



Middlesex
University
London

FINANCIAL STATEMENTS AND ANNUAL REPORT

2020/21

For the year ended 31 July 2021





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WELCOME FROM THE VICE-CHANCELLOR

We begin our next chapter with ambition and a clear focus, emerging from a volatile and uncertain context. Building on over 4,000 contributions from our global community of staff, students, governors and partners, we have set out our exciting Strategy to 2031.

Our purpose is to create knowledge and put it into action, to develop fairer, healthier, more prosperous and sustainable societies. As a high-performing community, by 2031 we seek to be internationally recognised and sector-leading for the outcomes we achieve in our chosen themes. Engaging with our workforce and co-leading with our students, we will transform learning and create impact on global issues by being a learning organisation – curious, enquiring and taking action.

This year has been an extraordinary demonstration of how our University community is working together to shape a brighter, more inclusive and equitable world. In a challenging year, staff and students have worked incredibly hard to bring to life a blended learning and teaching approach which increases inclusivity. Equality, diversity and inclusion and a growing culture of innovative collaboration were at the heart of how students and staff worked together. Three National Teaching Fellowships awarded amongst our teaching community and a silver Whatuni award for our provision of excellent student support were among the many successes in recognition of our work and expertise across academia and professional services.

However, there is more to do to improve the experience of our students and to enhance our global reputation. Our restructured University Executive team, newly appointed academic leadership team and extended Academic Board will be instrumental in increasing the impact of diversity, reducing bureaucracy and setting the agenda and pace for development in the academic and cultural life of our University. The University is committed to continuing our co-leadership with our students, recent examples of which include the leadership students have shown on active citizenship, mental health and diversity in our community and education. Co-leadership is central to our Strategy and is reflected in the new MDXSU Strategy, and in our joint Academic Board and Students' Union work on shared agenda-setting, as well as professional services work to co-create with students an overarching 'statement on faith'.

Creating knowledge and putting it into action means having practice at the heart of what we do across research, knowledge exchange, engagement and education. For instance, in 2020/21 our community turned their expertise to the challenges caused by COVID-19, including research on a lung monitoring device, within a large NHS trust, that

could have a major impact on recovery from COVID-19. We also worked in partnership across cultures, disciplines and sectors, for example undertaking research on gender justice and inclusive security in conflict-affected societies as part of the multi-partner Gender, Justice and Security Hub, and contributing to United Nations' (UN) recommendations to advance the rights of indigenous peoples around the world. Crucially, in the course of the year, Middlesex provided evidence of the quality of its research environment, research impact and research culture to the government's Research Excellence Framework (REF).

We believe that entrepreneurship, culture and creativity can drive socio-economic development and enrich lives. Middlesex is leading on human rights research, such as a project delivering and evaluating interventions to improve the sexual and reproductive health needs of women migrant workers in Malaysia. A new Expansive Learning module for our Nursing students was one of twelve case studies selected by the Royal College of Nursing as examples of how nursing can help achieve the United Nations Sustainable Development Goals (SDGs).

Around the world, we support people to make their communities more sustainable and fairer and to protect the environment, for instance through our research exploring how climate change adaptation policies affect the equitable involvement of affected citizens and seeking remedies to this that grow from community involvement. We were delighted to achieve impressive scores in the *Times Higher Education* (THE) Impact Rankings for the effort invested by our community to achieve the UN SDGs, such as our leading work on SDG5 Gender equality for which we were ranked 12th out of 776 institutions globally.

In response to the challenges lying ahead, our financial approach must be prudent. The ongoing disruption resulting from the pandemic, exam system changes nationally, and uncertainty around immigration and visa policies internationally, have impacted negatively on student recruitment and on our finances. In 2020/21 we have recorded a deficit but we forecast 2021/22 to begin to build towards sustainability that allows us to invest and grow. The University aims to carefully manage our finances and cash flow to emerge from the crisis in a strong position for the future.

I want to say a heartfelt thank you for everything our community members have contributed over the past year.



Professor Nic Beech
Vice-Chancellor



I FEEL PRIVILEGED TO BE LEADING OUR GLOBAL UNIVERSITY INTO THE NEXT DECADE AS WE BEGIN OUR NEW CHAPTER WITH A RENEWED SENSE OF CONFIDENCE, AMBITION AND COMMUNITY"

Photo: David Holbrook Photography

ABOUT MIDDLESEX UNIVERSITY

In Middlesex we bring ambitious minds from all over the world into one community of staff, students and partners and we help them towards their own unique success. Everything we do and achieve comes back to our people and our culture, principles and shared purpose: creating knowledge and putting it into action.

