Globally, with over 5000 current students registered or enrolled at Off Campus locations. The income from such franchise and validation arrangements has grown correspondingly.

In 2019/20 OFCD has continued its strategy of shaping its portfolio to have fewer large strategic partnerships. The launch of the Regent College Academic Centre in London took place in September 2020 and has over 200 students registered, with further ambitious recruitment plans for the 2020/21 academic year. The OFCD partnership with New York College in Athens has doubled in size with the addition of new programmes and has exceeded recruitment targets with over 250 students registered. Meanwhile partnerships in Botswana and Malawi continue to grow and thrive. September 2019 also saw the launch of a new partnership with Burnley College and this shows promise to be a significant and fruitful venture for both institutions. The validation partnership with Bradford College is now at a mature stage, with over 1200 students registered and ever closer academic and quality oversight links. The Division has been supportive in developing the University's Nursing Satellite Centres at both Bradford College and PETROC College in North Devon. We have also launched two new partnerships in India in the area of Dental Technologies and Healthcare Management.

Meanwhile, a number of our smaller partnerships are in the exit strategy phase of their life cycle, and will be progressively closed over the next academic year. Students will remain fully supported until the end of their programmes, with co-operation from our respective partner institutions. The Division continues to develop its expertise in partnership management, improving its systems and development processes to reflect the constantly changing environment and striving to become more efficient. This is achieved while maintaining the necessary degree of care and detail required to deliver high quality, sustainable, student centred education throughout our academic partner network globally.

This year has seen an unprecedented amount of efforts and coordination with partner institutions in order to address the challenges of the Covid-19 pandemic. The Division worked with partners to ensure that all of our students have been offered the opportunity to continue their programmes in an environment where teaching and assessment has been delivered during

lockdown as well as the gradual return to re-opening of respective campuses. Each partner has discussed and agreed detailed plans, in-line with both government guidance and the policies and procedures adopted by the University. Students have been kept informed and involved throughout.

The Division continues to run a small subset of its own programmes, where staff from the Division teach via Flying Faculty arrangements (e.g. MSc Supply Chain Management and MSc Project Management at our partners in Africa). One of the significant developments connected with our Off-Campus programmes has been the Global Challenge Research Fund project aimed to investigate and enhance the impact of our educational delivery in Malawi. This is already leading to a much deeper and broader understanding of how our partnership with Malawi Institute of Management can integrate more fully with government, employers and professional bodies to deliver tailored education in support of the United Nations Sustainable Development Goals. Our experience there feeds back into our MSc Supply Chain Management On-Campus at Bolton where students at the Institute of Management benefit from the global sustainability experience with coordination from the academic staff from the Off Campus Division.

The Division is forecast to grow further in 2020/21, adapting to the changing world of Higher Education both in the UK and internationally and continuing to contribute significantly to the development of our University.



University of Bolton and Institute of Development & Management (IDM)

2019 graduation ceremony held in Lesotho, presided by the Earl of St Andrews, Chancellor of the University of Bolton

Staff achievement and progress

The University employs circa 755 core academic and professional support staff. Our continued institutional success in an increasingly challenging and competitive environment relies on the many talents and contributions of all our staff. The contribution of our excellent staff was widely recognised in the year 2019-20. The University's Annual Jenkinson Award scheme ran in January with eleven staff receiving awards to develop and support their research trajectories. Five staff in professional support roles completed the new CMI accredited level 5 Operational Management Development Programme. Three staff received recognition for 30 years' service and five for 20 years' service at a Long Service Celebration Event held in December 2019. Sixteen Student Led Teaching Awards (nominated by our students) were also given out at a ceremony held in June that was organised by the Students Union. A number of professional support services across the University received accreditation of the Customer Service Excellence (CSE) accreditation.

Evidencing the 'Team Bolton' culture, staff at the University rallied round to support students directly affected by the Cube fire in Bolton. Towards the second half of the year the University proactively responded to the Covid-19 outbreak with a number of working groups being established and sector leading measures being put in place. These were to safeguard members of the University community, maintain the student experience and ensure delivery of key activities at the University. In support of the University's wilful institutional building agenda a number of strategic appointments were made during the financial year. These included: Director of Student Life and Satisfaction, Head of Centre within the School of Education, Head of Social Mobility Policy and Practice within the National Centre for Higher Education Policy, Practitioner Director (School of Law) and a Professor in Political Studies.

Although it was not possible for the University to proceed with the planned all staff strategic workshops (as a result of the pandemic), the Deputy Vice Chancellor and Executive Director of HR conducted a series of department based virtual 'town hall' events to communicate with and engage staff at all levels across the institution regarding developments at the University.

The University promotes equality, diversity and inclusion and we continue to strive to create a supportive and inclusive environment where all in the University community can flourish. The new three tier training intervention to raise cross institutional awareness was developed and is to be rolled out during 2020/21. The Gender Pay Gap Report for 2019 was published in 2020 (mean Gender Pay Gap of 15.1% and Median Pay Gap of 2.9%). The data published showed the gap was broadly in line with the rest of the sector.

To ensure effective organisational functioning and performance, the University monitors its people resources based on a set of Key Performance Indicators (KPIs). For 2019/20 these were as follows:

- Labour turnover at or lower than the sector average of 8.4% (2018/19). For 2019/20 this was 8.25% at the University (i.e. slightly below target).
- Average days lost due to sickness absence at, or lower than, sector average of 6.2 days (2019/20). For 2019/20 this was 6.5 days at the University (i.e. slightly above target – due to the impact of number of long- term sick cases).
- Ratio of HR staff to all staff to be at, or lower than, sector average. It was 1:70 (2019/20). The sector average is 1:56 (2018/19) and therefore the University is below the sector average.
- Staff to student ratio to be in line with sector average - 14.4 at the University (2018/19) compared to sector average of 16.7 (2018/19).
- Total staff costs as a percentage of the University turnover compared with sector average - 55.9% (2019/20) compared to sector average of 64.11% (2018/19).

The University has a Remuneration Committee with expertise in senior staff remuneration. The University is committed to the HE Senior Staff Remuneration Code and its key principles. The on-going review and development of the new Strategic Plan 2020-2025, the linked refresh of the aligned HR Strategy and a new holistic and refreshed approach to staff development - under the banner 'Staff Enhancement and Achievement Map' (STEAM) - will ensure that staff are at the forefront of the University developments.

UoB Group overview & integration of the subsidiaries: Progress so far and future plans

The University of Bolton Group is unique amongst UK Higher Education Institutions in that it comprises not only the University itself but also a number of strategically aligned subsidiaries. These subsidiaries were developed and acquired based on a focussed approach to expand the educational reach of the institution and provide opportunities and services for learners in a broad range of disciplines with comprehensive progression routes:

- Bolton College, a local Further Education College which is both geographically and strategically closely aligned with the University;
- Alliance Learning, a training provider based in Bolton that delivers Apprenticeships, Training Courses and Foundation Degrees to businesses throughout the North West;
- The Anderton Centre/Lancashire Outdoor Activities Initiative, offering a range of outdoor activities, teambuilding and confidence-building events, and Duke of Edinburgh awards;
- UoB Services, a catering company that was established when outsourced catering operations were brought back into University control to enhance provision to students.

The University has sponsored a University Technical College (UTC Bolton) which is situated next to its campus. The Keys Federation Multi Academy Trust (MAT), a Church of England Schools Trust, has become a Partner Member of the University Group. The University and the MAT (to be renamed as the 'Quest MAT', as a result of this partnership, have established a new Free School for pupils aged 11-18 i.e. the University Collegiate School. The UTC is now successfully transferred to the MAT with representation from the University on its Board. The overall development plans include new sports facilities for the School (with University use) to be built at the rear of the National Centre for Motorsport Engineering on the University campus on land currently derelict. This development is supported with a capital investment of c. £10m from the Department for Education. Following the detailed planning approvals for the proposed developments, construction works will commence during late 2020. The new University Collegiate School will take its first cohort of students in September 2020 sharing the current UTC facilities.

Whilst each of these subsidiaries remain separate organisations with their own Boards of Governors, a Group Cabinet has been established, with representatives from each organisation meeting on a regular basis to discuss strategic direction and matters of significance. During the year 2019-20, work has been undertaken which has resulted in the Group entities deciding to align their planning and risk management approaches, and to adopt a simple system of summarised reporting to the University of Bolton's Board of Governors. Although the Group structure is still in its infancy, it is already serving to benefit all entities with strategically aligned educational provision and sharing of good practice. For instance, in relation to the Covid-19 pandemic, subsidiaries in the Group shared expertise and resources to support the learners.

A synchronised educational portfolio planning is enabling the Group to provide seamless pathways into higher education and to raise aspiration in learners across the subsidiaries. This partnership approach has also resulted in a one-stop-shop concept for apprenticeships provision which offers employers access to a wide range of apprenticeship programmes, at all levels, delivered by Alliance Learning, Bolton College and the University. An apprenticeships hub at the University's Institute of Management assists employers in their apprenticeships and workforce development strategy. This is enhancing employer engagement across the Group thereby helping in curriculum development, provision of placements and in enhancing the employability of graduates.

Bolton College

Bolton College was acquired by the University on 1st August 2018 through the creation of a University subsidiary Designated Institution into which the College was transferred, the first of its kind in England. There is strong strategic alignment between the two organisations. They are geographically very close, essentially forming a joint campus, and the educational philosophy and characteristics of the student population are also very close. This targeted strategic acquisition directly supports the delivery of the Greater Manchester Skills Strategy while enabling the University to access a wide range of employment sectors and jobs in the region.

College learners are now able to access University facilities when appropriate, becoming familiar with the higher education environment, thereby serving to build aspiration. There has been sharing of expertise between the College and University including relating to markets, systems and processes, and opportunities for learners and staff. The merger has provided enhanced resilience and opportunities for joint bids. Governance structures have been put in place that deliver the required assurances with a harmonised cycle of governance, which has provided the model subsequently adopted by the other subsidiaries.



As with the University, the College has responded to the Covid-19 pandemic by introducing a broad range of measures with programmes continuing to operate with teaching and learning taking place remotely. A range of student support systems were implemented using virtual technologies and remote delivery mechanisms. This has enabled the College to ensure the immediate continuity of the business. The largest part of the College income comes from funding for 16-18 year old learners, which is a lag funded grant from the ESFA based upon the number of learners at the College in the previous year. Due to the College’s healthy recruitment in 2019-20, this income is secured for 2020-21 at a higher level than for the current year (2019-20). The College is seeking to optimise its other income streams and cost base further during 2020-21.

Whilst the pandemic may have affected progress to fully realise the planned benefits from the acquisition during 2019-20, the University and College will continue to focus upon fostering progression opportunities, alignment of provision, transition arrangements for students, and involving College learners and University students in joint project working, in order to deliver the planned growth in University numbers from the College. The College has many strengths within its technology-based learning environments, and consideration will be given to making use of this expertise within the University. The College will utilise its position within the University Group to further enhance recruitment of College learners, including for the new range of T-levels. The benefits of joint appointments, such as the audit function, will become more embedded, and the University and College will explore opportunities for other combined approaches that would deliver further benefits.

Alliance Learning

Alliance Learning joined the University of Bolton Group on 31 March 2020, although it has been working in partnership with the University for some time. Alliance is an established provider of Apprenticeships and commercial training, with employers committed through a membership scheme. Consistently rated as “good” by Ofsted, Alliance Learning is one of the largest independent apprenticeship training providers in the North West with over 50 years’ experience in the training industry. It is through the partnership with Alliance Learning that the one-stop-shop for apprenticeships has been formed at the University’s Institute of Management, which has been key to the expansion of apprenticeship provision across the Group.



During the Covid-19 pandemic lockdown, a significant part of its market and revenues, particularly for commercial training, temporarily evaporated as companies either furloughed their staff, stopped training, or ceased recruiting apprentices. Therefore, a large proportion of Alliance’s staff were also furloughed during that time. The situation is beginning to recover slowly for Alliance Learning. As apprenticeships is a government priority area, the market is expected to flourish in the medium to long-term. A joint marketing plan is under development and Alliance has begun adoption into the University governance

process. The reaction from staff has been very positive to the merger although, given market conditions, some restructuring was inevitable to ensure cost control and business sustainability. Alliance has strong safeguarding measures, recognised by Ofsted, which are being shared with the University as good practice.

Anderton Centre/The Lancashire Outdoor Activities Initiative

Based on Chorley, the Anderton Centre is a well-established outdoor activity and learning experience destination in the region. It joined the University of Bolton Group in 2019. The Centre provides enrichment for learners, students and staff, enhancing their experience, supporting health and wellbeing, and providing opportunities for personal stretch and challenge in a natural setting.

During the pandemic lockdown, due to the nature of its business, the Centre was not able to deliver its core activities online. Therefore, it had to close and most of its staff were furloughed. However, its bookings have started to recover and have been successfully rescheduled into 2020-21. It initially re-opened with a limited offer over the summer to accommodate some School and leisure requirements. Strong demand for outdoor activity is still expected, although this is dependent upon potential developments of the pandemic situation.



The Centre has benefitted from inclusion in some Group services (such as insurance cover), and from sharing of expertise such as University HR, College Marketing and strengthening of its Board. The tie-in with the Group will aid the promotion and awareness of the Centre. Prior to the Covid-19 outbreak, students and staff from across the Group had begun to make good use of the Anderton facilities, also contributing to its revenues. The Centre is creating a strategic plan which will see it expand its reach. It aims to enhance awareness of, and participation in, its activities and services from within the Group and to develop further its relationships with all subsidiaries and partner institutions of the Group.

UoB Services Limited

UOB Services was incorporated on 5th June 2019 and subsequently assumed responsibility for the University's catering operations following the termination of the contract with Radish Catering, with the relevant staff being transferred under TUPE into the new company. During the first part of 2019-20, trading was good with positive feedback from staff and students on its improved offer. However, since the University campus closed due to pandemic restrictions, trading ceased and the staff were furloughed. Plans were put in place for a limited take-away food and drink service offer to resume when the campus re-opened in September 2020.

Financial

Despite reporting a small operating deficit for the year, driven largely by pension accounting, non-cash items such as depreciation, and exceptional costs, the Group has generated a net cash inflow from its operating activities of £2,048,000 (2019: £5,125,000) which is reflected in increased cash and cash equivalents on the Balance Sheet.

Key Performance Indicators (KPIs)

The Group and University measure performance using a variety of tools. Easily quantifiable measures that consider past financial performance covering surplus generation, finance and liquidity, growth and capital employed have all performed well given the challenges faced.

The Group's and University's KPIs for short term sustainability are achievement of the budgeted operating surplus/deficit and maintenance of cash balances at or above the budgeted level.

Longer term sustainability depends on the ability to continue to attract and retain students on our campuses, and develop other income in a highly competitive and rapidly changing international marketplace for higher education.

The Group and University's KPIs for long term sustainability will be measured by the achievement of targeted progress towards TIRI, platinum provision, graduate outcomes, continued improvement of the quality of the campus estate and facilities, and achievement of income targets for off campus operations.

The combination of short and long term sustainability has served the University well and is considered by the Board to be a sound basis going forward.

Principal Risks and Uncertainties

The University and the wider HE sector is facing unprecedented challenges due to the current global Covid-19 pandemic and forthcoming implementation of Brexit (e.g. loss of UK Students Loan access to EU Students). The sector is also in a transition faced with multifaceted complexities, including key potential policy changes, socio-political-economic challenges, emphasis upon consumer rights in HE, expansion of private providers, and the changing role of the Further Education sector. Intensifying competition for recruiting students and, ever-expanding regulatory conditions will only exacerbate the tough times ahead. In response, the Executive Team and the Board of Governors will continue to guide the University in the furtherance of its strategic aims with the assurance that the accumulation of reserves and cash already achieved provides the University with the financial strength to withstand and respond to unanticipated shocks which might occur, and the means and confidence to invest in the quality of academic and infrastructure provision required to deliver its core TIRI and Platinum agenda. The University is also well-placed to take advantage of any opportunities arising, given its unique Group capabilities i.e. Bolton College and Alliance Learning.

Performance

	2019-20		2018-19	
	Group	University	Group	University
Income	91,983	64,416	86,068	61,078
Expenditure	95,504	67,337	83,995	59,281
Surplus / (Deficit) before FRS17	(3,521)	(2,921)	2,073	1,797
Defined Benefit Pension Scheme Adjustment under FRS17	(2,905)	(1,740)	(3,363)	(2,157)
Surplus / (Deficit) after FRS17	(6,426)	(4,661)	(1,290)	(360)
(Loss) / profit on disposal of assets	15	5	(2,619)	(2,610)
(Loss) / profit on transfer of assets	1,940	0	(5,380)	0
Impairment of Assets	0	0	(202)	0
Surplus / (Deficit) for Year	(4,471)	(4,656)	(9,491)	(2,970)
Release from Capital Reserve	1,173	1,055	3,741	3,741
Historical Cost Surplus / (Deficit)	(3,298)	(3,601)	(5,750)	771
Historical Cost Surplus / (Deficit) as percentage of Income	(3.6%)	(5.6%)	(6.7%)	1.3%

Operating Surplus / (Deficit)

The University operating (deficit) / surplus was (£4,656,000) (2019: (£2,970,000))

The Group operating (deficit) / surplus was (£4,471,000) (2019: (£9,491,000)).

Liquidity

Operating performance has helped to maintain strong cash balances throughout the year.

The University's Financial Strategy sets a target of cash balances being maintained at, or higher than, 6% of turnover. This would equate to a value of £3,865,000 in 2019-20. This target was achieved during 2006-07 and has been maintained (in fact considerably exceeded) since then. At 31 July 2020 the cash balance for the University was £18,352,000 as shown in the Statement of Financial Position on page 61 of the Financial Statements.

At 31 July 2020 the cash balance for the Group was £21,676,000 as shown in the Statement of Financial Position on page 61 of the Financial Statements. There was a net inflow of cash in 2019-20 of £917,000, mainly arising from Operating Activities.