We are confident of our role in an ever-changing world and we are proud of our history, which goes back to the specialist London colleges and institutions that came together to become a leading polytechnic and then our global university of today.



A HIGH-QUALITY, GLOBAL EDUCATION

We have left behind the traditional 'hub and spoke' concept and now operate as a global institution with an international outlook and reputation. All our campuses, in Dubai, London and Mauritius are highly diverse and international in their student bodies and increasingly we are connecting students and researchers across our campuses. Dubai has achieved the highest quality ratings for their area and their success is part of the learning for our whole community. With 165 nationalities on our London campus, studying and working there means getting to know people from different cultures and to understand different perspectives. This gives our people an edge and our campus a special energy. The 2021 global *Times Higher Education* (THE) Rankings of universities under 50 years old recognised both our international outlook – placing us in the top 30 worldwide – and our overall performance, for which we were the 3rd highest ranked UK university.

A DISTINCTIVE APPROACH TO TEACHING WITH PRACTICE AT ITS HEART

Our students experience education, research and the world of work side-by-side, and they develop the confidence and future-ready skills sought by employers. One in seven of our alumni manage or own a business (Hitachi Capital Invoice Finance, 2020). Our teaching facilities, which include augmented reality midwifery, neonatal and anatomy equipment, and our cyber factory – the first in the UK –, prepare our students to step into the workplace of the future. This year we have continued to bring together academia, colleges, specialist schools and creative enterprises. The Connected Campus for Creative Industries initiative, for example, addresses the gap between employers and higher education in creative fields, promotes collaborative working and provides fair graduate opportunities.

CREATING KNOWLEDGE TO ADDRESS GLOBAL CHALLENGES

Research at Middlesex University is committed to changing lives. We are driving implementable innovation, impactful research and industry engagement – from contributing to a decrease in suicides on the London Underground Network through practice changes, staff training and an award-winning public awareness campaign, to our innovative Software Engineering and Artificial Intelligence techniques that are used to increase the inclusion of people with Down's Syndrome. We are passionate about promoting diversity among our researchers – we have the 2nd largest cohort of Research students among UK post-92 institutions and 53% of our Postgraduate Research students are classified as black, Asian and minority ethnic.

Middlesex University is committed to tackling global issues such as gender inequality, quality education for all, climate change, and achieving peaceful societies and economic growth. We are proud of our position in the top 200 universities around the world which are working hard to tackle these issues (THE Impact Rankings 2021). In our outlook, Middlesex reflects the determined and multi-cultural spirit of London, where we are seeking to improve equality, diversity and inclusion and reach disadvantaged or excluded groups. We take our commitment to our local London Borough of Barnet seriously, where we are one of the largest employers and our students and staff regularly volunteer their time, knowledge and skills to support community projects.

MIDDLESEX IN NUMBERS

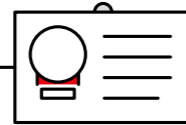
Over **20,300** students from **165** nationalities based on London campus



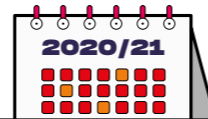
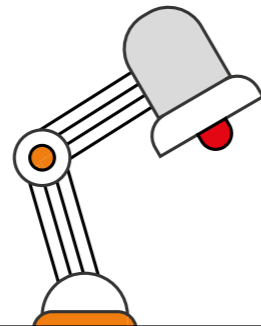
One of two UK universities to be awarded the highest **3 star Fairtrade University status**



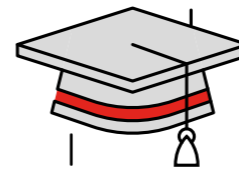
Over **44,000** students study with us globally



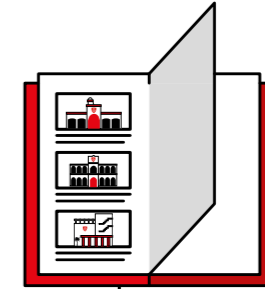
Engaging with students from **a third** of secondary schools in Barnet



More than **247,000** alumni across the world



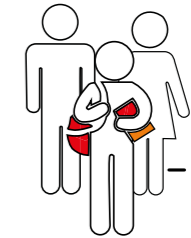
3rd highest ranked young university in the UK**



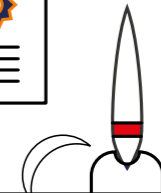
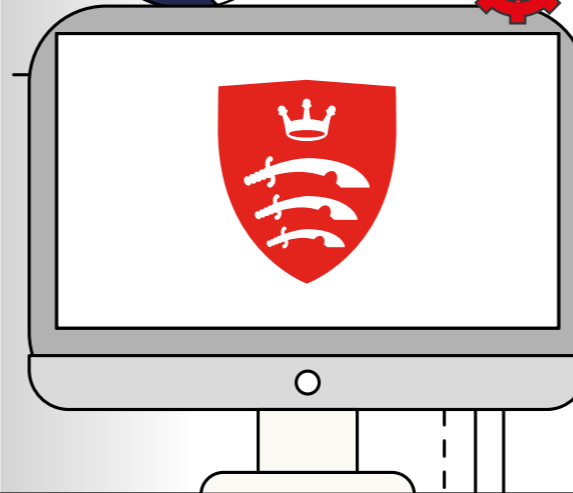
3 overseas campuses



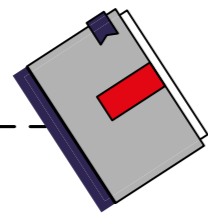
Top 10 UK universities producing the most CEOs**



88% of undergraduate UK and EU students fall within at least one widening participation category



157 undergraduate programmes and **135** postgraduate programmes



90% of research recognised as internationally significant



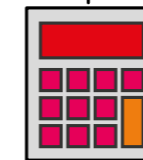
£227 million and over **3,200** jobs contributed towards Barnet's economy***



First university to receive a **UKIED Gold award** for equality and diversity



1,400 working towards Middlesex apprenticeships



£205.7 million total income in 2020/21



*Times Higher Education (THE) Young Universities Rankings (2021)
 **Hitachi Capital Invoice Finance (2021)
 *** Hatch Regeneris HEI economic impact analysis (2020)

UNIVERSITY EXECUTIVE TEAM



Professor Nic Beech
Vice-Chancellor



Professor Sean Wellington
Deputy Vice-Chancellor,
Provost



Professor Carole-Anne Upton
Deputy Vice-Chancellor
Research, Knowledge
Exchange and
Engagement



James Kennedy
Deputy Chief
Executive Officer



Mark Holton
Chief Officer for
People and Culture



Sophie Bowen
Chief Officer
for Students and
University Registrar

PROFESSOR NIC BEECH Vice-Chancellor

Nic is Vice-Chancellor of Middlesex University. He has held a range of senior higher education leadership roles including Vice-Principal of the University of St Andrews and Provost of the University of Dundee. He is President of the British Academy of Management, Honorary Treasurer of the Academy of Social Sciences, Chair of Access HE, and a board member of London Higher, the Quality Assurance Agency (QAA), and the Chartered Management Institute (CMI) Race Network.

His academic background is in business and management and his research focuses on identity, diversity, change leadership and learning. Nic's work has been funded by the Arts and Humanities Research Council (AHRC), Economic and Social Research Council (ESRC), EU, CMI, NHS, Nesta and industry partners and he was Lead Fellow of the ESRC Advanced Institute of Management. Nic's eight books include *Managing Creativity* (Cambridge, 2010), *Organising Music* (Cambridge, 2015) and *Managing Change* (Cambridge, 2017) and his co-authored book *Impact in Business and Management Research* was published by Routledge in 2021.

Nic has worked extensively with industry and over the last decade has focused on change and innovation in creative industries and the health service. With a focus on engaged research, he also led the national academic input to the current Scottish Cultural Strategy, chaired the pan-Scotland entrepreneurial Scale Up centre and chaired the Scottish Institute for Policing Research. Nic is currently working on methods of impactful engagement between practice, policy and academia.

Equality, diversity and inclusion (EDI) are foundational values and outcomes across all Nic's work and he was an early adopter of EDI into mainstream business education in the early 1990s and championed this through his roles in accrediting bodies such as the Association of MBAs. Nic is a participant in Universities UK's (UUK) 'Stepchange: Mentally Healthy Universities' leadership programme which focuses on a whole University approach to mental health. Nic is also working with UUK to lead a programme of work on tackling problematic substance use in the UK sector and in national and global policy making.

PROFESSOR SEAN WELLINGTON Deputy Vice-Chancellor, Provost

Sean is Deputy Vice-Chancellor, Provost having joined Middlesex University in April 2019 as Pro Vice-Chancellor and Executive Dean of the Faculty of Science and Technology.

Prior to his appointment with us, Sean worked at Oxford Brookes University where he held senior leadership roles including Pro Vice-Chancellor and Dean of the Faculty of Technology, Design and Environment and Pro Vice-Chancellor (Student Experience). He has led on the development of innovative new partnership activity and worked closely with the further education sector. He currently serves as an External Governor of a general FE college and a Trustee of Colindale Communities Trust (CCT).