University

Liquidity Ratios	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>
External Borrowing as % of Income	0.0%	0.0%	0.0%
Net Cash Flow from Operations as % of Income	(0.3%)	5.9%	4.6%
Net Liquidity	107 days	127 days	110 days

Group

Liquidity Ratios	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>
External Borrowing as % of Income	10.5%	11.6%	0%
Net Cash Flow from Operations as % of Income	2.2%	5.9%	4.6%
Net Liquidity	89 days	96 days	110 days

Reserves

At 31 July 2020 the University's Income & Expenditure Account reserves amounted to £34,957,000 before the impact of the Defined Benefit Pension Scheme Adjustment under FRS 102. There was a decrease in the retained reserves due mainly to a series of exceptional circumstances arising during the year. At 31 July 2020 the Group's Income & Expenditure Account reserves amounted to £37,467,000 before the impact of the Defined Benefit Pension Schemes Adjustments under FRS 102.

Borrowings

As at the 31 July 2020, the University's has no current borrowings. The Group's long-term debt relate to the College (£9,556,000 outstanding borrowings in respect of building works), the Anderton Centre (£51,000 outstanding on a finance lease in respect of a biomass generator), and Alliance Learning (£50,000 COVID Bounce Back loan).

Sustainability

There have been several factors bearing upon 2020-21 recruitment nationally which will affect the higher education sector going forward. There has been a significant reduction in international students in the sector (primarily COVID-19 and UKVI driven).

Whilst this has impacted on the University, actions taken to control costs have meant that the overall impact of these changes will be mitigated.

Going concern

The activities of the University, together with the factors likely to affect its future development and performance are set out in this Strategic Report. The financial position of the University, its cash flows, liquidity and borrowings are described in the Financial Statements and accompanying notes.

The Governors and management have reviewed future cash flow projections which demonstrate ongoing positive cash flows. They are aware of the potential impact that the general economic climate could continue to have upon funding directly and indirectly available to the University and have considered the various scenarios that a potential reduction in income levels could give rise to. The Governors and management have also considered the impact that the change in the funding regime will continue to have on the working capital requirements.

After undertaking the review, the Governors and management have a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future, and for this reason adopt the going concern basis in the preparation of the University's Financial Statements.

Disclosure of Information to Auditors

The members of the Board of Governors who held office at the date of approval of the report confirm that, so far as they are each aware, there is no relevant audit information of which the University's auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the University's auditors are aware of that information.

Public Benefit

The University of Bolton, as a higher education corporation, is a statutory body established under the provisions of the *Education Reform Act 1988* and benefits from charitable status as an exempt charity. It is an exempt charity within the definition of the *Charities Act 2011* and its principal regulator is the Office for Students (OfS). The Board of Governors, who are the trustees of the charity, have paid regard to the Charity Commission's public benefit guidance, particularly the supplementary guidance on the advancement of education. They continue to keep this statement under review, and consider that the University is fully compliant with that guidance. All new Governors are provided with an induction programme to ensure they are aware of the University's obligations as an exempt charity, the requirements for serious incident reporting and their obligations as charitable trustees. A serious incident reporting procedure is in place. Except the widely publicised Cube Fire accident in the private halls of residence and Covid-19 global pandemic that effected every walks of life, no other serious incidents or incidents of harm to beneficiaries were reported within the University in 2019-20. The Board of Governors is not aware of any activity which would cause harm to the University's beneficiaries. The University has had particular regard to the requirements of the *Prevent Duty*.



Anderton Centre in Chorley, part of the University Group, serves as an outdoor activity platform for communities across the region

The University's core charitable purpose is the advancement of education. In addition, the University also makes a significant contribution to the following charitable purposes: a) The advancement of health or the saving of lives, b) The advancement of citizenship or community development, c) The advancement of the arts, culture, heritage or science, d) The promotion of equality and diversity and e) The advancement of environmental protection or improvement. The paragraphs below demonstrate the public benefit arising through the University's activities. The University continues to demonstrate public benefit and civic impact through its core activities as well as through connected initiatives, projects and activities:

Advancement of Education

The sections above demonstrate the University's commitment to Learning, Teaching, Knowledge Exchange and Research; and to providing socially inclusive and life enhancing opportunities to our students, regardless of background. Whilst the primary beneficiaries are the students, its activities also benefit society at large. In 2019-20, the University produced over 2000 graduates most of whom will go on to make a higher-level contribution to the economy and society. Over 80% of those in employment remain in the local area.

The mission and population characteristics of Bolton College are synonymous with those of the University, offering programmes to both 16-18 year olds, as well as adults. The Anderton Centre delivers outdoor and teambuilding activities while Alliance Learning delivers high quality apprenticeships and commercial training for the industry in the region. The University is also committed to working collaboratively with other HEIs, third sector organisations and employers in the region through the

Greater Manchester Higher Partnership to raise awareness of, and encourage progression to, the full range of Higher Education opportunities. Surpluses generated by the University are re-invested solely for the benefit of students, the wider University and local community.

Advancement of Health & Wellbeing, Citizenship and Community Development

The University's educational provision in Health has undergone rapid expansion, contributing immensely to the workforce development and filling the acute skills gaps in the Health Sector. This now includes Nursing, Midwifery, Social Work, Operating Department Practitioner (ODP), Sports Rehabilitation, Physician Associate, Advanced Practitioners, Physiotherapy, etc. The University has been highly flexible and adaptive to the changes and requirements of the Healthcare sector, responding rapidly to meet workforce needs. In addition, the University's Centre for Dental Sciences is England's only university-based department awarding and delivering Dental Technology courses in Higher Education, offering placement and work-based learning within a substantive on-site integrated commercial laboratory. The University in collaboration with Bolton College, Bolton Council and Bolton NHS Foundation Trust is at an advanced stage of developing the new Bolton College of Medical Sciences. This £30m development will serve the learning needs of students in both Further Education and Higher Education creating skilled work force for the healthcare sector in region.



Second year Nursing student, Danielle Hollick, joined many other peers from the University to work on the NHS frontline this year to help in the battle against Covid-19

The Queen's Specialist Building (QSB), based in Farnworth, saw significant investments from the University in the learning infrastructure to train Dental Technologists, Performing Artists and Health & Social Care professionals. Whereas Bolton One is a state-of-the-art Health, Leisure and Research Centre built and run in collaboration with the Local Council and NHS. It is being used to maximum capacity with significant positive impact on student learning, experience and satisfaction and on the wellbeing of local communities. Student volunteering projects also contribute to the community development. For example, one group of students is working in partnership with Greater Manchester Police to be trained to work in local communities to deliver Restorative Justice; it aims to support the victims of crime and the offenders so the two parties can come together. Another group is helping to improve the mental health of children in the North West through The Hummingbird Project which aims to give them confidence in themselves by using positive psychology to help them cope with issues they will encounter throughout their lives.

The University is a civic university and is also an anchor institution in its local region. It works with a range of local voluntary agencies and charities such as Bolton at Home, Octagon Theatre and Bolton Rotary Club, to help create equality of opportunity and community cohesion in Bolton and beyond. It is a patron of the Bolton Lads and Girls Club, a local charity that provides a wide range of sporting, arts, mentoring and community outreach opportunities for young people, many of whom come from disadvantaged backgrounds, and which celebrated its 130th anniversary in 2019.

The advancement of the Arts, Culture, Heritage or Science

Creative Technologies are a particular area of strength of the University, with staff who have especially strong professional backgrounds. We are at the forefront of the cutting edge of this UK's fastest growing sector with prominent industry links to blue-chip software developers, games studios, award-winning SVFX studios and BAFTA-nominated designers in the UK, Europe and beyond. The School of Art has been working in partnership with Network Rail and others to create a gallery and to transform the local train Station into a thriving community hub involving young people in a range of arts projects. The School of Art also has strong links with the Octagon Theatre and has been involved in several productions whilst the Theatre has been undergoing recent renovation.

The promotion of Equality and Diversity

Inclusivity is central to the University's values and is a key part of all its activities. The University is committed to a higher education provision and experience that offers equality of opportunity, promotes diversity and champions social mobility. For instance, the University is proud of the high level of diversity of its people, programmes and global partnerships all striving to offer an inclusive, stretching, and nurturing learning and teaching environment. Our vision is to have a diverse and inclusive, whole-of-institution learning culture that encourages staff and students from all walks of life to embrace the values of active citizenship. These key values are also embraced in the University's support systems for its students and its Learning, Teaching and Assessment Strategies. The University has a wide range of data which demonstrates that it is already highly successful in attracting one of the most socially inclusive student populations of any HEI in the country. Following data from the most recently published OfS - APP dataset for All Undergraduate Full-Time students at English Higher Education Providers (in 2018-19) shows this core institutional commitment;

- BAME 38.0% (sector 28.7%)
- Mature 57.6% (29.4%)
- Disabled 17.6% (15.8%)
- Disadvantaged: POLAR4 Quintiles 1 and 2 is 45.0% (National position is 27.8%)
- Index of Multiple Deprivation (IMD) 67.9% (Nationally 42.2%)

With regard to the staff population of the University, the University performs above sector average for the percentage of female staff, BME staff and disabled staff in both academic and professional categories, as measured by the DLA Piper HR Benchmark (WPI).

The advancement of Environmental Protection or Improvement

The University of Bolton recognises and seeks to minimise the environmental impacts resulting from its activities and acknowledges its position as an influencer of environmental sustainability in the wider community regionally, nationally and globally. Sitting within Greater Manchester, the University will contribute to the region's 2038 aspiration to reach a carbon neutral position. Key performance indicators have been set within Environmental Sustainability Strategy (ESS) of the University. We will work towards these goals over a period of five years.

An Environmental Sustainability Policy has been published which sets out the University's commitments in managing the environmental impact both operationally and academically. The Environmental Sustainability Committee, which is a sub-committee reporting to the University Executive Board, has been re-energised with members from across the University. During the academic year 2019-20, the main activity has focused on the Action Plan to implement the ESS and deliver measurable and impactful improvements over the next year. The ESS has been developed based on twelve thematic areas using the EAUC (The Alliance for Sustainability Leadership in Education) framework. The Action Plan focusses on two key priorities: Data Collection and Waste Reduction. The University has committed to improving communication with staff, students and the wider community, including building relationships with external partners. During the academic year, the Environmental Sustainability agenda has progressed at the University, with positive environmental improvements that include:

- Identification of an existing member of staff to lead on Environmental Sustainability.
- Commencement of a review of all existing suppliers to ensure that the University uses an approved and sustainable supply chain.
- sustainability has been added to the global citizen element of the GAME matrix, which means any new course, as well as existing courses, when subject to revalidation, will have to ensure sustainability is an element within the curriculum design process;
- A sustainability statement has been added to the student handbook which will ensure students are prompted and are aware of the sustainability agenda at the University.
- A new photocopier contract commenced which, whilst making a significant financial saving, has also due to the efficiency of the new machines reduced energy consumption by c.15% for colour copies and c.10% for black and white copying.
- Stationery deliveries have been consolidated to reduce the products' embodied energy by promoting the use of recycled and recyclable items when placing orders.
- Installation of a smaller cubic volume water tank in a plant room to reduce water storage and use.
- On-going replacement scheme of toilet flush systems across the estate with low flush units to reduce total water consumption.
- Installation of heat and motion sensors to reduce lighting use in unoccupied spaces.
- As part of the University's preparations to create a Covid-19 secure environment, a bike loan scheme is to be introduced for students which will encourage sustainable modes of travel, with the University working closely with Transport for Greater Manchester (TfGM).
- A Facilities Management Sustainability Policy 2020 -2022 has been produced.

- A Sustainable Catering Policy 2020 – 2022 has been produced.

In addition, following the introduction of the newly formed UoB Services Limited, achievements in relation to catering are:

- All meat served has approved Red Tractor scheme status. 68.93% of all fish served is Marine Stewardship Council certified and this is under constant improvement review.
- The sandwich brand is the UK's number 1 sustainable leading supplier of sandwiches, all sandwich packaging is plastic free and 100% compostable.
- all packaging and consumables have been reviewed for improved recycling and composting. The oil used is now recycled and used as biofuel.
- Recycling facilities are available at all catering outlets, general waste is no longer sent to landfill, but for energy recovery from the waste facility.
- LED lighting has been introduced within the catering kitchen preparation areas.

Future Prospects and Developments

Due to the current global Covid-19 pandemic and forthcoming implementation of Brexit (e.g. loss of UK Students Loan access to EU Students), the overall external Higher Education environment remains highly challenging. The sector is also in a transition faced with multifaceted challenges, including key potential policy changes, socio-political-economic complexities, emphasis upon consumer rights, expansion of private providers, the changing role of the further education sector; intensifying competition for recruiting students, and, ever-expanding regulatory conditions. The University continues to closely monitor, and engage with, the emerging policy context as the political landscape unfolds. The University is, however, well-placed to take advantage of any opportunities arising, given its unique Group capabilities i.e. Bolton College and Alliance Learning. The University will continue its strategic focus and efforts on the implementation of its core transformation agenda towards a world-class Teaching Intensive, Research Informed (TIRI) institution, while building high quality research that directly contributes to core teaching and prepares for the Research Excellence Framework (REF 2021). In the 2020-21 academic year, we will further strengthen and intensify the deployment of beneficial approaches to student experience, progression, retention, graduate employability, and overall student success. Based on strengthened institutional capacity and capability in the Employment Team, the University will aim to achieve a positive step change in its graduate employment outcomes through individualised student support. The University will continue to promote teaching excellence with high standard support services and learning infrastructure to deliver the best possible teaching and student experience. The University will build further up on its continued successes in the Student Satisfaction (NSS) and Teaching Excellence Framework (TEF) Silver Award. The University will further enhance its postgraduate provision and aim to achieve significant student number growth. It will also focus on tapping into the increased demand from international students which was boosted by the government's reintroduction of the two-year post-study work visa i.e. expanding opportunities for talented international students to build successful careers in the UK.

The core focus of the institution will remain on the innovation and continuous improvement of its educational provision, while placing the student learning experience and their success at the centre of everything that the University does. This will continue to serve as the guiding principle for the University's ambition to be a world-class Teaching Intensive, Research Informed institution. The University will further develop and expand its platinum undergraduate and postgraduate provision in Engineering, Management, Creative Technologies, Nursing & Midwifery, and Subjects allied to Medicine, thereby contributing to the University's growth agenda. These investments will also serve as a base for industry partners, becoming an exemplar for industry-academic collaboration, creating a strong eco-system in which the students will have the opportunity to gain valuable industry experience, thereby directly improving their employment prospects. We will continue our commitment for the development of our academic and support staff, with increased investments to provide training in areas such as Teaching & Learning methods, Assessment Strategies, Personal tutoring techniques, Industry collaboration, Student Retention, Student employability, Skills development, etc. We will strengthen our efforts to foster a high-performance culture across the University that recognises good performance to ensure commitment and ownership towards the institution's transformation (TIRI) agenda. The University will also continue its TIRI Professorships programme to identify, celebrate and promote excellence in teaching. Strategic investments in the learning infrastructure will continue to enable the institution to provide excellent overall University experience for its students.

Conclusion of the current Strategic Plan (2015-20) and the new Strategic Plan (2020-25)

The University's Strategic Plan (2015-20) set out our TIRI philosophy and Platinum Courses agenda: to be a Teaching Intensive, Research Informed higher education institution whose distinctive high quality, student-focused, undergraduate and postgraduate programmes attract applications from all over the world. The intensive teaching is sustained by rigorous research that informs both the content and delivery of the curriculum. This approach has served us well and much from that Plan has been achieved. The Plan was due to be refreshed in 2020 i.e. TIRI 2.0 and Platinum2.0. Despite the uncertainties of the pandemic, many engagement activities have been undertaken within the University and a new draft Plan produced. Further

activities are planned, including with external stakeholders, before the Plan is finalised by the end of 2020 calendar year. We are retaining, and building upon our core current successful strategic concepts:

- We will offer an attractive and relevant portfolio, focussed around our 'Platinum' programmes (2.0) which demonstrate higher quality and strong performance; we will grow our postgraduate student body; and we will continue to embed a blended, holistic approach incorporating technology-enhanced learning.
- An outstanding student experience is at the heart of all that we do to ensure our students achieve the success they deserve.
- We will invest significant resources and effort to improve graduate employment outcomes while utilising the combined strengths of the UoB Group.
- We will wilfully build our enhanced reputation and resilience, improving our performance against key indicators, exploiting our strengths from being part of the University Group, and supporting our communities as a driver of Regional Socio-economic Wellbeing.
- These are underpinned by the effectiveness of our operations, including being practice-based and research informed; having partners and international activity which strengthens our reach; recognising that our staff are key to our success; embracing consolidation where appropriate to deliver a better service; making good use of data; and continuing to offer quality facilities.

Strategic initiatives implemented during 2019-20, which will become more embedded over future years, include further strengthening of the Group such as the acquisition of Alliance Learning. The partnership with the Keys Federation Multi Academy Trust which has seen the transfer of the University Technical College to the new University Collegiate School, as described in the earlier sections. Plans were advanced to begin construction of develop Bolton College of Medical Sciences (BCMS) when the pandemic hit, and so was put on hold. BCMS would deliver significant regional impact, including meeting key workforce needs, and is a good example of the benefits that accrue from the University and the College working together within the Group structure.

Continuing its successful model with Bradford NHS Trust and Bradford College, the University expanded its Health Education provision at PETROC College to meet the needs of the workforce in the North Devon area. The University will further develop such agility to respond to such socio-economic needs beyond its traditional on-campus provision in Bolton and the North West. The development of global partnerships will continue, including within India where there are significant strategic opportunities to jointly offer Higher Education programmes to help meet the substantial needs and demand there. The University is also pursuing a partnership with the Hume Institute for Postgraduate Studies in Lausanne, Switzerland. Our current partnership with Regent College London is flourishing and is expected to grow significantly over the next few years.

The University will continue its preparations for the Research Excellence Framework (REF 2021), which has been deferred due to the pandemic, with a revised submission deadline in March 2021.

The external environment, in which the University operates, is more turbulent than ever. The Covid-19 pandemic has affected the operational practices of many businesses, including universities. The University of Bolton responded innovatively, flexibly and responsively with sector leasing initiatives to ensure that students could continue to meet their learning aims through alternate means, including substantial development of remote delivery. It is the intention that maintaining a holistic, blended learning experience will continue and will become a defining feature of the University, with a mix of on-campus teaching and practical activity, complemented by online delivery and personal tutoring. Brexit will undoubtedly have an impact upon the University, including upon its ability to recruit EU students. During 2019-20, a substantial increase in international applications was experienced, particularly from India, following the Government's introduction of the 'Graduate' route which allows a post-study work visa to enable international graduates to work for two years after completing their studies. In the short term, the ability to convert these applications to enrolments may be restricted, due to the ongoing uncertainty caused by the pandemic, but nevertheless, should then present a substantial opportunity. The University has enjoyed significant increase within its apprenticeship provision, and, whilst the pandemic has had some impact, as it remains a major government policy item, it is expected to continue to grow. Government policy towards higher and vocational education remains uncertain; nevertheless, having the University, the College and Alliance Learning within the Group both adds resilience and provides access to a range of potential opportunities. The University continues to respond to the Regulatory Environment of the Office for Students, such as the new Regulatory Conditions introduced during 2019-20.