Since beginning his career in the engineering industry, initially as an Apprentice, Sean has held teaching, research and leadership positions in three universities and roles with sector bodies including QAA and Office for Students (OfS). Sean has taught a range of subjects in engineering and computing over more than thirty years. He is a thought leader on engineering education and recently led a review of the Engineering Council standard used for the accreditation of engineering degree programmes. The new standard,

Accreditation of Higher Education Programmes (AHEP) Edition 4, better reflects the crucial role that engineers play in tackling societal concerns such as the United Nations (UN) Sustainable Development Goals (SDGs) and there is a new expectation that graduates will adopt an inclusive approach to engineering practice and recognise the importance of supporting equality, diversity and inclusion.

Sean also served as a member of the Teaching Excellence Framework (TEF) Pilot Subject Panel for Engineering and Technology. He is a Chartered Engineer, Fellow of the Institution of Engineering and Technology and Principal Fellow of the Higher Education Academy (HEA). His research interests include higher education policy and practice, digital signal processing and information fusion.

In his role as Deputy Vice-Chancellor, Provost, Sean exercises leadership, and has responsibility, for the academic performance, staffing, budgeting, and planning of the Faculties. The Academic Deans for each Faculty report directly to Sean. Sean also has responsibility for Apprenticeships and Professional Development and convenes a Deans Group for the University.

PROFESSOR CAROLE-ANNE UPTON Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement

Carole-Anne is Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement, having previously held the role of Pro Vice-Chancellor for Research and Knowledge Exchange alongside her duties as Executive Dean of the Faculty of Arts and Creative Industries.

Joining Middlesex in 2012 as Dean of the School of Media and Performing Arts and Professor of Theatre, she led the formation of the Faculty of Arts and Creative Industries.

Carole-Anne previously held the Chair in Drama at the University of Ulster and has more than 25 years' experience as an academic, researching and teaching in aspects of modern and contemporary theatre, drama and performance practice and has a special interest in directing. With a background in languages, she moved from theatre practice to begin an academic career as a lecturer at the University of Hull, later becoming Deputy Dean of Arts and Social Sciences.

Carole-Anne was the founding editor of a journal of ethics in theatre and performance and has published on translation for performance, contemporary Irish and Northern Irish theatre, francophone and anglophone African and Caribbean theatre.

She has served on various panels with the AHRC, the QAA, the HEA and Jisc, and has been invited to review for research

councils internationally in Portugal, Ireland, Finland, Norway and Austria. She was proud to be elected as an Honorary Life Member of the UK subject association for theatre and drama, the Standing Conference of University Drama Departments (SCUDD), which she led for a number of years. In recent years, she has been a role model for the AURORA Programme, supporting women's career development in higher education, and is a mentor as part of the REACH programme, supporting high performing civil servants with disabilities.

Carole-Anne has previously held board positions at Hull Truck Theatre and with a small health charity. She is currently an academic trustee of the London Academy of Music & Dramatic Art (LAMDA). She is a Fellow of the Royal Society for Arts, Manufactures and Commerce (RSA).

In her position as Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement, Carole-Anne exercises leadership, and has responsibility for the University's key areas of Research, Knowledge Exchange and Engagement in the UK and internationally.

Each Faculty has a Deputy Dean in Research, Knowledge Exchange and Engagement and they have a 'dotted line' reporting relationship to Carole-Anne. Carole-Anne also line manages the Research and Knowledge Transfer Office.

UNIVERSITY EXECUTIVE TEAM

(continued)

JAMES KENNEDY

Deputy Chief Executive Officer

James is Deputy Chief Executive Officer, having joined Middlesex University in 2016 as Chief Financial Officer with responsibility for strategic financial planning, capital investment and driving strategies to optimise the effective and efficient utilisation of resources and processes.

James has worked in a variety of different sectors, most recently as Chief Operating Officer with an NHS Foundation Trust. Prior to this, James worked for ten years at Thermo Fisher Scientific, a US quoted company, where he held a number of UK and European director level positions.

James is also a member of the Institute of Chartered Accountants of Scotland and holds a master's degree from the University of Oxford in Engineering Science.

As Deputy Chief Executive Officer James focuses on the development of a sustainable institution and associated digital and estates infrastructure. James exercises leadership, and has responsibility for finance, data and information management, planning, commercial strategy and market research, estates, procurement, facilities and sustainability and leads a team of Directors of these services.

MARK HOLTON

Chief Officer for People and Culture

Mark is our Chief Officer for People and Culture, having joined Middlesex University as Chief People Officer in August 2019.