We will continue to strengthen and intensify the deployment of beneficial approaches to progression, retention, graduate employability, and overall student success, to ensure that improvement to our performance continues, with intensive support being seen as a core characteristic that results in an excellent overall student experience. We retain our focus on innovation, agility and continuous improvement. The development of our provision is ongoing in Engineering, Management, Creative Technologies, and subjects allied to Medicine, Nursing & Midwifery, working with our industry partners, becoming an exemplar

for industry-academic collaboration, creating a strong eco-system in which our students will have the opportunity to gain valuable industry experience, and thereby directly improving their employment prospects.

The University Group, based on its successful acquisition of Bolton College, Anderton Centre, and Alliance Learning, will use its collective institutional strengths to enable the vertical integration of Higher and Further Education for benefiting our students i.e. improved progression, learning experience, integrated higher apprenticeships etc. We will work towards closer integration of the acquired institutions to create a larger, stronger, and much more sustainable institution. A common mission and values, which will focus on “student learning experience and success” will guide this journey. The University Group will strive to derive the educational, social and economic returns from its strategic investments to directly benefit the students, industry and local communities.



Members of the Board of Governors:

1 August 2019 to 31 July 2020

Name	Category	Sub-Committee Membership	Note
Rt Reverend N McCulloch KCVO MA Hon DCL DLitt (Honoris Causa) DEd (Honoris Causa)	Independent	Resources Nominations Remuneration Ad Hoc	Chair of the Board (to 18.02.2020)
Professor HH W Morris MA Cantab (Hons) LLD (Honoris Causa)	Independent	Resources Nominations Remuneration Ad Hoc	Chair of the Board (from 24.02.2020) Deputy Chair of the Board (to 24.02.2020) Chair of Audit Committee (to 24.02.2020) Acting Chair of Nominations Committee
Ms R Hannan BA (Hons) BPS Level A & B	Independent	Resources Remuneration Ad Hoc	Chair of Resources Committee Chair of Remuneration Committee
Dr Harni Bharaj MD FRCP	Independent	Audit Remuneration	Chair of Audit Committee (from 24.02.2020)
Mr S Conn FCA FIPA	Independent	Resources Nominations Ad Hoc	
Mr A Fawcett MBA BA	Independent	Audit Ad Hoc	
Mrs K Flood MBA PgDip Management Studies HNC Total Quality Management	Independent	Ad Hoc	
Dr Uday Nayak MBA	Independent	Nominations Ad Hoc	
Dr A Roberts EdD (Honoris Causa) FIET FRSA	Independent	Resources Remuneration Ad Hoc	
Rev Canon Dr P Denby MBE JP DL MPhil MEd Hon DD	Statutory Co-opted	Audit	
Prof R Lewis BA (Hons) MA BPhil PGCE MEd	Statutory Co-opted	Audit Ad Hoc	
Professor G E Holmes DL BSc (Hons) MBA PGCE FInstD PhD	President and Vice Chancellor	Resources Nominations	
Mrs Anna Fitzpatrick MSc BSc (Hons) PGCE (HE) SFHEA MCSP SRP	Senate Member		

Members of the Board of Governors (continued)

Name	Category	Sub-Committee Membership	Note
Dr G Waugh EdD Med MA BA(Hons) Cert.Ed PGDE SFHEA FSET	Senate Member	Nominations	
Mr Ansh Sachdeva BA (Hons)	Students' Union President		
Miss Cassie Short	Student Co-opted Member (HE)		

Principal Advisors to the University

Bankers

Lloyds Banking Group, 53 Kings Street, Manchester, M60 2ES

External Legal Advisors

DLA Piper LLP, India Buildings, Water Street, Liverpool, L2 0NH

Eversheds LLP, Eversheds House, 70 Bridgewater Street, Manchester, M1 5ES

Mills& Reeve, 78 -84 Colmore Row, Birmingham, B3 2AB

Shoosmiths LLP, 3 Hardman Street, Spinningfields, Manchester, M3 3HF

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol, BS1 4QA

42 Bedford Row Chambers, London WC1R 4LL

H&S Advisor

Ellis Whittam, Woodhouse, Church Lane, Aldford, Chester, CH3 6JD

Financial Advisors

Cowgill Holloway LLP, Regents House, 45 -53 Chorley New Street, Bolton, BL1 4QR

Deloitte LLP, 2 Hardman Street, Manchester M3 3HF

DTE Business Advisers, The Exchange, 5 Bank Street, Bury, BL9 0DN

External Auditors

Azets, Exchange Place 3, Semple Street, Edinburgh EH3 8BL

Internal Audit

PricewaterhouseCoopers LLP, 101 Barbirolli Square, Lower Mosley Street, Manchester, M2 3PW

Statement of Corporate Governance and Internal Control 1 August 2019 – 31 July 2020 and the period up to the date of approval of the audited Financial Statements

The purpose of this statement is to provide readers of the Financial Statements of The University of Bolton with transparent information about the adequacy and effectiveness of its arrangements for corporate governance, risk management and oversight of any statutory and other regulatory responsibilities. It further incorporates a statement of the responsibilities of the Governing Body.

This statement outlines the manner in which the Governing Body, and through it the University being a body entrusted with both public and private funds, has fulfilled its duty to maintain the highest standards of Corporate Governance.

From the 1 April 2018 the Office for Students ('OfS'), an independent body which whilst not part of central government reports to Parliament through the Department for Education, has been exercising the role and responsibilities of independent regulator of higher education in England.

The Governing Body is committed to exhibiting best practice in all aspects of Corporate Governance and, throughout the period and up to the date of approval, has acted in good faith to:

- conduct its business in accordance with the seven principles identified by the Committee on Standards in Public Life, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership; and
- apply the Committee of University Chairs' governance code of practice contained in 'The Higher Education Code of Governance (Revised June 2018)' which adopts and builds on the 'Nolan Principles of Public Life', which provide an ethical framework for the personal behaviour of governors, noting the newly released CUC Higher Education Code of Governance (September 2020); and
- apply the Committee of University Chairs' code of practice contained in 'The Higher Education Senior Staff Remuneration Code' (June 2018); and
- apply the Committee of University Chairs' Higher Education Audit Committees Code of Practice (May 2020); and
- clearly define and communicate the scope of its own responsibilities in the context of legislation, governing instruments and guidance including The Higher Education Code of Governance through the adoption of a Statement of Primary Responsibilities; and
- comply with OfS's Regulatory Framework for higher education in England, including reportable events (first issued 28 February 2018 and fully in force on 1 August 2019) constituted under section 75 of the Higher Education and Research Act 2017 which replaced the previous regulatory framework for higher education in England which operated under part 2 of the Further and Higher Education Act 1992 and part 3 of the Higher Education Act 2004; and subsequent additions to the regulatory framework and associated guidance as issued by the OfS on a periodic basis. In response to the OfS regulatory requirements on 'reportable events', the University has developed a clear framework including a dedicated Subcommittee of the Executive Board, a structured training programme and a published protocol (the 'Reportable Events Handbook'); and
- comply with the OfS's Terms and Conditions of funding for 2019-20 (OfS 2019.12), made under section 41 of the Higher Education and Research Act 2017, which applied to the recurrent and capital funding the Office for Students (OfS) distributed to providers that were registered in the Approved (fee cap) part of the OfS Register of higher education providers; and

- have regard to the advice and guidance as set out in The UK Corporate Governance Code issued by the Financial Reporting Council (published July 2018) to apply to the accounting periods beginning on or after 1 January 2019; and
- have regard to the advice and guidance as set out in the Good Pay Guide for Charities and Social Enterprises (2013) issued by the Association of Chief Executives of Voluntary Organisations; and
- have oversight of the University's approach to corporate and social responsibility.

In relation to the University's Prevent duty obligation, the OfS has confirmed in June 2020, following consideration of the University's accountability and data return, that it had concluded the University demonstrated due regard to the Prevent duty.

Throughout the academic year and up to the date of approval, the Governing Body is assured that the University:

- has had due regard to the need to prevent people being drawn into terrorism (the Prevent duty); and
- has provided to OfS all required information about its implementation of the Prevent duty; and
- has reported to OfS in a timely way all serious issues related to the Prevent duty, or now attaches any reports that should have been made, with an explanation of why they were not submitted; and
- has reviewed, and where necessary, updated its Prevent risk assessment and action plan.

Governance and Legal Structure

The University of Bolton is an independent corporation, established as a Higher Education Corporation under the terms of the Education Reform Act 1988. The University is commonly referred to as a 'post 92' university which is a reference to the Further and Higher Education Act 1992; this Act made changes to the funding and administration of further and higher education within England and Wales. The University is subject to the Higher Education and Research Act 2017, an Act to make provision about higher education and research; and to make provision about alternative payments to students in higher or further education.

The University's objectives, powers and framework of governance are set out in its 'Statutory Instrument' and 'Articles of Government', as approved by the Privy Council. The Governing Body ensures compliance with statutes, ordinances and provisions regulating the University and its framework of governance.

The University traces its history to the Bolton Mechanics' Institute, established in 1825 alongside other similar institutions formed to serve the educational needs of employers and workers in the northern industrial towns. During the 19th and 20th centuries, technical and vocational education grew in Bolton, closely aligned with the growth of textiles and engineering industries, leading to the foundation of the Bolton Technical School in 1891, which became the Bolton Technical College in 1936. Higher level courses were transferred to the new Bolton Institute of Technology in 1966 and in 1982 the Institute merged with the Bolton College of Education (Technical), established in 1947 as one of four specialist centres for the training of teachers for the post-compulsory sector, to form the Bolton Institute of Higher Education. Taught degree awarding powers were granted to the Institute in 1992 at the same time as the former polytechnics, reflecting the fact that degree and postgraduate level provision had been offered successfully since the 1960s under the auspices of the Council for National Academic Awards (CNAA), and the University of Manchester. Research degree awarding powers were gained in 1995 and the Institute was awarded university title in 2005 by Privy Council consent.

During the relevant period, the University has expanded its breadth and reach by intentionally developing the University Group within a structured parent/subsidiary arrangement with appropriate group reporting and oversight of Bolton College FE Corporation, Lancashire Outdoors Activities Initiative (a registered charitable company limited by guarantee trading as the 'Anderton Centre') and UOB Services Limited (registered company number 12035286). Following the successful completion of an acquisition process by the University on the 31 March 2020, Alliance Learning (company number 01619564 and exempt charity) an independent training provider based in Horwich, Bolton delivering Apprenticeships, Training Courses and Foundation Degrees throughout the North West.

The University is an exempt charity and therefore it is exempt from registration with and regulation by the Charity Commission. It must comply with the law, including the requirements set out in the Charities Act 2011, and the OfS acts as its principal regulator. The University's main charitable purpose is the advancement of education. However, as well as meeting its main charitable purpose, the University seeks to make a contribution to the following charitable purposes identified in the 2011 Charities Act:

- The advancement of health or the saving of lives.
- The advancement of citizenship or community development.
- The advancement of the arts, culture, heritage or science.
- The promotion of equality and diversity.
- The advancement of environmental protection or improvement.

Members of the Governing Body are also trustees and have the responsibilities and potential liabilities that go with trustee status. The Board is aware that its members must:

- ensure the charity is carrying out its purposes for the public benefit, and that its assets are applied solely for its charitable purposes;
- comply with the charity's governing document and the law;
- act in the charity's best interests, including by managing conflicts of interest;
- ensure the charity is accountable;
- manage the charity's resources responsibly, including by managing risks and protecting its assets and people; and
- act with reasonable care and skill.

Those charitable trustees who served at any time during the financial year and until the date the Financial Statements are formally approved as those members of the Governing Body listed on pages 36-37. The University is satisfied that it has had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these Financial Statements. Professional fundraisers and commercial participators do not carry out fundraising activities for the University. Instead, the University is preparing the ground for fundraising by raising its profile, building an excellent reputation and increasing the number of its friends.

Bolton College, as a designated institution, is an exempt charity by virtue of its relationship with a higher education institution and the Office for Students is the Principal Regulator. The College must comply with all requests from the OfS to enable the OfS to comply with its duties as Principal Regulator.

The Governing Body is the legal personification of the University and holds itself responsible for the strategic direction, the educational character and mission, all financial and property matters and staffing policies of the University. The President and Vice Chancellor, as the Chief Executive and President of the University, is (as stipulated in the University's 'Articles of Government') responsible for the organisation, direction and management of the University and leadership of the staff, and the appointment, assignment, grading, appraisal, suspension, dismissal, and determination – within the framework set by the Governing Body – of the pay and conditions of service of staff other than the Designated Senior Post Holders. The President and Vice Chancellor is a member of the University's Governing Body.

The President and Vice Chancellor, reporting to the University Governing Body, has executive oversight of the University Group and is advised by a Group Cabinet whose membership includes the relevant senior operational lead from each entity within the University Group.

Academic stewardship is undertaken by the University's Senate, of which the President and Vice Chancellor is Chair, and the responsibilities of Senate are set out in the University's Articles of Government. Overall accountability for academic matters in the University, in particular academic quality, remains with the Governing Body. Assurance to the Governing Body on academic quality and standards comes from regular

internal reports supplemented by reviews by external agencies. In 2019-20 the Quality Assurance Agency reviewed the University's arrangements in relation to Admissions; Complaints & Appeals; Student Engagement (e.g. responding to student feedback) and Student Outcomes (e.g. employment destinations). The Agency assessed the University as having met all the requirements at a level of 'full confidence' in the evidence in all areas.

The Chair of the Governing Body plays an important role in the governance of the University while working independently of its regular executive management. The Chair is supported by the Deputy Chair and both must be independent governors. The Chair and the Deputy Chair of the Board are formally appointed by the Governing Body by a nomination and election procedure for a period of two years. There is a clear division of responsibility in that the roles of the Chair of the Board and President and Vice Chancellor are separate.

The Chancellor is the honorary head of the University and is appointed by the Governing Body to act as the principal figurehead and ambassador for the University. The University's current Chancellor is the Earl of St Andrews, George Philip Nicholas Windsor. The Earl of St Andrews is the eldest son of Their Royal Highnesses, The Duke and Duchess of Kent. He is the third Chancellor in the history of the University and his term of office officially began on 1 January 2017. The previous Chancellor of the University of Bolton was Sir Ernest Ryder, Lord Justice of Appeal and Senior President, whose term ended on the 31 December 2016.

The Earl's interest in cultural diversity and building bridges between civilisations is mirrored within the University and, in particular, represented by the Centre for Islamic Finance at the University. The Earl has been associated with the University through the Centre for Islamic Finance for some time as its patron.

Supporting the Chancellor in his role is the Pro Chancellor, also appointed by the Governing Body. The office of Pro Chancellor is a non-constitutional honorary role. The University's first Pro Chancellor was Dr Brett Warburton of Warburtons Ltd who was appointed to the role on 1 April 2015. Further, The Rt Rev Nigel McCulloch KCVO was appointed by the Governing Body as an 'Honorary Pro Chancellor for Life' on the 18 February 2020.

The Governing Body of the University of Bolton

The Board of Governors comprises of up to 18 members, including the President and Vice Chancellor, and has a majority of independent members, who are external and independent of the University. The elected President of the University's Students' Union is an ex officio member of the Governing Body and provides a conduit for the 'student voice' via her/his report to members at each meeting.

It is the Governing Body's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct. The Governing Body has delegated to the President and Vice Chancellor (as Head and Accountable Officer of the University) responsibility for the organisation, direction and management of the University and leadership of its staff.

The Governing Body has a strong and independent non-executive element and no individual or group dominates its decision making process. The Governing Body considers that each of its non-executive members are independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement. All Governors are required to exercise their responsibilities in the interests of the University as a whole rather than as the representative of any constituency.

External members of the Governing Body are not remunerated for their services and may only claim reimbursement for travelling and other incidental expenses.

Appropriate procedures are in place for the appointment, due diligence and mapping of interests of members of the Governing Body and of senior management. In accordance with CUC guidance, there is a Register of Interests which is updated annually, placed in the public domain and is available for reference at each meeting of the Governing Body. The University has had documented procedures in place for the nomination and appointment of Governors since 1993 and these were revised in 2005. These specify that all appointments are

made by the full Board on the basis of recommendations from the Nominations Committee. The University formally amended (on 20 August 2018) the terms of reference of the Nominations Committee by the addition of the following clause:

“4. To make recommendations to the appointing authority having regard to:

(e) The requirements of the Office for Students in relation to the appointment of ‘Fit and Proper Persons’ (Securing student success: Regulatory framework for higher education in England, Office for Students, Feb 2018. pp146-7)”

In addition, the University, with effect from 21 August 2018, adopted an annual ‘Fit and Proper Person’ Governor Declaration Scheme which explicitly and comprehensively addresses the OfS expectations and indicators.

All Members are required to adhere to the University’s Code of Conduct as set out in the Good Practice Guide for Governors. This Guide explicitly specifies the need for Governors to adhere not only to the Nolan principles, but also to “Have regard to his or her broader responsibilities as a Governor of a public institution, including the need to promote public accountability for the actions and performance of the governing body”.

All Governors have access to the Clerk to the Board of Governors, who is appointed to act as Secretary to the Board and is responsible for the corporate governance function. The appointment and removal of the Clerk are matters for the Governing Body as a whole.

Conduct of Business

The Board of Governors has at least four formal meetings per academic year along with two training days designed to brief members on current and relevant issues, matters and risks. The Board has five sub-committees operating with a clearly defined scheme of delegated authority:

- Audit Committee
- Remuneration Committee
- Resources Committee
- Nominations Committee
- Ad Hoc Appointments Committee

The average attendance for members of the Board of Governors at full meetings of the Board and at meetings of its sub-committees for the period 1 August 2019 to 31 July 2020 was 93.8%. The University has, during the Covid 19 pandemic and its associated period of institutional lockdown at the direction of the Government, maintained its usual governance arrangements and cycles save for conducting all meetings by remote (Zoom) conference facilities.

The **Audit Committee** formally meets at least three times throughout the academic year, with the University’s External and Internal Auditors invited to attend at all meetings. In accordance with its terms of reference (which incorporate Committee of University Chairs’ Higher Education Audit Committees Code of Practice (May 2020) model terms of reference), it considers detailed reports together with recommendations for the improvement of the University’s systems of internal control and management’s responses and implementation plans. It also receives and considers reports from the OfS as they affect the University’s business and monitors adherence to the regulatory requirements.

Whilst senior executives (including the President and Vice Chancellor) are invited to attend meetings to present reports as determined by the Chair of the Audit Committee and the Clerk, they are not Committee members. Its membership comprises of Independent Governors plus an external member with financial expertise, noting the Chair of the Board of Governors who is precluded from membership. The minutes from a meeting of the Audit Committee are presented to members at the subsequent meeting of the Governing Body.

At least once each academic year, the Audit Committee meets the University's External and Internal Auditors without any officers present for independent discussions.

Risk management (including the risk register) is a standing item on every agenda, as it is for each scheduled meeting of the Board of Governors, and the Committee annually considers, for recommendation to the Board of Governors, the University's Risk Appetite Statement.

The Committee has a watching brief on the University's internal action plan to ensure optimum data quality and receives a progress report as a standing item on every agenda, which is considered along with the internal audit reviews undertaken by PricewaterhouseCoopers LLP to assist the Audit Committee with its opinion on the management and quality assurance of data. The opinion is based on the information presented to the Committee and the data management assurance does not require the Committee to verify data.

The University has explicitly benchmarked its academic governance arrangements against the Committee of University Chairs' Code for Higher Education (Element 4 Academic Governance) since February 2015 via a compliance dashboard presented to the Audit Committee at each meeting and subsequently to the University Board. During 2019-20 this has been subsumed into a broader dashboard reflecting the General Ongoing Conditions of Registration with the Office for Students presented to these committees. This dashboard approach has led to enhancements including (i) structured induction for new members of Senate and its Sub-Committees and (ii) comprehensive self-assessment by Senate and its Sub-Committees on an annual basis, leading to a Committee enhancement action plan. In this context the University has also, via its Audit Committee, approved a protocol to support the Governors' Annual Assurance Statement on Quality to the OfS as part of their new Revised Operating Model for quality assurance and assessment.

The Committee is required to produce an annual report for the Governing Body and the Head of Institution (which, following approval, is shared with the OfS) that must cover the financial year and include any significant issues up to the date of signing the report and its consideration of the Financial Statements for the year. The report is presented to and reviewed by the Governing Body before the members' responsibility statement in the annual financial statements is signed and summarises the activity for the year. The report confirms the Committee's opinion of the adequacy and effectiveness of the University's arrangements for the following:

- risk management, control and governance arrangements (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts);
- sustainability, economy, efficiency and effectiveness.

This opinion is based on the information presented to the Committee. Further, these arrangements may include consideration of arrangements that support the culture and behaviour that is prevalent within the institution; ensure the effective management of conflicts of interest and enable the appointment of 'fit and proper' persons to the Governing Body and senior executive positions.

The **Remuneration Committee** is a decision making body with delegated authority from the Governing Body to review and determine the salaries and other emoluments, conditions of service and, where appropriate, severance payments, of the Designated Senior Post Holders, which include the two statutory roles of President and Vice Chancellor and Clerk to the Board of Governors. The Governing Body recognises that the proper remuneration of all staff, including the President and Vice Chancellor and his immediate team, is an important part of ensuring institutional sustainability and protecting the reputation of the institution.

The Remuneration Committee membership comprises of Independent Governors only - the President and Vice Chancellor and other senior staff (including the Clerk) are not members of the Remuneration Committee but may attend, by invitation only, its meetings provided they are not present for discussions that directly affect them, for example, when his/her own salary, other emoluments, conditions of service and, where appropriate, severance payment, are under consideration. Membership includes both the Chair and Deputy Chair of the Board of Governors.

The Remuneration Committee is chaired by the longest serving Independent Governor (excluding the ex-officio Independent Governors i.e. the Chair and Deputy Chair of the Board) on the Committee. It considers comparator information on the emoluments of senior post holders within its remit (including UCEA's report on pay ratios in HE and Senior Staff Remuneration Survey, the University's Gender Pay Gap report and remuneration data of other higher paid staff at comparator institutions). All arrangements are unambiguous, diligently recorded and available for review by the University's audit service providers. It further considers the public interest and the safeguarding of public funds alongside the interests of the University when considering all forms of payment, reward and severance to the senior post holders. The Remuneration Committee has adopted, by working in accordance with, the Committee of University Chairs' ('CUC') code on 'The Higher Education Senior Staff Remuneration.

Its terms of reference are reviewed annually by the Board of Governors at their first meeting in the academic year. The Remuneration Committee is required to produce an annual remuneration report to the Governing Body which must provide sufficient assurance to the Governing Body that the Remuneration Committee has effectively discharged its responsibilities. The University also is required to publish an annual remuneration statement. Further, the minutes from a meeting of the Remuneration Committee are presented to members at the subsequent meeting of the Governing Body.

The University provides and publishes information on senior staff salaries in its annual audited Financial Statements and returning annual submissions to the OfS. Specifically the Financial Statements publish the pay and non-pay benefits of the President and Vice Chancellor and disclose the number of staff with a basic salary of over £100,000 per annum, broken down into bands of £5,000.

The Governing Body's justification for the total remuneration package of the head of the University is provided on pages 64-66.

The **Resources Committee** is an advisory committee and ensures, inter alia, that the University's revenue and capital budgets are prepared in accordance with approved plans and in accordance with the Funding Council requirement that financial solvency is maintained. The minutes from each meeting of the Resources Committee are presented to members at the subsequent meeting of the Governing Body.

The **Nominations Committee** is an advisory committee and makes recommendations for the appointment of Independent Governors with reference and consideration to the balance and skills mix of the Governing Body and the needs of the University. This arrangement ensures there is due reflection on the composition of the Governing Body so that steps may, if necessary, be taken to ensure it reflects societal norms and values. The minutes from a meeting of the Nominations Committee are presented to members at the subsequent meeting of the Governing Body. The University has a clear documented protocol for the appointment of independent governors which is incorporated into its Terms of Reference for the Nominations Committee which is published on its website. (<https://www.bolton.ac.uk/wp-content/uploads/2018/02/Terms-of-Reference-Nominations-Committee-approved-21.11.2017.pdf>) The membership is the Chair of the Board of Governors (Chair), three members of the Board of Governors, one Senate Member (Academic Board) and the President and Vice Chancellor.

The **Ad Hoc Appointments Committee** is an executive body reporting its decisions to the Governing Body and may determine by a majority vote of those present, appointments of Independent Members to the Board of Governors.

Ad-hoc **Board of Governors' working groups** are occasionally established to consider projects and risk based oversight tasks. During 2019-20 the Governors' Oversight Committee (OfS), which was established in December 2018, continued to report to the Governing Body on its oversight of the development and implementation of the University's Improvement Plan in compliance with the ongoing condition imposed by the OfS; and also, the University's Access and Participation Plan.

Internal Control

This statement of control relates to the University's arrangements for the prevention and detection of corruption, fraud, bribery and other irregularities.

The University's Governing Body has responsibility for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, whilst safeguarding the public and other funds and assets for which it is responsible, in accordance with the responsibilities assigned to the Governing Body in the University's governing documents and the relevant Terms and Conditions of funding for higher education institutions between the Office for Students and institutions.

The system of internal control is based on an ongoing process designed to identify risks to the achievement of institutional policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them effectively and economically. The approach to internal control is risk-based and risk prioritisation is based upon impact and likelihood.

The Governing Body has reviewed the key risks to which the University is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Governing Body is of the view that there is an ongoing process for identifying, evaluating and managing risk which is linked to achieving institutional objectives, that it has been in place for the year ended 31 July 2020 and up to the date of approval of the University's Financial Statements and that it has been regularly reviewed by the Governing Body.

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

- it formally meets at least four times each financial year to review the plans and strategic direction of the University; and
- formal agendas, papers and reports are supplied to Governors in a timely manner, prior to Board and sub-committee meetings. Relevant briefings are also circulated on an ad-hoc basis as required; and
- it receives an annual report from the Audit Committee which includes the Committee's opinion of the adequacy and effectiveness of the University's arrangements for risk management, control and governance arrangements (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts), sustainability, economy, efficiency and effectiveness; and
- it has at least two formal training and review sessions each financial year, at which it interrogates, inter alia, the key strategic issues/risks affecting the sector and the University; and
- it receives the confirmed minutes of its Audit Committee, its other sub-committees/ad hoc governor working groups and Senate, along with regular reports from managers on the steps being taken to manage risk in their areas of responsibility and ongoing operations, including progress reports on key projects; and
- its Audit Committee receives regular reports from the University's Internal Auditor, PricewaterhouseCoopers LLP, which includes Internal Audit's independent opinion on the adequacy and effectiveness of the arrangements to enable the related risks to be managed and objectives to be met regarding governance, risk management and control; and value for money arrangements and the institution's system of internal control, together with recommendations for improvement. PricewaterhouseCoopers LLP's annual opinion for 2019-20 concluded (based on the risk appetite and the internal audit plan agreed with the University) that the University [tbc]; and

- a number of the senior executives are responsible for the promotion, dissemination and co-ordination of risk management processes, including the maintaining of an organisation-wide risk register, and regular reporting to the Audit Committee and Board of Governors; and
- the University and the separate University Group risk registers covers business, operational and compliance as well as financial risk and is presented at each formal meeting of the Audit Committee and the Board of Governors thereafter for assessment and interrogation.

The Governing Body is committed to managing its affairs in an open and transparent manner, demonstrated not least by the publication of minutes and agendas of its meetings. Further, it has strict regard to its requirement to ensure that decision-making processes are free of any undue pressures from external interest groups, including donors, alumni, corporate sponsors and political interest groups.

The Governing Body's review of the effectiveness of the system of internal control is informed by:

- Internal Audit, which observes and complies with the requirements of the OfS's Audit Code of Practice;
- the work of the senior executive team 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.

The Governing Body acknowledges that it is responsible for ensuring that a sound system of internal control is maintained, and that it has reviewed the effectiveness of these arrangements during the relevant period.

Signed on behalf of the Board by:

Professor HH William Morris
Chair of the Board of Governors
17 November 2020

Responsibilities of the Board of Governors

In accordance with the Education Reform Act 1988 the Board of Governors is responsible for the administration and management of the University's affairs, including an effective system of internal control, and is required to present audited Financial Statements for each financial year to include a statement on 'corporate governance' and 'internal control' therein with a statement of 'responsibilities of the governing body'. Working through its established sub-committees, the Board of Governors is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the University and to enable it to ensure that the Financial Statements comply with required legislation, the 2019 Statement of Recommended Practice; Accounting for Further and Higher Education and other relevant standards.

Within the terms of the OfS's Regulatory Framework for higher education in England (first issued 28 February 2018 and fully in force on 1 August 2019) constituted under section 75 of the Higher Education and Research Act 2017 which replaced the previous regulatory framework for higher education in England which operated under part 2 of the Further and Higher Education Act 1992 and part 3 of the Higher Education Act 2004, the University's ongoing conditions of registration, the OfS's Terms and conditions of funding 2019-20 (OfS 2019.12) made under section 41 of the Higher Education and Research Act 2017 and the OfS's Regulatory advice 9: Accounts direction – guidance on preparing and publishing financial statements (OfS 2019.41) informed by the OfS's Accounts direction for accounting periods beginning on or after 1 August 2020 (OfS 2020.XX), the Board of Governors, through its Accountable Officer, is required to prepare Financial Statements for each financial year. Under those terms and conditions, the Board of Governors must not approve the Financial Statements unless they are satisfied the Financial Statements are not materially mis-stated and that the requirement of the relevant Accounts direction and applicable statutory requirements have been met.

In preparing these 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, subject to any material departures disclosed and explained in the Financial Statements; and
- Financial Statements are prepared on the going concern basis unless it is inappropriate to presume that the University will continue in operation. The Board of Governors is satisfied that it has adequate resources to continue in operation for the foreseeable future: for this reason the going concern basis continues to be adopted in the preparation of the Financial Statements.

The Board of Governors has taken reasonable steps to ensure that funds from grant and fee income are used only for activities that are eligible for funding under the terms therein and the Higher Education and Research Act 2017, as this is the intended purpose for which the funds have been provided by Parliament.

The Board of Governors has taken reasonable steps to 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 and prevent and detect fraud; and secure the economic, efficient and effective management of the University's resources and expenditure.

Signed on behalf of the Board by:

Professor HH William Morris
Chair of the Board of Governors
17 November 2020

Independent Auditor's Report to the Governing Body of the University of Bolton

Opinion

We have audited the financial statements of The University of Bolton (the 'University') and the University of Bolton (the 'Group') for the year ended 31 July 2020 which comprise the consolidated and University Statement of Comprehensive Income, the consolidated and University Statement of Changes in Reserves, the consolidated and University Statement of Financial Position, the consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice) and the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education.

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and University's affairs as at 31 July 2020 and of the Group's and University's income and expenditure, gains and losses, changes in reserves and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education and the Accounts Direction issued by the Office for Students.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the Board of Governors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our Auditor's Report thereon. The Governing Body is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information 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) Regulatory Advice 9: Accounts Direction

In our opinion, in all material respects:

- The financial statements give a true and fair view of the state of the provider's affairs, and of its income and expenditure, gains and losses, changes in reserves and cash flows for the year;

- The financial statements have been properly prepared in accordance with UK Generally Accepted Accounting and the 2019 Statement of recommended practice: Accounting for further and higher education, and relevant legislation;
- Funds from whatever source administered by the Group and the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- Funds provided by the OfS, UK Research and Innovation (including Research England), the Education Skills Funding Agency and Department for Education have been applied in accordance with the relevant terms and conditions; and
- The requirements of the OfS's Accounts Direction have been met.

We are also required to report on the following matters, where:

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

We have nothing to report in these regards.

Responsibilities of the Governing Body

As explained more fully in the Statement of the Governing Body's Responsibilities for Accounting and the Financial Statements set out on page 48, the Governing Body (who are Trustees for the purposes of charity law) is responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Board of Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved. We therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

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 Governing Body in accordance with paragraph 12.2 of the University's articles of government.

Our audit work has been undertaken so that we might state to the Governing Body those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the Governing Body, for our audit work, for this report, or for the opinions we have formed.

Nick Bennett (Senior Statutory Auditor)
 For and on behalf of Azets Audit Services Limited, Statutory Auditor
 Exchange Place 3
 Semple Street
 Edinburgh
 EH3 8BL
 Date:

Statement of Principal Accounting Policies for the year ended 31 July 2020

1. General information

The University of Bolton is registered with the Office for Students in England. The address of the registered office is: Deane Road, Bolton, BL3 5AB.

2. Statement of compliance

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

The University is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable UK laws and accounting standards.

3. Basis of preparation

The Consolidated and University financial statements have been prepared under the historical cost convention (modified by the revaluation of certain financial assets and liabilities at fair value).

The University's activities, together with the factors likely to affect its future development, performance and position, are set out in the annual report which forms part of the Board of Governors' Report. The Board of Governors' Report also describes the financial position of the University, its cash flows, liquidity position and borrowing facilities. The Board of Governors has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. Thus it continues to adopt the going concern basis of accounting in preparing the annual financial statements.

The financial statements are prepared in sterling which is the functional currency of the group and rounded to the nearest £'000.

4. Exemptions under FRS 102

The University has taken the exemption under section 3.3 of the SORP (1.12(b) of FRS 102) to not produce a cash flow statement for the University in its separate financial statements.

5. Basis of consolidation

The consolidated financial statements include the financial statements of the University and all its subsidiaries for the financial year to 31 July 2020.

The results of subsidiaries acquired or disposed of during the period are included in the consolidated statement of comprehensive income from the date of acquisition or up to the date of disposal. Intra-group transactions are eliminated on consolidation.

Gains or losses on any intra-group transactions are eliminated in full. Amounts in relation to debts and claims between undertakings included in the consolidation are also eliminated. Normal trading transactions that are not settled by the balance sheet date are included as current assets or liabilities. Any gains or losses are included in the carrying amount of assets of either entity, the part relating to the University's share is eliminated.

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

Associated companies and joint ventures are accounted for using the equity method where material. Investments in the University's subsidiaries and associates are recorded at cost.

Statement of Principal Accounting Policies (continued)

6. Income recognition

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

Tuition fee income is stated gross of any expenditure which is not a discount and credited to the Consolidated Statement of Comprehensive Income over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount. Bursaries and scholarships are accounted for gross as expenditure and not deducted from income. Education contracts are recognised when the University is entitled to the income, which is the period in which students are studying, or where relevant, when performance conditions have been met.

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

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

Grant funding

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. Where part of a government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

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

Donations and endowments

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

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

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

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

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

Donations of tangible assets are included within income. The income recognised is valued using a reasonable estimate of their gross value or the amount actually realised.

Donated tangible assets are valued and accounted for as tangible assets under the appropriate asset category.

Capital grants

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

Statement of Principal Accounting Policies (continued)

7. Accounting for retirement benefits

The pension schemes for the University's staff are the Teachers' Pension Scheme (TPS), the Greater Manchester Pension Fund (GMPF), and the Universities' Superannuation Scheme (USS). The schemes are defined benefit schemes which are externally funded and contracted out of the State Earnings-Related Pension Scheme. The TPS is valued every five years by the Government Actuary, the GMPF every three years by the actuaries using the retained age method, and the USS every three years by the actuary using the projected unit method.

In the cases of the TPS and USS, since it is not possible to identify the University's share of the underlying assets and liabilities FRS 102 requires that these schemes are accounted for as defined contribution schemes, with contributions recognised in the year they are paid. In the case of the GMPF the University's share is identifiable and hence the defined benefit pension scheme adjustment under FRS 102 is fully applicable; accordingly, its share in the scheme is fully incorporated in the accounts. A liability is recorded within provisions for any contractual commitment to fund past deficits within the USS scheme.