Previously Mark worked at Coventry University where, as a member of the Group Leadership Team, he held the role of Director, Group Organisation Development. Prior to joining Coventry University, Mark held positions in Consulting, Retail and the Financial Services sector. This included key roles at organisations including Waterstones, Kingfisher Group and Nationwide Building Society.

Mark has an MA in Human Resource Management. He has extensive international experience including, delivery of Higher Education programmes in China, South East Asia, The Middle East, West and South Africa.

As Chief Officer for People and Culture, Mark is responsible for leading culture change and communications across the University Community. Mark provides leadership on organisational learning and development, change management, recognition and reward and employee relations, and plays a coordinating role on EDI matters. The role encompasses community and reputational build through effective staff, student, alumni and stakeholder communications and engagement and through policy and public affairs.

SOPHIE BOWEN

Chief Officer for Students and University Registrar

Sophie is Chief Officer for Students and University Registrar, having joined the University in 2016 as our Chief Operating Officer. She previously worked at St George's University of London as University Secretary and Director of Academic Administration and Quality, and has also held a variety of roles at the University of Birmingham. Sophie graduated from the University of Oxford with a BA and MPhil (Research) in Sociology and has an MBA from the Open University. She is Treasurer of the Association of Heads of University Administration and a non-executive Director of the Higher Education Statistics Agency (HESA).

In her role as Chief Officer for Students and University Registrar, Sophie focuses on the care of our students, and has leadership and responsibility for the systems and processes that impact on them, throughout their 'journey', from outreach, marketing and recruitment to ongoing support for students and their experience, and key related academic support processes and systems. Sophie also has institutional responsibility for governance and regulatory compliance.

ACADEMIC BOARD

The Academic Board is the most senior University academic committee, with responsibility for academic strategy and leadership.

The Academic Board plays an important role in setting the pace and agenda for development in the academic and cultural life of our University. The Academic Board formed the core of the Strategy Steering Group for our Middlesex Strategy 2031, and will continue to play a pivotal role in embedding the new vision for the University.

In 2020/21, we expanded our academic membership, welcoming two members of the Professoriate as well as the recently appointed Academic Deans of each of our four Faculties. The Campus Directors for Mauritius and Dubai joined as full members to support the strengthening of collaboration across all of our campuses. We are continuing

to work closely with Middlesex University Students' Union on co-leadership with students, and this year we had a particular focus on shared agenda-setting and on removing barriers to student participation at formal meetings.

The Academic Board worked in a more agile way in 2020/21, reflecting lessons learned during the pandemic. The Terms of Reference were altered to encompass explicit references to Equality, Diversity and Inclusion and to augment provisions around research. Key business included recommending that the University should commit to the United Nations Sustainable Development Goals, endorsing new Principles of Assessment and Feedback, reviewing policies for academic achievement and support for students during the pandemic and setting up a task and finish group to consider actions to close the awarding gap for Middlesex students.

ACADEMIC LEADERSHIP STRUCTURE



Professor Sean Wellington
Deputy Vice-Chancellor, Provost



Professor Balbir Barn
Academic Dean
Faculty of Science
and Technology



Dr Kene Igweonu
Academic Dean
Faculty of Arts and
Creative Industries



Professor Carmel Clancy
Academic Dean
Faculty of Health,
Social Work
and Education



Professor Sarah Bradshaw
Interim Academic Dean
(April 2021 – January 2022)
Faculty of Business
and Law



Dr Mariana Dodourova
Interim Academic Dean
(April 2021 – January 2022)
Faculty of Business
and Law



OUR COVID-19 RESPONSE



Our Middlesex community rose to the numerous and varied challenges brought by the pandemic, applying knowledge and skills to solve novel, complex problems. The wellbeing of our students, staff and local people remained at the heart of all our actions and decisions. From the outset of the pandemic, we used our expertise and cutting-edge facilities to support them as well as the work of the NHS. We are extremely proud of our staff and students, who did so much to tackle the difficulties brought by COVID-19 and help others.



ONLINE TEACHING AND LEARNING

This year, we have used a responsive, blended learning model which provided structure and consistency, while being flexible and agile enough to enable us to respond as conditions changed. We followed government advice, putting the safety and wellbeing of our colleagues and students at the forefront of all decisions. As a result, the majority of teaching took place online, while some smaller classes or practical activities happened on campus in periods when that was allowed. When students were unable to practice their skills in the facilities on campus at any point during their course, we supported them to create a learning environment at home with appropriate software and other resources. Online teaching was enhanced by initiatives such as the introduction of Digital Buddies, students and recent graduates who managed the technical aspects of online lessons so academics could concentrate on delivering excellent teaching.