Contributions are paid by the University at the rate specified by the trustees of the schemes. Pension costs are assessed on the latest actuarial valuation of the schemes and are accounted for on the basis of charging the cost of providing pensions over the period during which the University benefits from the employee's services. Variations from regular cost are spread over the expected average remaining lifetime of members of the schemes after making allowances for future withdrawals.

The University's provision for enhancing pensions was last revalued at 31 July 2020. All movements on this provision are recognised in the Income and Expenditure account.

Defined Contribution Plan

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

Multi-employer schemes

Where the University is unable to identify its share of the underlying assets and liabilities in a multi-employer scheme on a reasonable and consistent basis, it accounts as if the scheme were a defined contribution scheme. Where the University has entered into an agreement with such a multi-employer scheme that determines how the University will contribute to a deficit recovery plan, the University recognizes a liability for the contributions payable that arise from the agreement, to the extent that they relate to the deficit, and the resulting expense is recognised in expenditure.

Defined Benefit Plan

Defined benefit plans are post-employment benefit plans other than defined contribution plans. Under defined benefit plans, the University's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the University.

The net liability is recognised in the balance sheet in respect of each scheme and is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date.

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

Annually the University engages independent actuaries to calculate the obligation for each scheme. The present value is determined by discounting the estimated future payments at a discount rate based on market yields on high quality corporate bonds denominated in sterling with terms approximating to the estimated period of the future payments. The fair value of a scheme's assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the University's policy for similarly held assets. This includes the use of appropriate valuation techniques. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as actuarial gains and losses. The cost of the defined benefit plan, recognised in expenditure as staff costs, except where included in the cost of an asset, comprises the increase in pension benefit liability arising from employee service during the period and the cost of plan introductions, benefit changes, curtailments, and settlements. The net interest cost is calculated by applying the discount rate to the net liability. This cost is recognised in expenditure as a finance cost.

Further detail is provided on the specific pension schemes in note 27 to the accounts.

Statement of Principal Accounting Policies (continued)

8. 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.

9. Finance leases

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

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

10. Operating leases

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

11. Foreign currency

Transactions in foreign currencies are translated to the respective functional currencies of the group entities at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in Surplus or Deficit. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined.

12. Tangible fixed assets

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

Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Land and buildings

Land and buildings are capitalised at cost on initial recognition.

After initial recognition land and buildings are measured using the revaluation model. Under the revaluation model, assets are revalued to fair value with movements recognised in other comprehensive income. The University has a policy of ensuring a full revaluation takes place at least every 5 years such that the fair value is not materially different to the current value. Depreciation and impairment losses are subsequently charged on the revalued amount.

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

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight line basis over their expected economic life to the University of up to 50 years.

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

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Statement of Financial Position.

Statement of Principal Accounting Policies (continued)

Equipment

Equipment is capitalised at cost on initial recognition and then subsequently at cost less accumulated depreciation and accumulated impairment losses.

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

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

IT and Telecoms Equipment	10 Years
Halls of Residence Furniture	10 Years
Other Equipment	5 Years
Motor Vehicles	4 Years

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Statement of Financial Position.

Impairment

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

Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

Assets held for sale

Tangible fixed assets are transferred to current assets and are held at their estimated sales value, if their carrying value will be recovered via a sale transaction rather than continuing use. This condition is regarded as met only when the sale is highly probable and the asset is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

13. Intangible assets and goodwill

Intangible assets purchased separately from a business are initially recognised at its cost. Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment.

Intangible assets are amortised on a straight-line basis over their estimated useful lives of no more than 3 years.

Adjustments may be made to the asset value should a business combination occur. At each reporting date the University will assess whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount. If such indication exists, an impairment loss will be recognised.

14. Investments

Non-current asset investments are held on the Balance Sheet at amortised cost less impairment.

Investments in associates and subsidiaries are carried at cost less impairment in the University's separate financial statement.

Current asset investments are held at fair value with movements recognised in the Surplus or Deficit.

15. Stock

Stock is held at the lower of cost and net realisable value, and is measured using the first in first out methodology.

Statement of Principal Accounting Policies (continued)

16. Cash and cash equivalents

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

Cash equivalents are short term (maturity being less than three months from the placement date), highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

17. Provisions, contingent liabilities and contingent assets

Provisions are recognised in the financial statements when:

- (a) The University has a present obligation (legal or constructive) as a result of a past event;
- (b) It is probable that an outflow of economic benefits will be required to settle the obligation; and
- (c) 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 possible 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 Statement of Financial Position but are disclosed in the notes.

18. Taxation

The University and its wholly owned subsidiary, Bolton College are exempt charities within the meaning of Part 3 of the Charities Act 2011. They are therefore charities within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the University and Bolton College are potentially exempt from UK Corporation Tax in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

Another wholly owned subsidiary of the University, Lancashire Outdoor Activities Initiative is a registered charity and as such, benefits from Corporation Tax exemption on its charitable activities.

The University and its subsidiary companies receive no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

The University's other subsidiary companies are subject to Corporation Tax and VAT in the same way as any commercial organisation. However, no provision has been made for deferred tax on the grounds that the taxable profits of the subsidiary companies are gift-aided back to its charitable parent.

19. Financial Instruments

The University has elected to adopt Sections 11 and 12 of FRS 102 in respect of the recognition, measurement, and disclosure of financial instruments. Financial assets and liabilities are recognised when the University becomes party to the contractual provision of the instrument and they are classified according to the substance of the contractual arrangements entered into. All of the University's financial instruments are classified as 'basic' in accordance with section 11 of FRS102.

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

Statement of Principal Accounting Policies (continued)

Financial assets

Basic financial assets include trade and other receivables, cash and cash equivalents, and investments in commercial paper (i.e. deposits and bonds). These assets are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest rate method. Financial assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the statement of comprehensive income.

For financial assets carried at amortised cost the impairment loss is the difference between the carrying amount of the asset and the present value of the estimated future cash flows, discounted at the asset's original effective interest rate.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures are initially measured at fair value, which is typically the transaction price. These assets are subsequently carried at fair value and changes in fair value at the reporting date are recognised in the statement of comprehensive income. Where the investment in equity instruments are not publicly traded and where the fair value cannot be reliably measured the assets are measured at cost less impairment.

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

Financial liabilities

Basic financial liabilities include trade and other payables, bank loans, and intra-group loans. These liabilities are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest rate method.

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

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

Financial liabilities are de-recognised when the liability is discharged, cancelled, or expires.

20. Reserves

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

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

21. Significant estimates and judgements

The preparation of the University's financial statements requires management to make judgements, estimates, and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income, and expenses. These judgements, estimates, and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Management consider the areas set out below to be those where significant accounting judgements have been applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities:

Income recognition - Judgement is applied in determining the value and timing of certain income items to be recognised in the financial statements. This includes determining when performance related conditions have been met, and determining the revenues associated with partially delivered courses and training where the activities have not been fully completed at the reporting date.

Statement of Principal Accounting Policies (continued)

Useful lives of property, plant and equipment - Property, plant and equipment represent a significant proportion of the University's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the University's reported performance. Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events. Details of the carrying values of property, plant and equipment are shown in note 11.

Recoverability of debtors - The provision for doubtful debts is based on our estimate of the expected recoverability of those debts. Assumptions are made based on the level of debtors which have defaulted historically, coupled with current economic knowledge. The provision is based on the current situation of the customer, the age profile of the debt and the nature of the amount due.

Retirement benefit obligations - The cost of defined benefit pension plans are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty. Further details are given in note 27.

Management are satisfied that Universities Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the funding plan in existence at the date of approving the financial statements.

As the University is contractually bound to make deficit recovery payments to USS, this is recognised as a liability on the balance sheet. The provision is currently based on the USS deficit recovery plan agreed after the 2018 actuarial valuation, which defines the deficit payment required as a percentage of future salaries until 2035. These contributions will be reassessed within each triennial valuation of the scheme. The provision is based on management's estimate of expected future salary inflations, changes in staff numbers and the prevailing rate of discount. Further details are set out in note 27.

Provisions – Management apply judgements to arrive at the best estimate for any obligation require. The amount recognised as a provision is management's best estimate of the present value of the amount required to settle the obligation.

The University of Bolton Group Consolidated and University Statement of Comprehensive Income Year Ended 31 July 2020

	Notes	Year ended 31 July 2020		Year ended 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
Income					
Tuition fees and education contracts	1	58,671	55,707	54,122	50,384
Funding body grants	2	27,025	4,525	24,645	4,324
Research grants and contracts	3	488	488	444	444
Other income	4	5,636	3,554	6,747	5,826
Investment income	5	108	102	87	87
Donations and endowments	6	55	40	23	13
Total income		91,983	64,416	86,068	61,078
Expenditure					
Staff costs	7	55,975	37,521	49,448	32,872
Fundamental restructuring costs	7,9	227	176	49	45
Other operating expenses		35,162	27,798	31,647	24,721
Depreciation and amortisation	10,11	5,771	3,196	5,062	3,505
Interest and other finance costs	8	1,274	386	1,152	295
Total expenditure	9	98,409	69,077	87,358	61,438
Surplus/(deficit) before other gains/(losses) and share of surplus/(deficit) of joint ventures and associates:		(6,426)	(4,661)	(1,290)	(360)
(Loss) on disposal of tangible assets	11	15	5	(2,619)	(2,610)
Net Assets Transferred	12	1,940	-	(5,380)	-
Impairment of tangible fixed assets	11	-	-	(202)	-
Surplus / (Deficit) before tax		(4,471)	(4,656)	(9,491)	(2,970)
Taxation		-	-	-	-
Surplus / (Deficit) for the year		(4,471)	(4,656)	(9,491)	(2,970)
Other comprehensive income					
Unrealised surplus on revaluation of tangible assets	11	20,179	20,179	4,617	163
Actuarial (loss)/gain in respect of pension schemes	27	(17,189)	(13,043)	(8,791)	(5,568)
Total comprehensive income for the year		(1,481)	2,480	(13,665)	(8,375)
Represented by:					
Endowment comprehensive income for the year		1	1	1	1
Restricted comprehensive income for the year		282	1	11	1
Unrestricted comprehensive income for the year		(20,770)	(16,646)	(14,553)	(4,799)
Revaluation reserve comprehensive income for the year		19,006	19,124	876	(3,578)
Attributable to the Institution		(1,481)	2,480	(13,665)	(8,375)
Attributable to the non-controlling interest		-	-	-	-
		(1,481)	2,480	(13,665)	(8,375)
Surplus for the year attributable to:					
Non-controlling interest		-	-	-	-
University		(4,471)	(4,656)	(9,491)	(2,970)

All items of income and expenditure relate to continuing activities. The accompanying notes and policies on pages 63 to 89 form part of these financial statements.

The University of Bolton Group
Consolidated and University Statement of Changes in Reserves
Year ended 31 July 2020

Consolidated	Income and expenditure reserve			Revaluation reserve	Total
	Endowment £'000	Restricted £'000	Unrestricted £'000	£'000	£'000
Balance at 1 August 2019	198	84	24,085	34,035	58,402
Surplus/(deficit) for the year	1	11	(9,503)	-	(9,491)
Other comprehensive income	-	-	(8,791)	4,617	(4,174)
Transfers between revaluation and income and expenditure reserve	-	-	3,741	(3,741)	-
Release of endowment and restricted capital funds spent in year	-	-	-	-	-
Total comprehensive income for the year	1	11	(14,553)	876	(13,665)
Balance at 1 August 2019	199	95	9,532	34,911	44,737
Surplus/(deficit) for the year	1	282	(4,754)	-	(4,471)
Other comprehensive income	-	-	(17,189)	20,179	2,990
Transfers between revaluation and income and expenditure reserve	-	-	1,173	(1,173)	-
Release of endowment and restricted capital funds spent in year	-	-	-	-	-
Total comprehensive income for the year	1	282	(20,770)	19,006	(1,481)
Balance at 31 July 2020	200	377	(11,238)	53,917	43,256

University	Income and expenditure reserve			Revaluation reserve	Total
	Endowment £'000	Restricted £'000	Unrestricted £'000	£'000	£'000
Balance at 1 August 2018	198	84	24,085	34,035	58,402
Surplus/(deficit) for the year	1	1	(2,972)	-	(2,970)
Other comprehensive income	-	-	(5,568)	163	(5,405)
Transfers between revaluation and income and expenditure reserve	-	-	3,741	(3,741)	-
Total comprehensive income for the year	1	1	(4,799)	(3,578)	(8,375)
Balance at 1 August 2019	199	85	19,286	30,457	50,027
Surplus/(deficit) for the year	1	1	(4,658)	-	(4,656)
Other comprehensive income	-	-	(13,043)	20,179	7,136
Transfers between revaluation and income and expenditure reserve	-	-	1,055	(1,055)	-
Total comprehensive income for the year	1	1	(16,646)	19,124	2,480
Balance at 31 July 2020	200	86	2,640	49,581	52,507

The University of Bolton Group
Consolidated and University Statement of Financial Position

	Notes	As at 31 July 2020		As at 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
Non-current assets					
Intangible assets	10	303	241	152	-
Tangible assets	11	143,138	88,683	126,451	71,384
Investments	12	554	553	656	550
		143,995	89,477	127,259	71,934
Current assets					
Stock	13	21	-	21	-
Debtors > 1 year	14	5,707	5,707	5,707	5,707
Trade and other receivables	15	5,494	4,071	5,171	3,683
Cash and cash equivalents	22	21,676	18,352	20,759	19,354
		32,898	28,130	31,658	28,744
Less: Creditors; amounts falling due within one year	16	(17,643)	(13,598)	(16,836)	(13,342)
Net current (liabilities)/assets		15,255	14,532	14,822	15,402
Total assets less current liabilities		159,250	104,009	142,081	87,336
Creditors: amounts falling due after more than one year	17	(61,352)	(16,842)	(63,739)	(17,657)
Provisions					
Pension provisions	19, 27	(54,596)	(34,614)	(33,559)	(19,606)
Other provisions	19	(46)	(46)	(46)	(46)
Total net assets		43,256	52,507	44,737	50,027
Restricted Reserves					
Income and expenditure reserve - endowment reserve	20	200	200	199	199
Income and expenditure reserve - restricted reserve	21	377	86	95	85
Unrestricted Reserves					
Income and expenditure reserve - unrestricted	24	(11,238)	2,640	9,532	19,286
Revaluation reserve		53,917	49,581	34,911	30,457
		43,256	52,507	44,737	50,027
Non-controlling interest		-	-	-	-
Total Reserves		43,256	52,507	44,737	50,027

The Financial Statements were approved by the Board of Governors on 17 November 2020 and were signed on its behalf by:

Professor HH William Morris
Chair of the Board of Governors

Professor GE Holmes DL
President and Vice Chancellor

The University of Bolton Group
Consolidated Statement of Cash Flows
Year ended 31 July 2020

	Notes	Year ended 31 July 2020 £'000	Year ended 31 July 2019 £'000
Cash flow from operating activities			
Surplus for the year before tax		(4,471)	(9,491)
Adjustment for non-cash items			
Depreciation and amortisation	11	5,771	5,062
Reversal of impairment of assets	11	237	202
Decrease/(increase) in stock	13	-	8
Decrease/(increase) in debtors	15	(84)	12
Increase/(decrease) in creditors	16	905	(836)
Increase/(decrease) in pension provision	19	3,130	3,366
(Decrease)/increase in other provisions	19	389	(23)
Adjustment for investing or financing activities			
Investment income	5	(108)	(87)
Interest payable	8	642	658
Endowment income	5	(40)	(13)
(Gain)/loss on the sale of tangible assets	11	(15)	2,619
Net Assets Transferred		(1,940)	5,380
Capital grant income		(2,368)	(1,732)
Cash flows from operating activities		2,048	5,125
Taxation		-	-
Net cash inflow from operating activities		2,048	5,125
Cash flows from investing activities			
Proceeds from sales of tangible assets		123	3,001
Capital grants receipts		156	884
Non-current investment disposal		548	1,597
Investment income		148	100
Payments made to acquire tangible assets		(890)	(2,973)
Payments made to acquire intangible assets		(202)	(152)
Non-current investment acquisitions		-	(655)
		(117)	1,802
Cash flows from financing activities			
Interest paid		(640)	(656)
Interest element of finance lease and service concession payments		(2)	(2)
New secured loans		50	-
Repayments of amounts borrowed		(408)	(373)
Capital element of finance lease and service concession payments		(14)	(8)
		(1,014)	(1,039)
(Decrease)/increase in cash and cash equivalents in the year		917	5,888
Cash and cash equivalents at beginning of the year	22	20,759	14,871
Exchange losses on cash and cash equivalents		-	-
Cash and cash equivalents at end of the year	22	21,676	20,759

Notes to the financial statements

1	Tuition fees and education contracts	Notes	Year Ended 31 July 2020		Year Ended 31 July 2019	
			Consolidated	University	Consolidated	University
			£'000	£'000	£'000	£'000
	Full-time home and EU students		45,196	45,212	40,268	40,065
	Full-time international students		6,142	6,142	4,662	4,662
	Part-time students		7,333	4,353	9,192	5,657
			58,671	55,707	54,122	50,384

2	Funding body grants	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
	Recurrent grant		0		
	Office for Students	3,060	2,906	2,907	2,766
	Research England	488	488	476	476
	Education and Skills Funding Agency	20,954	-	18,524	-
	Capital grant	865	865	834	834
	Specific grants				
	Research England	57	57	-	-
	Education and Skills Funding Agency	-	-	870	-
	Capital grant	1,601	209	1,034	248
		27,025	4,525	24,645	4,324

Income from capital grants includes £865k in respect of capital grants released in the year (2018/19: £834k)

3	Research grants and contracts	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
	Research councils	-	-	-	-
	Research charities	17	17	17	17
	Government (UK and overseas)	235	235	253	253
	Industry and commerce	217	217	155	155
	Other	19	19	19	19
		488	488	444	444

Note The source of grant and fee income, included in notes 1 to 3 is as follows:

	Year Ended 31 July 2020		Year Ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Grant income from the OfS	5,526	3,980	3,989	3,848
Grant income from other bodies	24,920	1,033	21,100	919
Fee income for research awards (exclusive of Vat)	2,055	2,055	2,196	2,196
Fee income from non-qualifying courses (exclusive of Vat)	64	18	3,447	20
Fee income for taught awards (exclusive of Vat)	53,619	53,634	48,479	48,169
Total grant and fee income	86,184	60,720	79,211	55,152

4	Other income	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
	Residences, catering and conferences	622	31	1,674	1,566
	Other revenue grants	538	360	431	49
	Other capital grants	111	100	112	100
	Other income	4,365	3,063	4,530	4,111
		5,636	3,554	6,747	5,826

Income from capital grants includes £100k in respect of capital grants released in the year (2018/19: £100k)

Notes to the financial statements (continued)

5	Investment income	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
	Investment income on endowments	20	1	1	1
	Investment income on restricted reserves	21	1	1	1
	Other investment income		106	85	85
			108	102	87

6	Donations and endowments	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
	Unrestricted donations		55	23	13
			55	40	23

7	Staff costs	Year Ended 2020		Year Ended 2019	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
	Staff Costs :				
	Salaries	40,614	27,332	36,466	24,322
	Social security costs	4,084	2,932	3,603	2,611
	Movement on LGPS / USS provision	3,381	1,757	3,251	1,925
	Other pension costs	7,896	5,500	6,128	4,014
	Sub-total	55,975	37,521	49,448	32,872
	Restructuring costs	227	176	49	45
	Total	56,202	37,697	49,497	32,917

A further breakdown of pension costs has been included in note 27.

Fundamental restructuring costs

Charges to the Consolidated Statement of Comprehensive Income and Expenditure totalled £227,000 for 23 people (2018-19: £49,000, 7 people).

Charges to the University's Statement of Comprehensive Income and Expenditure totalled £176,000 for 12 people (2018-19: £45,000, 5 people).

All severance payments including compensation for loss of office in respect of higher paid staff are approved by the University's Remuneration Committee.

Emoluments of the President and Vice-Chancellor:	30-Jul-20	31-Jul-19
	£	£
Basic salary	266,114	261,409
Pension contributions and payments in lieu of contributions	53,971	37,856
Other taxable benefits:		
Healthcare	2,247	2,171
	322,332	301,436

Justification for the total remuneration package of the President and Vice Chancellor

The total remuneration package of the President and Vice Chancellor is reviewed formally each year by the Remuneration Committee comprised entirely of Independent Governors; membership comprises of the Chair of the Board, the Deputy Chair, the Chair of Audit, the Chair of Resources and two Independent Governors. The President and Vice Chancellor and other senior staff (including the Clerk) are not members of the Remuneration Committee but may attend, by invitation only, its meetings provided they are not present for discussions that directly affect them, for example, when his/her own salary, other emoluments, conditions of service and, where appropriate, severance payment, are under consideration.

The Remuneration Committee is a decision-making sub-committee with delegated authority from the University's Governing Body to review and determine the salaries and other emoluments, conditions of service and, where appropriate, severance payments, of all designated senior post holders, which include the statutory roles of Vice Chancellor and Clerk to the Board of Governors.

Members of the Remuneration Committee consider the findings of an annual appraisal exercise for the President and Vice Chancellor, including an assessment of the value and performance delivered by the President and Vice Chancellor, undertaken by the Chair of the Board incorporating feedback garnered by the Chair from all Independent Governors. This appraisal and feedback is considered carefully by the Committee before it makes its annual determination. The Committee also systematically reviews benchmark comparator data from the UCEA surveys and those conducted by CUC during its deliberations.

Notes to the financial statements (continued)

An evaluation of the President and Vice Chancellor's performance for 2019-20, which included an assessment from each independent governor and a formal review of individual performance by the Chair of the Board, had been undertaken by the Remuneration Committee. In summary, whilst under the President and Vice Chancellor's stewardship, it was noted that:

- In 2020 the University, considered by HEFCE in 2005 as the University 'the most risk of Governance failure' and assessed by the external auditors as no longer a 'going concern', has just been placed at 50th in the Guardian League Table and has been assessed by the OfS as the 4th in the country for Teaching Quality and again it is first in Greater Manchester for Student Satisfaction. This truly extraordinary and rapid progress has been achieved under the leadership of the President and Vice Chancellor who has overseen, together with his carefully and skillfully selected senior executive team, the transformation of a failing institution - which truly might have failed - into a successful University, which has brought so much to its students and to the town of Bolton.
- The President and Vice Chancellor frequently talks of 'wilful institution building'. That building, that transformation, has begun. It is far from finished; he anticipates many more years of leading the University and delivering the focused teaching University, which he originally envisaged. This had however been no ordinary year. The President and Vice-Chancellor's leadership had been tested by two wholly unexpected challenges, each of which had, and one still has, the capacity seriously to destabilise the University: the Cube fire and Covid-19.
- The Cube Fire - great credit was due to the students who raised the alarm on the night of the fire. There was no hesitation and the staff at the Cube were alerted in time for the Fire Services to respond, which they did with commendable speed, and to intervene so that no lives were lost. One student was snatched to safety within seconds of a balcony collapsing. While the Cube was independent and privately managed student accommodation, even one tragic death would have been a real blow to the University's wider reputation. Then the challenge faced by the President and Vice Chancellor: 220 homeless students, some far from home, some from overseas. Possessions, clothing and daily necessities had been destroyed or, were irrecoverable, within the building. The Chair, in attending the Social Learning Zone for most of that weekend, was able to see for himself how the President and Vice Chancellor rose to this particularly demanding challenge. Every two hours he met with his executive team to consider the immediate issues to be addressed, and decided precisely what should be done during the next two hours. At the next meeting, outcomes were considered before the next set of issues were addressed. He regularly spoke to the assembled students, their families, staff and other volunteer helpers to ensure that they knew what was happening and what was proposed. This proved to be an extremely successful crisis management model. The President and Vice Chancellor and his team worked tirelessly with partners from various agencies and with the local community. The generosity from members of the public and from local businesses, and not just locally but from all over the UK, was quite remarkable. A special mention is due to the Students' Union and their President, Ansh Sachdeva (who escorted the Prime Minister when he visited), who were outstanding in their support. The Chair had had the opportunity to speak to many students and to members of their families, who were able to travel to the University. He heard no note of criticism. Rather, they were full of praise and appreciation for what the University was doing - even amazement that the University had responded with such concern and efficiency. All students were provided with temporary accommodation, a £500 grant, immediate clothing etc. needs from the frankly enormous quantity of generous donations, were reassured that the loss of work would not impact their grades and were told that the University would stand as insurer of last resort for their lost possessions. The Chair had been informed that the British Red Cross Leader, who attended, said that the recovery had been the most effective he had witnessed in 30 years. The Chair had had the opportunity to speak to him. He confirmed this assessment. Clearly the Leader was hugely impressed by what he had seen. All this came at a financial cost and the Board does not doubt the necessity of significant expenditure to meet this crisis. There could hardly be a clearer demonstration to our students and to their families of our concern and our pastoral care for them. Out of crisis, the University's wider reputation has been enhanced.
- Covid-19 When the Governing Body met on the 18th February 2020, Covid-19 was not at the forefront of their minds. At that time there was simply an awareness of a virus in China and the Far East. Little did the Board suspect that within very few weeks a major medical development project would be suspended in the face of the pandemic, lockdown and continuing uncertainty. Suspension was necessary and inevitable. The President and Vice Chancellor could not countenance significant financial commitment in the face of such uncertainty and potential significant loss of income caused by the pandemic. The immediate impact of Covid-19 was on the University's students and staff for the summer term. The President and Vice Chancellor pre-empted lockdown by moving the staff to an on-campus attendance rota and remote working. On-line delivery proved to be highly effective. Student participation in courses actually improved on-line. Next, he was faced with the challenge of the new academic year at a time of rigid social distancing. How could the University avoid simply providing distanced on-line courses without any on-campus student society? This was, and is, the challenge facing every university in the country. The President and Vice Chancellor has kept the Board all very well informed of measures to address this very difficult problem. The Chair's own view was that he was justified in claiming that the imaginative, creative and effective measures implemented were sector-leading. It would seem that the University's prospective students agree. The University enjoyed splendid publicity on being the first mover in announcing our comprehensive measures and the release of the Owl video, and an unexpected bounce in applications. The campus has been redesigned to permit students to enjoy a campus experience, backed up by a range of on-line learning tools. Workshops, laboratories, studios, lecture halls, classrooms etc. have been adapted so that they are Covid-19 secure. The University's students have bicycles. Those in halls will have evening meals for £1 (all proceeds to go to the Hospice). One evening a week local restaurants will provide these meals. A very large marquee has been erected to allow for socially distanced takeaway refreshments and a real measure of social contact. These measures have come with substantial cost: approximately £1.25 million. There can be no argument that this has been essential expenditure. It certainly had an immediate impact on application numbers and has surely had a significant impact on our reputation as a University. The President and Vice Chancellor for his part has not hesitated to take his opportunity to promote the University for its Covid-19 preparations, not just in the North West, but nationally. Measures are in place to maintain students in consistent small groups when they visit campus, so that any infection will lead to quarantining that group and not affecting other students. At the time of presenting this report, the infection rate in Bolton was the highest in the country and while it is nothing like the rate in March/April, which was clearly very significantly underestimated at the time, it was a current concern as any shutdown/delayed opening of the University could have serious consequences for recruitment/retention.

Notes to the financial statements (continued)

The evaluation concluded that the year 2019-20 had presented the President and Vice Chancellor with significant challenges over and above the oversight of the day-to-day issues in running the many activities of University life. He had met those challenges and had, so impressively, not simply maintained the orderly functioning of the University, but had proceeded with strategic measures and had skilfully turned adversity to the University's advantage. Arguably, this year had tested his leadership as never before. He had passed that test with skill, flexibility and real authority. The appraisal stated that the coming year may present even greater challenge; it was hard, however, to imagine anyone better to meet that, if it was to be so, than the present President and Vice Chancellor.

Members of the Governing Body recognise that in exercising their proper duties of care for the wellbeing of the institution, the Governing Body also has a proper role in caring appropriately for the health and wellbeing of the President and Vice Chancellor – not least in order that he may continue to function fully and to the benefit of the University. Given past examples of vexatious harassment that had dismayed the Board at the time and caused concerns for the President and Vice Chancellor and his family, it was considered it was to the credit of the President and Vice Chancellor, and his resilience, that his performance and delivery continued to be as strong as ever in the face of significant external challenges.

The Governing Body has concluded that the President and Vice Chancellor deserved much personal credit for his commitment and success in raising the profile of the institution and for strengthening his own influence in key areas that ultimately benefit the University.

The Governing Body noted that its Remuneration Committee – comprising of Independent Governors only – had agreed that there should be no salary increase for any designated senior post holders, including the President and Vice Chancellor, save for any national pay award for all categories of staff for 2020/21 (if agreed and approved by the Board) over and above the current pay freeze proposal. Members had been aware of the need for financial prudence irrespective of performance; however, Members wished to be clear that the fact that no performance related award had been awarded was no reflection on the actual performance of any designated senior post holders. Members felt that the University was not out of step with the national or northwest picture in HE terms regarding its pay ratios between the University's Head of Institution's salary and the lowest paid and median salaries. And while it was a relatively small Institution compared to many others, this actually made the job more, rather than less challenging, especially given its widening participation agenda and the levels of inclusion and diversity that it provided. All of which required exceptionally strong leadership, resourcefulness and resilience, which the President and Vice Chancellor and the designated senior post holders provide admirably and unwaveringly. It was noted that the Board's designated senior post holders, including the President and Vice Chancellor, had not had a pay increase beyond the national pay award – or any bonus since 2016. Given the huge achievements the University and University Group had achieved since this time, it underlined the institution was receiving outstanding value for money from these designated senior post holders. While the Board was very fortunate to have a very loyal team, it cannot and should not take this loyalty for granted – other institutions will also be aware of their value. To conclude, while the Remuneration Committee may not be in a position to do anything now in financial terms, the Chair of the Remuneration Committee felt that it had a responsibility, on behalf of the Board, Institution and its students, to be mindful of the importance of retaining the exceptional talent it has at this senior level, in order to ensure the stability and continuing success of the University going forward at this very critical time and beyond.

The Governing Body noted as a reminder that as a result of a valuation of the Teachers' Pension Scheme ('TPS'), the Government instructed under Pensions legislation, that the employer contribution rate should increase to 23.68% of contributory pay from a previous employer contribution rate of 16.48% with effect from 1st September 2019 which represented an increase of c. 44%. This had affected the employer contributions paid by the University in respect of all members of the University community in the TPS. Therefore as an employer, the University had been required to increase its employer contributions to all categories of such staff's pension by 7.2%; noting this group of staff included the President and Vice Chancellor.

The Governing Body had been mindful that the University was committed to providing all employees with access to an appropriate pension scheme to help them save for their retirement as well as offering additional benefits to support both them and their families. A number of HEIs were paying salary in lieu of pension contributions to heads of institution as a result of their personal pension and tax circumstances. In 2016, the Remuneration Committee had resolved that effective from 1st June 2016 the President and Vice Chancellor would receive a non-consolidated 'Pension Allowance' - on top of his basic salary - in lieu of employers' Teachers' Pension Scheme (TPS) pension contributions. The President and Vice Chancellor was currently one of two employees at the University who have an approved 'Pension Allowance'. This 'Pension Allowance' was cost-neutral to the University and would be subject to change to reflect any change in employers' National Insurance Contributions (NIC) and/or employer pension contributions.

Therefore, as a result of the TPS scheme's determination to increase an employer's contribution rate to 23.68%, the University accordingly had no choice but to uplift the 'Pension Allowance' paid to the President and Vice Chancellor effective from 1st September 2019 as this was a contractual benefit to which the President and Vice Chancellor, like all other staff employed with a TPS benefit, was entitled; the monthly 'Pension Allowance' to the President and Vice Chancellor therefore had to be increased from £3,154.67 per month to £4,532.93 per month (an increase of £1,378.26 per month). Members of the Remuneration Committee had been anxious to indicate that this was something which was out of the hands of the Remuneration Committee and which should not be subsequently 'misrepresented' as an additional pay award and/or basic salary increase agreed and approved by the Remuneration Committee.

Notes to the financial statements (continued)

Salary Ratios

	2019-20	2018-19
Ratio of the President and Vice Chancellor's salary to median salary	7.0	7.1
Ratio of the President and Vice Chancellor's earnings to median earnings	7.1	6.9

In accordance with section 25.9 of the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition) and paragraph 12a of OfS's Regulatory advice 9: Accounts direction - the following table details the number of staff with a full-time equivalent basic salary of over £100,000 per annum, excluding employer's pension contributions:

Basic salary per annum	31 July 2020		31 July 2019	
	Consolidated No.	University No.	Consolidated No.	University No.
£100,000 - £104,999	-	-	-	-
£105,000 - £109,999	-	-	-	-
£110,000 - £114,999	-	-	-	-
£115,000 - £119,999	-	-	-	-
£120,000 - £124,999	-	-	1	1
£125,000 - £129,999	-	-	1	1
£130,000 - £134,999	1	1	3	2
£135,000 - £139,999	4	4	-	-
£140,000 - £144,999	-	-	-	-
£145,000 - £149,999	1	-	-	-
£150,000 - £154,999	1	1	-	-
£155,000 - £159,999	2	2	1	1
	9	8	6	5

Average staff numbers by major category :

	31 July 2020		31 July 2019	
	Consolidated No.	University No.	Consolidated No.	University No.
Academic	531	332	451	286
Management & specialist	25	11	23	9
Support	641	304	593	299
Total number of staff	1,197	647	1,067	594

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University, and Group. Staff costs include compensation paid to key management personnel. Compensation consists of salary and benefits including any employer's pension contribution, and employers National Insurance Contributions.

Key management personnel compensation	31 July 2020		31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
	1,160	961	1,088	912
	1,160	961	1,088	912

Access and Participation

	31 July 2020	
	Consolidated £'000	University £'000
Access Investment	461	461
Financial Support	-	-
Disability Support (excluding expenditure included in the two categories above)	311	311
Research and Evaluation	343	343
	1,115	1,115

Notes to the financial statements (continued)

	Notes	Year Ended 31 July 2020		Year Ended 31 July 2019	
		Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
8 Interest and other finance costs					
Finance lease interest		643	-	658	-
Net cost on pension scheme	27	631	386	494	295
		1,274	386	1,152	295

	Year Ended 31 July 2020		Year Ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
9a Analysis of total expenditure by activity				
Academic and related expenditure	62,633	47,414	55,559	41,569
Administration and central services	17,024	9,179	14,550	6,877
Premises (including service concession cost)	11,914	7,983	10,984	7,929
Residences, catering and conferences	2,796	2,322	2,491	2,466
Research grants and contracts	413	413	348	348
Other expenses	3,629	1,766	3,426	2,249
	98,409	69,077	87,358	61,438
Other operating expenses include:				
Operating lease rentals - other	475	393	500	423
Restructuring costs	227	176	49	45
External auditors remuneration in respect of audit services	76	37	63	33
Other non-audit services	9	3	6	5

Include above are costs totalling £1,280k made up of the following: a one-off student support fund totalling £183k, this was created to assist students during the transfer of ownership of the Orlando Halls of Residence; the University stepped in to support students following a fire at a non-University owned, student accommodation block (the CUBE), this resulted in costs of £543k; in order to ensure the University is COVID secure and able to welcome staff and students back on campus, the University has invested £554k to 31 July 2020.

	Year Ended 31 July 2020	
	Consolidated	University
	£'000	£'000
9b Access and Participation		
Access Investment	1,446	1,446
Financial Support	411	411
Disability Support	528	528
Research and Evaluation (i)	573	573
	2,958	2,958

(i) £1,115k of these costs are already included in the overall staff costs figures included in the financial statements, see note 7

The access and participation plan can be found here: <https://www.bolton.ac.uk/more/access-and-participation/>

Notes to the financial statements (continued)

10 Intangible assets

Software	Year ended 31 July 2020	
	Consolidated £'000	University £'000
Opening balance	152	-
Additions in the year	202	241
Amortisation charge for the year	(51)	-
Closing balance	<u>303</u>	<u>241</u>

Bolton College has created an Intangible Asset - having significantly invested in the development of a pioneering Chatbot called Ada. With ambitions to commercialise Ada, the College has signed a NDA with a multi-national PLC to develop and market Ada further within all spheres of Education nationally and internationally. Ada earned a top prize for the most effective use of technology at the AOC Beacon Awards in March 2019. Bolton College is one of the first UK colleges to have introduced a Chatbot which uses artificial intelligence to answer more than 1,000 queries each day from students and staff. Ada has increased learner retention, reduced teacher workload and bureaucracy, increased mental wellbeing and enhanced support for visually impaired students. During the year, Ada was developed further, at which point the University acquired an interest.