Importantly, the blended learning model was designed to maximise student engagement and success with our values of equality, diversity and inclusion at its heart. Our aim has been that no student should do worse than they would have done if the coronavirus outbreak had not happened. Students who did not have their own computers were loaned laptops, which were couriered to those students who could not come onto campus.

Our administrative and support services had already quickly shifted online since the start of the pandemic and this year we worked hard to further improve these to maintain a high-performing while supportive learning culture.

SUPPORT FOR OUR STUDENTS AND STAFF

Academic, financial and wellbeing initiatives were brought in to meet changing student needs. More health and care services were delivered online, and appointments offered with professionals such as counsellors and disability advisers. Waiting times for appointments were shortened. Students were informed of support available, as knowing where to look for this when they are off campus can be difficult.

The new Ready for Anything virtual programme prepared first-year students for learning in a blended, technology-based environment, and connected them to their course, their tutors, fellow students and the University itself.

Students who had to isolate on arrival, including international learners, were welcomed and offered help and support including food parcels and online supermarket vouchers. We also checked in to ensure they had everything they needed and to give them a sense of belonging.



The pandemic put physical and mental health in the spotlight. Middlesex is a lead institution on implementing Universities UK's 'Stepchange: Mentally Healthy Universities' framework, which aims to make student and staff mental health a priority by ensuring it is integrated into all practices, policies, courses and cultures.

In an innovative pilot project, tutors used wellbeing app Fika to help them help students manage their mental health. The app guides one-to-one conversations, and academics can assign courses or exercises on issues such as confidence, connection, positivity, focus, motivation, stress management and meaning, depending on need.

Our Student SpotLight LIVE! Series podcast/video series was relaunched to offer advice and mental health support, and create a virtual caring community during lockdown. The University worked with Student Light, a student welfare app company founded by Middlesex BA and MSc graduate Andre Thompson, to record the series. This informal format made mental health messages easily accessible to many students.

The Journals of a Pandemic, inspired by the 1930s Mass Observation project, collected stories of daily life from people in the UK and abroad in lockdown. It was set up by Ana Baeza Ruiz, Curator at the Museum of Domestic Design and Architecture, with co-editor Gayan Samarasinghe.

Middlesex recruitment service Unitemps has remained committed to supporting our students to obtain paid work throughout the pandemic. For its efforts since 2017, Unitemps won a national £5 million Turnover Award in June 2021. The branch was also nominated for the Compliance Award (which concerns managing the regulatory aspects of employment), and one of the branch consultants was runner-up in the Internal Consultant of the Year Award.

Staff could continue to invest in their personal wellbeing and development through our Invest in You scheme, and our employee assistance programme was expanded. The first port of call for students needing help or advice is UniHelp, and we reviewed this to ensure it was easier to access.



SUPPORTING THE FRONTLINE AND OUR LOCAL COMMUNITY

We have continued to collaborate with partners across the borough of Barnet and the role we play in our local community has become more important than ever.

To help further support national efforts against COVID-19, we worked with Barnet Public Health and Public Health England (PHE) to host a long-term coronavirus testing facility on our campus, which was managed by Barnet Public Health. We also helped London Studio Centre, one of our partner institutions, with their lateral flow testing. After we started to carry out twice-weekly coronavirus testing for students and staff attending our facilities, London Studio Centre asked if we could help them with testing. Because of the number of people who required regular testing, a satellite test centre was set up on their campus and this carried out testing four days per week over a 19-week period until the end of the academic year. More than 4,400 tests were delivered – and eight of our Biomedical Science students gained valuable clinical experience.

The University supported the local community and the NHS to tackle COVID-19 infection. Our Clinical Skills Team and Nursing and Midwifery Department led a major vaccination training programme for North Central London Clinical Commissioning Group (NCL CCG), training 2,500 people in 2020/21. The Think Ahead initiative will use the funds to recruit and train 480 mental health workers who will study at Middlesex University.

Middlesex students training as teachers started their courses as critical workers, quickly adapting with professionalism, resilience and innovation to deliver remote learning during lockdown. This year more than 200 students worked for nurseries, primary and secondary schools at 26 local authorities in Greater London and surrounding areas. Since January 2021, students have been virtually attached to schools, helping to run online lessons, preparing resources and teaching key workers' and vulnerable children in schools.

The pandemic meant that, unfortunately, we could not host our usual Holocaust Memorial Day event on campus with Barnet Council. This year, we were proud and honoured to be part of a commemorative film produced in collaboration with the Mayor of Barnet to mark one of the most critical, painful moments of our known history. The tribute video commemorates and remembers the victims of the Holocaust and genocides around the world. The special tribute included video clips from notable speakers, survivors and students, candle lighting and musical pieces and poems. There were messages from the Vice-Chancellor, Professor Nic Beech, and Rachel Laudau, the President of Middlesex University Students' Union Jewish Society. Other guest speakers included Chief Rabbi Ephraim Mirvis, Holocaust survivor Mala Tribich MBE and Robert Rinder, host of the Judge Rinder TV show.