11 Fixed Assets

Consolidated	Freehold Land and Buildings £'000	Leasehold Land and Buildings £'000	Fixtures, Fittings and Equipment £'000	Assets in the Course of Construction £'000	Total £'000
Cost or valuation					
At 1 August 2019	105,572	26,048	21,238	1,063	153,921
Transfer on acquisition of subsidiaries	2,483	-	2,047	-	4,530
Additions	-	-	585	303	888
Reverse Impairment	237	4,190	-	-	4,427
Surplus on revaluation	2,781	-	-	-	2,781
Disposals	(614)	-	(225)	-	(839)
At 31 July 2020	<u>110,459</u>	<u>30,238</u>	<u>23,645</u>	<u>1,366</u>	<u>165,708</u>
Consisting of valuation as at:					
31 July 2020	25,465	15,145	-	-	40,610
Cost	84,994	15,093	23,645	1,366	125,098
	<u>110,459</u>	<u>30,238</u>	<u>23,645</u>	<u>1,366</u>	<u>165,708</u>
Depreciation					
At 1 August 2019	9,422	1,662	16,386	-	27,470
Transfer on acquisition of subsidiaries	994	-	1,841	-	2,835
Charge for the year	3,805	531	1,384	-	5,720
Written back on revaluation	(11,485)	(1,852)	-	-	(13,337)
Disposals	-	-	(118)	-	(118)
At 31 July 2020	<u>2,736</u>	<u>341</u>	<u>19,493</u>	<u>-</u>	<u>22,570</u>
Carrying amount					
At 31 July 2020	<u>107,723</u>	<u>29,897</u>	<u>4,152</u>	<u>1,366</u>	<u>143,138</u>
At 31 July 2019	96,150	24,386	4,852	1,063	126,451

Included within land and buildings is land valued at £8.3m (2019: £10m) freehold which is not depreciated.

A full valuation of the University's campus was carried out on 18th August 2020 by Eddisons Chartered Surveyors.

Notes to the financial statements (continued)

The reversal of a former impairment (£237k) is based on the valuation of the landscaping work on the Public Realm area at Deane Road (“the Sward”) by Eddisons Chartered Surveyors.

The land and buildings at Bolton College were revalued as at 31 July 2019 - with Land valued at £1,640k and Buildings at £48,840k. After taking into consideration consolidation adjustments, the net impairment charged to the Statement of Comprehensive Income is £202k and net surplus on revaluation charged to Other Comprehensive Income of £4,454k. The valuation was carried out by M J Scholey, BSc MRICS on 8th July 2019.

The exchange of contracts for the sale of the Orlando Halls of Residence, has resulted in a gain of £163k that will not be realised until the sale is completed on 31 October 2021.

Consolidated fixtures, fittings and equipment include assets held under finance leases as follows:

	Year Ended 31 July 2020	Year Ended 31 July 2019
	£'000	£'000
Cost	159	159
Accumulated depreciation	(30)	(19)
Charge for year	(32)	(11)
Carrying amount	97	129

11. Fixed Assets (continued)

University	Freehold Land and Buildings	Leasehold Land and Buildings	Fixtures, Fittings and Equipment	Assets in the Course of Construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost and valuation					
At 1 August 2019	55,092	23,780	18,018	1,063	97,953
Additions	-	-	368	303	671
Reverse Impairment	237	-	-	-	237
Surplus on revaluation	2,781	4,190	-	-	6,971
Disposals	(614)	-	(225)	-	(839)
At 31 July 2020	57,496	27,970	18,161	1,366	104,993
Consisting of valuation as at:					
31 July 2020	22,123	15,145	-	-	37,268
Cost	35,373	12,825	18,161	1,366	67,725
	57,496	27,970	18,161	1,366	104,993
Depreciation					
At 1 August 2019	9,422	1,578	15,569	-	26,569
Charge for the year	2,063	447	686	-	3,196
Written back on revaluation	(11,485)	(1,852)	-	-	(13,337)
Disposals	-	-	(118)	-	(118)
At : At 31 July 2020	-	173	16,137	-	16,310
Carrying amount					
At 31 July 2020	57,496	27,797	2,024	1,366	88,683
At 31 July 2019	45,670	22,202	2,449	1,063	71,384

Included within land and buildings is land valued at £6.7m (2019: £8.4m) freehold which is not depreciated.

A full valuation of the University's campus was carried out on 18th August 2020 by Eddisons Chartered Surveyors.

The reversal of a former impairment (£237k) is based on the valuation of the landscaping work on the Public Realm area at Deane Road (“the Sward”) by Eddisons Chartered Surveyors.

Notes to the financial statements (continued)

12 Non-Current Investments

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Investment in associates	-	-	-	-
Investment in subsidiaries	-	-	-	-
Other investments (a)	554	553	656	550
	554	553	656	550

(a) Other investments

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
At 1 August 2019	656	550	-	-
Additions	3	3	656	550
Disposals	(105)	-	-	-
At 31 July 2020	554	553	656	550

Other investments consist of:

At cost less impairment:

Trust Fund Investments	1	-	1	-
Long Term Cash Deposits	-	-	105	-
UoB Bolton College Account Deed	553	553	550	550
	554	553	656	550

Subsidiary and Associate undertakings above are shown as having a 'nil' cost of investment. In each case these are companies limited by guarantee ('CLG'), or are an associate of another entity within the group (indirect).

Subsidiaries

Bolton College FEC

On 1st August 2018 the trade and assets of the old Bolton College were transferred into a new company limited by guarantee ('CLG'), Bolton College FEC, of which, the University is the sole member.

Lancashire Outdoor Activities Initiative and Anderton Centre – LOAI

On 28th March 2019 the University became the sole member of Lancashire Outdoor Activities Initiative, a registered charity and company limited by guarantee, and their wholly owned subsidiary company, Anderton Centre – LOAI Limited.

Alliance Learning and Alliance Learning Training Limited

On 31st March 2020 the University became the sole member of Alliance Learning, a company limited by guarantee, and their wholly owned subsidiary company, Alliance Learning Training Limited.

UoB Services Limited

On the 5th June 2019 the University incorporated its own subsidiary catering company, UoB Services Limited. The company remained dormant until the 1st September 2019 when it started to trade. UoB Services Limited is a company limited by shares with the University of Bolton holding 100% of the voting rights.

Notes to the financial statements (continued)

All entities are fully consolidated in the Group. The trade and fair value of the net assets transferred were recognised as follows:

Net Assets Transferred:

	£,000
Alliance Learning Group	(1,953)
Lancashire Outdoor Activities Initiative and Anderton Centre – LOAI – opening balance adjustment	13
	<u>(£1,940)</u>

Associates

Bolton UTC

Bolton UTC is a company limited by guarantee. The liability is limited to £10 per member; one of the three Subscribers is the President and Vice Chancellor, Prof. G.E. Holmes.

On the 1st August 2020, all of the UTC Bolton's trade and assets were gifted to the Keys Federation Multi Academy Trust. The University of Bolton has no control over the Keys Federation Multi Academy Trust.

As at 31st July 2020, under the equity method of accounting for associates the University's interest in the UTC would amount to 1/3 of the 2019-20 operating surplus of £750k, namely £250k; (2018-19 deficit £417k and £139k respectively) and of the Net Assets of £538k, namely £179k (2018-19 Net liabilities of £187k and £62k respectively). The University does not consider these to be material so that the UTC has not been treated as an Associate in the Financial Statements.

Alliance Learning

Alliance Learning is a company limited by guarantee. The liability is limited to £5 per member; one of the three Subscribers was the University of Bolton.

As from the 31st March 2020 the University of Bolton became the sole member of the Alliance Learning group, from this point forward, Alliance Learning has been fully consolidated into the group Financial Statements.

As at 31 March 2020, under the equity method of accounting for associates the University's interest in the Alliance Learning would amount to 1/3 of the 2019-20 operating deficit of £54k, namely £18k; (2018-19 £36k and £12k respectively) and of the Net Liabilities of £260k, namely £86k (2018-19 £20k and £7k respectively). The University does not consider these to be material so that Alliance Learning has not been treated as an Associate in the Financial Statements.

Notes to the financial statements (continued)

12 Non-Current Investments (continued)

Details of investments in which the consolidated and University (unless indicated) hold 20% or more of the membership / nominal value of any class of share capital are as follows:

Company	Description	Group Holding	Holding	Registered office
Bolton College (CLG)	Provision of further education	100%	Membership	Deane Road, Bolton, BL3 5BG
Lancashire Outdoor Activities Initiative (CLG)	Provision of education in Outdoor Activities	100%	Membership	Deane Road, Bolton, BL3 5BG
Anderton Centre -LOAI Limited (Indirect)	Provision of education in Outdoor Activities	100%	Ordinary Shares	Deane Road, Bolton, BL3 5BG
Alliance Learning	Promote and advance education and training	100%	Membership	The Hurst Building, Horwich Business Park, Chorley New Road, Horwich, BL6 5UE
Alliance Learning Training Limited (Indirect)	Promote and advance education and training	100%	Ordinary shares	The Hurst Building, Horwich Business Park, Chorley New Road, Horwich, BL6 5UE
Bolton Training Group (Indirect)	Dormant	100%	Ordinary shares	The Hurst Building, Horwich Business Park, Chorley New Road, Horwich, BL6 5UE
BTG (Training Services Limited (Indirect)	Dormant	100%	Ordinary shares	The Hurst Building, Horwich Business Park, Chorley New Road, Horwich, BL6 5UE
Rivington College Limited (Indirect)	Promote and advance education and training	100%	Ordinary shares	The Hurst Building, Horwich Business Park, Chorley New Road, Horwich, BL6 5UE
UOB Services Limited	Provision of catering services	100%	Ordinary shares	Dean Road, Bolton, BL3 5AB

Certain subsidiary and associate undertakings above are shown as having nil cost of investment. In each case these are limited by guarantee ('CLG'), or a subsidiary of another entity within the group (indirect). Where applicable, the 'group holding' is equivalent to the proportion of voting rights and shares held. The associated companies, where the University has less than 50% control, are accounted for using the equity method.

All the subsidiary and associate undertakings are incorporated in England and Wales.

13 Stock

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
General consumables	21	-	21	-
	<u>21</u>	<u>-</u>	<u>21</u>	<u>-</u>

14 Debtors > 1 year

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Other receivables	5,707	5,707	5,707	5,707
	<u>5,707</u>	<u>5,707</u>	<u>5,707</u>	<u>5,707</u>

On the 2nd July 2019, the University exchanged contracts on their Orlando Halls of Residence. Completion of the sale is scheduled for 31 October 2021. In the meantime, the University will no longer benefit from the rewards of ownership, and therefore, the asset has been disposed.

Notes to the financial statements (continued)

15 Trade and other receivables

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Grants receivables	259	259	98	98
Other trade receivables	2,688	2,053	3,677	2,623
Other receivables	251	58	264	72
Prepayments and accrued income	2,296	1,701	1,132	890
	<u>5,494</u>	<u>4,071</u>	<u>5,171</u>	<u>3,683</u>

Consolidated financial instrument assets held at amortised cost comprise: trade receivables, grants, other receivables: £3,195,000 (2018-19 - £4,038,000).

Consolidated financial instrument assets held at fair value comprise: other receivables greater than one year (note 14): £5,707,000 (2018-19 - £5,707,000).

University financial instrument assets held at amortised cost comprise: trade receivables, grants, other receivables: £2,369,000 (2018-19 - £2,793,000).

University financial instrument assets held at fair value comprise: other receivables greater than one year (note 14): £5,707,000 (2018-19 - £5,707,000).

16 Creditors : amounts falling due within one year

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Secured loans	415	-	391	-
Obligations under finance leases	24	-	24	-
Trade payables	1,849	1,456	2,959	2,142
Social security and other taxation payable	1,193	869	985	719
Accruals and deferred income	14,162	11,273	12,477	10,481
	<u>17,643</u>	<u>13,598</u>	<u>16,836</u>	<u>13,342</u>

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

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Research grants received on account	516	516	1,049	1,049
	<u>516</u>	<u>516</u>	<u>1,049</u>	<u>1,049</u>

Consolidated financial instrument liabilities comprise: Obligations under finance leases, trade payables, accruals £8,890,000 (2018-19 £9,451,000).

University financial instrument liabilities comprise: Obligations under finance leases, trade payables, accruals £7,123,000 (2018-19 £7,278,000).

Notes to the financial statements (continued)

17 Creditors : amounts falling due after more than one year

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Deferred income	51,834	16,542	54,143	17,657
Obligations under finance lease	27	-	39	-
Secured loans	9,191	-	9,557	-
Other creditors	300	300	-	-
	<u>61,352</u>	<u>16,842</u>	<u>63,739</u>	<u>17,657</u>
Analysis of Deferred Capital Grants as :				
Due within one year (Note 15)	2,283	907	2,186	934
Due between one and two years	2,283	907	2,186	934
Due between two and five years	6,849	2,721	6,558	2,802
Due in five years or more	42,702	12,914	45,399	13,921
Due after more than one year	51,834	16,542	54,143	17,657
Total Deferred Capital Grants	54,117	17,449	56,329	18,591
Analysis of Obligations under finance lease as :				
Due within one year (Note 15)	24	-	24	-
Due between one and two years	24	-	24	-
Due between two and five years	3	-	15	-
Due in five years or more	-	-	-	-
Due after more than one year	27	-	39	-
Total obligations under finance lease	51	-	63	-

The University's other creditors consists of a deferred donation to the UTC Bolton of £450k, of which £300k is due in more than 1 year. This is interest free and payable over 36 months.

Consolidated financial instrument liabilities comprise: Obligations under finance leases, trade payables, accruals £9,518,000 (2018-19 - £9,596,000).

University financial instrument liabilities comprise: Obligations under finance leases, trade payables, accruals, other creditors £300,000 (2018-19 £nil).

18 Loans and other creditors

	Year ended 31 July 2020		Year ended 31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Analysis of secured loans and other creditors:				
Due within one year or on demand (Note 16)	565	150	391	-
Due between one and two years	597	150	415	-
Due between two and five years	1,630	150	1,376	-
Due in five years or more	7,264	-	7,766	-
Due after more than one year	9,491	300	9,557	-
Total secured and unsecured loans	10,056	450	9,948	-
Secured loans repayable by 2035	9,606	-	9,948	-
	<u>9,606</u>	<u>-</u>	<u>9,948</u>	<u>-</u>
Lender	Amount	Term	Interest rate	Borrower
	£'000		%	
Barclays Bank PLC	7,999	2035	7.35	Subsidiary
Barclays Bank PLC	1,557	2035	1.50	Subsidiary
Natwest	50	2026	2.50	Subsidiary
Total	<u>9,606</u>			

Notes to the financial statements (continued)

19 Provisions for liabilities

Consolidated	Obligation to	Pension	Defined Benefit	Total	Other	Total
	fund deficit on	enhancements	Obligations	Pensions		
	USS Pension	on termination	(Note 27)	Provisions		
	£'000	£'000	£'000	£'000	£'000	£'000
At 1 August 2019	506	4,948	28,105	33,559	46	46
Utilised in year	(119)	(493)	(3,363)	(3,975)	-	-
Additions in 2019/20	(129)	1,436	23,705	25,012	-	-
At 31 July 2020	258	5,891	48,447	54,596	46	46

University	Obligation to	Pension	Defined Benefit	Total	Other	Total
	fund deficit on	enhancement	Obligations	Pensions		
	USS Pension	on termination	(Note 27)	Provisions		
	£'000	£'000	£'000	£'000	£'000	£'000
At 1 August 2019	506	2,072	17,028	19,606	46	46
Utilised in year	(119)	(178)	(2,109)	(2,406)	-	-
Additions in 2019/20	(129)	403	17,140	17,414	-	-
At 31 July 2020	258	2,297	32,059	34,614	46	46

Defined Benefit Obligations: - The obligation to fund the past deficit on the Greater Manchester Pension Fund (GMPF) arises from the contractual obligation with the pension scheme for total payments relating to benefits arising from past performance. Management have assessed future employees within the GMPF scheme and salary payment over the period of the contracted obligation in assessing the value of this provision.

USS deficit: - The obligation to fund the past deficit on the Universities Superannuation Scheme (USS) arises from the contractual obligation with the USS to fund deficit payments in accordance with the deficit recovery plan. In calculating this provision, management have estimated future staff levels within the USS scheme for the duration of the contractual obligation and salary inflation. Key assumptions are set out below and further information is provided in note 27 (i).

Following the completion of the 2018 actuarial valuation, a new deficit recovery plan has been agreed of which more detail is given in note 27 (i). This new plan requires deficit payments of 2% of salaries from 1 October 2019 to 30 September 2021 and then payments of 6% of salaries from 1 October 2021 to 31 March 2028.