In recognition of our work to support the people of Barnet during the pandemic, the University received a COVID-19 Community Heroes Award from the Council. In May, the

Mayor of Barnet, Councillor Caroline Stock, visited our campus to present the award and celebrate our hard work and achievement in supporting the borough's communities throughout a difficult year. Our COVID-19 response also won us a Gold Award in the HEIST Awards' Best Community/Business Engagement Campaign or Initiative, with judges praising our commitment, innovation and agility as we embraced the various challenges thrown at us. HEIST Awards, organised by Havas Education, celebrate excellence and innovation in higher education and education marketing. Middlesex University was also nominated in the UK Business Heroes 2020 campaign run by the British Chambers of Commerce for the inspiring efforts of staff and students to help the NHS and local community during the pandemic. The London Chamber of Commerce and Industry chose the University as one of its three nominations in the capital from nearly 2,000 members in recognition of the outstanding work that had taken place at Middlesex since the outbreak of the pandemic.

RESEARCH AND KNOWLEDGE EXCHANGE

Our research aims to create knowledge to address global problems, and this year we provided valuable insights to help tackle the pandemic in the UK and abroad.

Work across all of our Faculties has made a real impact on addressing COVID-19. From our Science and Technology Faculty, traces of SARS-CoV-2 virus (the virus that causes COVID-19) are being investigated to find out if they could give an 'early warning' of infection. Middlesex's Professor of Population Studies and Global Health Mariachiara Di Cesare is leading the School wastewater-based epidemiological surveillance system study, run by universities and others, a £2.4 million project funded by the NHS Test and Trace Surveillance Testing Team. A lung monitoring device being researched by Middlesex in a large NHS trust could have a major impact on recovery from COVID-19. Professor of Biophysics and Engineering Richard Bayford is leading research into bedside lung imaging to monitor patients with COVID-19. The CorRLEIT device – COVID Regional Lung Electrical Impedance Tomography – shows changes in lung volume. The research, which builds on the Middlesex-led CRADL project for premature babies, was awarded £671,332 from the UK Research and Innovation (UKRI) Fund. The team includes Dr Andy Bardill, Director of redLoop, the University's Design and Innovation Centre, and Dr Andrew Tizzard, Associate Professor, as well as academics from other universities and a consultant NHS respiratory physician.

Lockdown sparked panic buying, and people to stock up as they feared shortages in the same way that animals in danger hoard food, according to Tom Dickies, a Professor of Behavioural Science, and PhD candidate Sabrina Schulz. People under lockdown could feel more hopeless and

were "significantly less" engaged in daily activities than first-time prisoners, according to a study led by Professor Mandeep Dhama of the Department of Psychology. Thousands of hospital patients with COVID-19, including those who were dying, did not receive bedside spiritual support from chaplains and relatives because of strict isolating conditions and a lack of Personal Protective Equipment (PPE), the Research Centre for Transcultural Studies in Health reported.

Responding to NHS research that suggested children's mental health was getting worse, Research Psychologist Dr Ruth Spence wrote *Charlie and the Dog who Came to Stay*, a picture book published by the University. Musicians were hit hard financially, and a project to monetise streamed performances is being carried out by Senior Lecturer in Music Business and Arts Management Julia Cockchafer, Popular Music Lecturer Sam Leak and Brian Cavanagh of King's College London. The two Middlesex academics also researched online concerts (page 24).

A House of Lords inquiry into COVID-19 emergency powers was told by Senior Lecturer in Law Dr Joelle Grogan that the government should be "clear, consistent, and transparent" regarding lockdown law. The UK could follow Hungary and Poland with the rule of law breaking down, Professor Laurent Pech, the Head of the Law and Politics Department, has warned, with ruling parties attacking the legal system and rewriting rules for their own benefit. A law academic advised the ACT-Accelerator Partnership, a global initiative tackling COVID-19, on the use of personal data. Dr Ciara Staunton, a Senior Lecturer in Law, led on the data governance framework, with support from Dr Joelle Grogan. Millions of stateless people cannot get COVID-19 vaccines, including Palestinian and Rohingya communities, according to a report by the Global COVID-19 Consortium, a body set up by the University-backed Institute on Statelessness and Inclusion.