The major assumptions used to calculate the obligation are:

	2020	2019
Discount rate	0.73	1.58
Salary growth	2.20	2.70

Notes to the financial statements (continued)

Sensitivity analysis

As set out in the accounting policies, there are some critical judgements made in estimating the obligation to fund the USS deficit. The sensitivity of the principal assumptions used to measure the USS deficit provision are set out below:

Change in assumptions at 31 July 2020	Approximate impact
0.5% pa decrease in discount rate	6,217
0.5% pa increase in salary inflation over duration	6,096
0.5% pa increase in salary inflation year 1 only	1,264
0.5% increase in staff changes over duration	6,231
0.5% increase in staff changes year 1 only	1,291
1% increase in deficit contributions	-11,684

Pension enhancement: - The assumptions for calculating the provision for pension enhancements on termination under FRS 102, are as follows:

Net Interest Rate	1.3%
Inflation rate	2.2%

Notes to the financial statements (continued)

Restricted net assets relating to endowments are as follows:

20 Endowment Reserves

Consolidated and University	Restricted permanent endowments	Expendable endowments	2020	2019
	£'000	£'000	Total £'000	Total £'000
Balances at 1 August 2019				
Capital	67	45	112	112
Accumulated income	78	9	87	86
	145	54	199	198
Investment income	1	-	1	1
Total endowment comprehensive income for the year	1	-	1	1
At 31 July 2019	146	54	200	199
Represented by:				
Capital	67	45	112	112
Accumulated income	79	9	88	87
	146	54	200	199
Analysis by type of purpose:				
Prize funds	94	-	94	93
General	52	54	106	106
	146	54	200	199
Analysis by asset				
Cash & cash equivalents			200	199
			200	199

Notes to the financial statements (continued)

Reserves with restrictions are as follows:

21 Restricted Reserves

Reserves with restrictions are as follows:

Consolidated	Donations	2020	2019
	£'000	Total £'000	Total £'000
Balances at 1 August 2019	95	95	84
Investment income	282	282	11
Total restricted comprehensive income for the year	282	282	11
At 31 July 2020	377	377	95

Analysis of other restricted funds /donations by type of purpose:	2020	2019
	Total £'000	Total £'000
Scholarships and bursaries	13	12
Research support	40	40
Prize funds	1	1
General	323	42
	377	95

University	Donations	2020	2019
	£'000	Total £'000	Total £'000
Balances at 1 August 2019	85	85	84
Investment income	1	1	1
Total restricted comprehensive income for the year	1	1	1
At 31 July 2020	86	86	85

Analysis of other restricted funds /donations by type of purpose:	2020	2019
	Total £'000	Total £'000
Scholarships and bursaries	12	12
Research support	40	40
Prize funds	1	1
General	33	32
	86	85

22 Cash and cash equivalents

Consolidated	Notes	At 1st August 2019 £'000	Cash Flows £'000	At 31st July 2020 £'000
	Cash and cash equivalents		20,759	917
		20,759	917	21,676

University	Notes	At 1st August 2019 £'000	Cash Flows £'000	At 31st July 2020 £'000
	Cash and cash equivalents		19,354	(1,002)
		19,354	1,002	18,352

Notes to the financial statements (continued)

23 Consolidated reconciliation of net debt

	31 July 2020
	£'000
Net debt 1 August 2019	(10,748)
Movement in cash and cash equivalents	917
Transfer in of subsidiaries	548
New secured loan	50
Other non-cash changes	(2,786)
Net debt 31 July 2019	(12,019)
Change in net debt	(1,271)

Analysis of net debt:	31 July 2020	31 July 2019
	£'000	£'000
Cash and cash equivalents	21,676	20,759
Borrowings: amounts falling due within one year		
Secured loans	415	391
Obligations under finance leases	24	24
	439	415
Borrowings: amounts falling due after more than one year		
Obligations under finance lease	27	39
Secured loans	9,191	9,557
	9,218	9,596
Net debt	(12,019)	(10,748)

24 Analysis of reserves

	Year Ended 31 July 2020		Year Ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Income and Expenditure Reserve	37,467	34,957	38,143	36,820
Pension Reserve Local Government Pension Scheme	(48,447)	(32,059)	(28,105)	(17,028)
USS Pension	(258)	(258)	(506)	(506)
	(11,238)	2,640	9,532	19,286
Restricted Reserves	577	286	294	284
	(10,661)	2,926	9,826	19,570
Revaluation Reserve	53,917	49,581	34,911	30,457
	43,256	52,507	44,737	50,027

Notes to the financial statements (continued)

25 Lease obligations

Total rentals payable under operating leases:

Consolidated and University	31 July 2020		Total £'000	31 July 2019 £'000
	Land and Buildings £'000	Other leases £'000		
Payable during the year	312	163	475	423
Future minimum lease payments due:				
Not later than 1 year	541	144	685	276
Later than 1 year and not later than 5 years	2,176	235	2,411	2,122
Later than 5 years	3,065	-	3,065	3,601
Total lease payments due	5,782	379	6,161	5,999

26. Events after the reporting period

On the 1st August 2020, the UTC Bolton, of which the University had 1/3 control and accounted for under the Equity Method of accounting (where material), was transferred into the Keys Federation Multi Academy Trust. At the same time the University gifted approximately 0.3 hectares of land to enable the school to expand and accommodate a new year 7 cohort.

The University does not have any significant control over the Keys Multi Academy Trust. The old company, UTC Bolton will be wound up in due course.

27. Pension Schemes

The two principal pension schemes for the University are the Teachers' Pension Scheme (TPS) and the Greater Manchester Pension Fund (GMPF). There is also a small number of staff belonging to the Universities Superannuation Scheme (USS).

The total pension cost for the University was:

	Year Ended 31 July 2020		Year Ended 31 July 2019	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
TPS Contributions Paid	4,341	3,307	2,893	2,139
GMPF Charge to the Income and Expenditure Account	5,939	3,686	5,679	3,293
USS Charge to the Income and Expenditure Account	(139)	(139)	445	445
Other Defined Benefit Scheme	14	0	0	0
Total Defined Benefit Schemes	10,155	6,854	9,017	5,877
Other Defined Contribution Scheme	15	0	0	0
Enhanced Pension Provision	1,107	403	383	62
Total Pension Cost (Note 7)	11,277	7,257	9,400	5,939

Notes to the financial statements (continued)

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act 1972 and Public Service Pensions Act 2013 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 5 March 2019. The key results of the valuation are:

- employer contribution rates were set at 23.6% of pensionable pay;
- total scheme liabilities for service to the effective date of £218.1 billion, and notional assets of £196.1 billion, giving a notional past service deficit of £22.0 billion;
- an employer cost cap of 7.3% of pensionable pay;
- actuarial assessments are undertaken in intervening years between formal valuations for financial reporting purposes, using updated membership data

The new employer contribution rate for the TPS was implemented in September 2019.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website at the following location:

<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1/57th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when

Notes to the financial statements (continued)

they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £3,307,000 (2018-19: £1,952,000).

Employer contribution rates rose from October 2019 from 16.4% to 23.68% of pensionable pay;

Universities Superannuation Scheme

The University participates in the Universities Superannuation Scheme (the scheme). The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The University is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS102 "Employee Benefits", the University therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the statement of comprehensive income represents the contributions payable to the scheme. Since the University has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the University recognises a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with related expenses being recognised through the statement of comprehensive income.

FRS102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as Universities' Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in the statement of comprehensive income in accordance with section 28 of FRS102. The Board of Governors is satisfied that the Universities Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving the financial statements.

The total cost credited / (charged) to the Statement of Comprehensive Income was £139,000 (2018-19 – (£444,000)).

Deficit recovery (reductions) / contributions due within one year for the University are (£256,000) (2018-19 £328,000)

The latest available complete actuarial valuation of the Retirement Income Builder section of the Scheme is at 31 March 2018 ("the valuation date"), which was carried out using the projected unit method. A valuation as at 31 March 2020 is underway but not yet complete.

Since the University cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

The 2018 valuation was the fifth valuation for the scheme—under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the scheme was £63.7 billion and the value of the scheme's technical provisions was £67.3 billion indicating a shortfall of £3.6 billion and funding ratio of 95%.

The key financial assumptions used in the 2018 valuation are described below. More detail is set out in the Statement of Funding Principles.

Pension increases (CPI) Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curve, less 1.3% pa

Discount rate (forward rates) Years 1 – 10: CPI + 0.14% reducing linearly to CPI – 0.73%

Years 11 – 20: CPI + 2.52% reducing linearly to CPI + 1.56% by year 21

Years 21 +: CPI + 1.55%

Notes to the financial statements (continued)

The main demographic assumption used relates to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2018 actuarial valuation. The mortality assumptions used in these figures are as below:

	2018 Valuation
Mortality base table	Pre-retirement : 71% of AMCO0 (duration 0) for males and 112% of AFC00 (duration 0) for females Post-retirement : 97.6% of SAPS S1NMA "light" for males and 102.7% of RFV00 for females
Future improvements to mortality	CMI_2017 with a smoothing parameter of 8.5 and a long term improvement rate of 1.8% pa for males and 1.6% pa for females

The current life expectancies on retirement at age 65 are:

	2018 Valuation	2017 Valuation
Males currently aged 65 (years)	24.4	24.6
Females currently aged 65 (years)	25.9	26.1
Males currently aged 45 (years)	26.3	26.6
Females currently aged 45 (years)	27.7	27.9

A new deficit recovery plan was put into place as part of the 2018 valuation, which requires payment of 2% of salaries over the period 1 October 2019 to 30 September 2021 at which point the rate will increase to 6%. The 2020 deficit recovery liability reflects this plan. The liability figures have been produced using the following assumptions : -

	2020	2019
Discount Rate	2.59%	2.44%
Pensionable salary growth	4.20%	2.11
Pension Increases (CPI)	2.11%	2.02%

Greater Manchester Pension Fund

The GMPF is a funded defined benefit scheme. The scheme is valued every three years by professionally qualified independent actuaries using the projected unit method, the rates of contribution payable being determined by the trustees on the advice of the actuaries. In the intervening years, the GMPF actuary reviews the progress of the GMPF scheme.

For GMPF, the actuary has indicated that the resources of the scheme are likely, in the normal course of events, to meet the liabilities as they fall due at the level specified by the GMPF Regulations. The contribution payable by the employer was 23.2% of pensionable salaries.

Under the definitions set out in FRS 17, the GMPF is a multi-employer defined benefit pension scheme. The actuary of the scheme has identified the University's and College's share of its assets and liabilities as at 31 July 2020.

Notes to the financial statements (continued)

The pension scheme assets are held in a separate trustee-administered fund to meet long-term pension liabilities to past and present employees. The trustees of the fund are required to act in the best interests of the fund's beneficiaries. The appointment of trustees to the fund is determined by the scheme's trust documentation. The trustees are responsible for setting the investment strategy for the scheme after consultation with professional advisers.

The material assumptions used by the actuary at 31 July 2020 were:

	2019-20	2018-19
Rate of Increase in Pension	2.2%	2.4%
Rate of Increase in Salaries	3.0%	3.2%
Discount Rate	1.4%	2.1%
Inflation Assumption	2.2%	2.2%

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI2018 model, an allowance for smoothing of recent mortality experience and long term rates of 1.5% for males and females.

	Males	Females
	Years	Years
Mortality Assumptions		
Current Pensioners	20.5	23.1
Future Pensioners	22.0	25.0

The assets in the GMPF Scheme and the expected rate of return were:

	Year Ended 31 July 2020		Year Ended 31 July 2019	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
Equities	75,202	47,664	78,913	49,894
Bonds	20,203	12,805	16,011	10,123
Property	7,857	4,980	9,149	5,785
Cash	8,979	5,691	10,293	6,508
	<u>112,241</u>	<u>71,140</u>	<u>114,366</u>	<u>72,310</u>

Notes to the financial statements (continued)

Changes in the Fair Value of Plan Assets Defined Benefit Obligation and Net Liability for Year end 31 July 2020

Period Ended 31 July 2020

Consolidated	Assets £'000	Obligations £'000	Net (Liability) / Asset £'000
Fair Value of Plan Assets	114,366	-	114,366
Present Value of Funded Liabilities	-	142,360	(142,360)
Present Value of Unfunded Liabilities	-	111	(111)
Opening Position as at 31 July 2019	114,366	142,471	(28,105)
Service Cost			
Transfer of Assets and Obligations	-	-	-
Current Service Cost	-	6,319	(6,319)
Past Service Costs (including curtailments)	-	(417)	417
Total Service Costs	-	5,902	(5,902)
Net Interest			
Interest Income on plan assets	2,414	-	2,414
Interest cost on defined benefit obligation	-	3,037	(3,037)
Total Net Interest	2,414	3,037	(623)
Total defined benefit cost recognised in Surplus or (Deficit)	2,414	8,939	(6,525)
Plan participants' contributions	977	977	-
Employer contributions	3,363	-	3,363
Contributions in respect of defined benefits	9	-	9
Benefits paid	(3,591)	(3,591)	-
Unfunded benefits paid	(9)	(9)	-
Expected Closing Position	117,529	148,787	(31,258)
Remeasurements			
Changes in demographic assumptions	-	2,913	(2,913)
Changes in financial assumptions	-	14,638	(14,638)
Other Experience	-	(5,650)	5,650
Return on assets excluding amounts in net interest	(5,288)	-	(5,288)
Total Remeasurement recognised in Other Comprehensive Income	(5,288)	11,901	(17,189)
Fair Value of Plan Assets	112,241		112,241
Present Value of Funded Liabilities	-	160,587	(160,587)
Present Value of Unfunded Liabilities	-	101	(101)
Closing Position as at 31 July 2020	112,241	160,688	(48,447)

Notes to the financial statements (continued)

Period Ended 31 July 2020

University	Assets £'000	Obligations £'000	Net (Liability) / Asset £'000
Fair Value of Plan Assets	72,310	-	72,310
Present Value of Funded Liabilities	-	89,227	(89,227)
Present Value of Unfunded Liabilities	-	111	(111)
Opening Position as at 31 July 2019	72,310	89,338	(17,028)
Service Cost			
Current Service Cost	-	3,972	(3,972)
Past Service Costs (including curtailments)	-	(244)	244
Total Service Costs	-	3,728	(3,728)
Net Interest			
Interest Income on plan assets	1,527	-	1,527
Interest cost on defined benefit obligation	-	1,905	(1,905)
Total Net Interest	1,527	1,905	(378)
Total defined benefit cost recognised in Surplus or (Deficit)	1,527	5,633	(4,106)
Plan participants' contributions	626	626	-
Employer contributions	2,109	-	2,109
Contributions in respect of defined benefits	9	-	9
Benefits paid	(2,201)	(2,201)	-
Unfunded benefits paid	(9)	(9)	-
Expected Closing Position	74,371	93,387	(19,016)
Remeasurements			
Changes in demographic assumptions	-	1,915	(1,915)
Changes in financial assumptions	-	9,485	(9,485)
Other Experience	-	(1,588)	1,588
Return on assets excluding amounts in net interest	(3,231)	-	(3,231)
Total Remeasurement recognised in Other Comprehensive Income	(3,231)	9,812	(13,043)
Fair Value of Plan Assets	71,140	-	71,140
Present Value of Funded Liabilities	-	103,098	(103,098)
Present Value of Unfunded Liabilities	-	101	(101)
Closing Position as at 31 July 2020	71,140	103,199	(32,059)

The estimated value of employer contributions for the year ended 31 July 2021 is Group £3,298,000, University £2,109,000

Notes to the financial statements (continued)

28. Related Party Transactions

Members of the Board of Governors

The members of the University's Board of Governors are the trustees for charitable law purposes. Due to the nature of the University's operations and the compositions of the Board, being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Board may have an interest. All transactions involving organisations in which a member of the Board may have an interest, including those identified below, are conducted in accordance with the University's Financial Regulations and usual procurement procedures.

The President of the Students' Union is also a member of the Board of Governors. Payments to the Students' Union totalled £240,000 (grant) and £4,439 (other transactions) (2019-20 £225,000 and £4,017 respectively). There were no amounts due to the Students' Union at 31 July 2020 (2018-19, nil).

The University has taken advantage of the exemption within FRS 102 and has not disclosed transactions with other group entities where it holds 100% of the voting rights. Included within the financial statements are the following transactions with related parties:

Transactions with Related Parties

Organisation	2019-20				2018-19			
	Income £'000	Expenditure £'000	Receivables outstanding at 31 July 2020 £'000	Payables outstanding at 31 July 2020 £'000	Income £'000	Expenditure £'000	Receivables outstanding at 31 July 2019 £'000	Payables outstanding at 31 July 2019 £'000
Bolton UTC	269	454	3	0	257	150	3	0
Bolton Lads' and Girls' Club	0	52	0	39	12	54	0	12
Octagon Theatre Trust	0	100	0	19	2	169	0	27
Alliance Learning	0	36	0	0	0	67	0	59
Centre for Islamic Finance	0	337	0	154	0	201	0	19
Avoira Limited	0	70	0	70	0	0	0	6
Pennine Telecom Limited	0	105	0	1	0	108	0	6
Mill Hall Consultancy	0	1	0	0	0	14	0	0
Result Strategic Marketing Ltd	0	1,196	0	97	0	1,565	0	192

Notes to the financial statements (continued)

Bolton UTC (Company Limited by Guarantee (08292380) & Exempt Charity)

The University is the main sponsor of Bolton UTC. One member of the Board of Governors is a Member / Subscriber of the UTC, and three senior officers of the University are Trustees / Directors of the UTC. The University provides support and services to the UTC.

Bolton Lads and Girls Club (Company Limited by Guarantee (03109525) & Registered Charity)

The spouse of one of the Board of Governors is the President of Bolton Lads' and Girls' Club, and one senior officer of the University are Trustees / Directors of Bolton Lads' and Girls' Club. The University is a patron of the club.

Octagon Theatre (Company Limited by Guarantee (00882226) & Registered Charity)

One senior officer of the University, who is also a governor of Bolton College, is a Trustee of the Octagon Theatre Trust. The University has partnered with the Octagon to provide experience and high quality teaching to its theatre students.

Alliance Learning (Company Limited by Guarantee (01619564) & Registered Charity)

As of 31st March 2020, Alliance Learning became a 100% subsidiary of the University of Bolton, from this date it qualifies for exemption under FRS 102, as detailed above. Only transactions prior to the merger have been disclosed.

The University is a subscriber to the memorandum of Alliance Learning. In addition, two senior employees of the University are Trustees / Directors of Alliance Learning, one as the University nominee and the other in an independent capacity. Support and services are exchanged between the University and Alliance Learning.

Centre for Islamic Finance (Company Limited by Guarantee (07941410))

The spouse of one of the Board of Governors and two senior employees of the University are Directors of the Centre of Islamic Finance. Support and services are exchanged between the University and the Centre for Islamic Finance.

Avoira Limited (Company Limited by Shares (01763970))

An independent member (nominated by Bolton College) of the University's Board of Governors is a director of Avoira Limited.

Pennine Telecom (Company Limited by Shares (05652829))

An independent member (nominated by Bolton College) of the University's Board of Governors is a director of Pennine Telecom Limited.

Mill Hall Consultancy Limited (Company Limited by Shares (05652829))

One senior officer of the University, who is also a governor of Bolton College, has significant control over Mill Hall Consultancy.

Result Strategic Marketing Ltd (Company Limited by Shares (03367027))

The Managing Director of RSM is undertaking a role in the University by virtue of a contract for support and services between the University and Result Strategic Marketing Ltd.

No Board member has received any remuneration/waived payments from the University during the year (2019 - none)

The total expenses paid to or on behalf of 3 board members was £973 (2018-19 - £751 to 2 board members). This represents travel and subsistence expenses incurred in attending Board, Committee meetings and Charity events in their official capacity.