Looking ahead, a Middlesex-backed report warned the government that the NHS could be pushed to "breaking point" by a combination of COVID-19 and winter viruses. The Academy of Medical Sciences report was supported by Mariachiara Di Cesare. Effects of the pandemic include businesses planning major investment in IT, according to research by Dr Suman Lodh, a Senior Lecturer in Finance, with Brunel University and consultancy Continuous Improvements. Changes to the research world were evident at the Research Students' Summer Conference. This online event, with technology that allowed spontaneous conversations, featured papers, videos, posters and performance by researchers from Middlesex's campuses and partners.

KNOWLEDGE INTO ACTION — MIDDLESEX UNIVERSITY STRATEGY 2031



Throughout the 2020/21 academic year we've worked with staff, students, governors and partners to set out the following first ideas and priorities as we move our University towards a successful future in 2031.

This is an evolving and iterative process throughout which our global community has made over 4,000 contributions with ideas, reflections and questions.

We have adopted a living Strategy, tailored for a world that is constantly changing. Our Strategy sets out our purpose, vision, principles and priorities from which we will work together as a global community to shape our strategic action and future.

OUR PURPOSE AND VISION

OUR PURPOSE is to create knowledge and put it into action to develop fairer, healthier, more prosperous and sustainable societies.

OUR VISION is to transform outcomes for individuals, communities and organisations and to empower people to change their lives. We work in partnership to bring disciplines, professions, sectors and cultures together to create solutions to complex problems.

STRATEGIC PRIORITIES AND IMPLEMENTATION

We have identified three shared priorities and seven areas of focus as pillars for strategic implementation to achieve our purpose by 2031.

PRIORITIES

To achieve our purpose by 2031 we will focus on:

Transforming learning through providing innovative, flexible and highly accessible practice-led education, with excellent outcomes for students

Creating impact through practice-oriented and collaborative research, knowledge exchange and education

Constructing a learning organisation through a culture that is creative, inclusive, nurturing, agile and outcome-focused.

IMPLEMENTATION

As a community, we are all clear about our areas of focus and our people are empowered to take decisions and shape their work around them:

Education

Our purpose in Education is to implement a creative model of global education that makes a transformative difference to learners and inspires them to shape a better world

Student Experience

Our purpose in Student Experience is to facilitate an excellent experience for all our students by transforming the way that we provide support – working with students and our Students' Union as partners and co-leaders to develop a vibrant, global student community

Research and Knowledge Exchange

Our purpose in Research and Knowledge Exchange is to create new knowledge which we and others put into action to further our University purpose

Engagement

Our purpose in Engagement is to create collaborative advantage aligned with our integrating themes, in support of education, research and knowledge exchange, and our civic agenda whether on a local or global scale

Infrastructure that Enables Flexibility

Our purpose in developing our infrastructure, including our approach to digital, is to increase our global connectivity, flexibility and sustainability

Growth and Diversification

Our purpose in Growth and Diversification is to develop a sustainable 'mixed-model' student and market base to enhance our global reputation and secure our long-term financial sustainability

Value, Evaluation and Measurement

Our purpose in Value, Evaluation and Measurement is to 'place value on what we value' – clearly expressing the collaborative outcomes we aim for and achieving transparency in the contributions each member of our community can make towards those outcomes.





PRACTICE AT OUR HEART

Our learning community embraces a culture of discovery and enquiry across our three interconnected activities of practice-oriented education, impactful research and knowledge exchange, and engagement.

Education

Our students learn through activities and through experience, by doing, making and analysing. We foster innovation, encouraging our students to be creative and curious. They apply their advanced knowledge and skills to real-world and work-based projects that benefit society, the professions and business. Learning this way, our students develop the skills, behaviours and attitudes that they will use as change-makers and which employers want and need.

Research and knowledge exchange

We create new knowledge which we and others put into action to further our University's purpose, benefitting society and the economy, the environment, enhancing health and wellbeing and enriching culture and communities. In research and knowledge exchange we foster interdisciplinary work, designing for impact.

Engagement

We are committed to engaging with society and excelling in collaboration. We bring together practitioners, academics and professional services with students and alumni to engage with individuals and organisations. We work with communities, businesses, policymakers and the public to tackle complex problems and create solutions. We create collaborative advantage aligned with our integrating themes, in support of education, research and knowledge exchange and our civic role, whether on a local or global scale.

OUR MIDDLESEX APPROACH

Middlesex is a distinctive type of university community with our own approach to making things happen.

Creative, collaborative and agile culture

We are a global Middlesex family that is caring, action-oriented, purposeful and inclusive. We collaborate to create knowledge and put it into action.

Local and global Communities of Practice

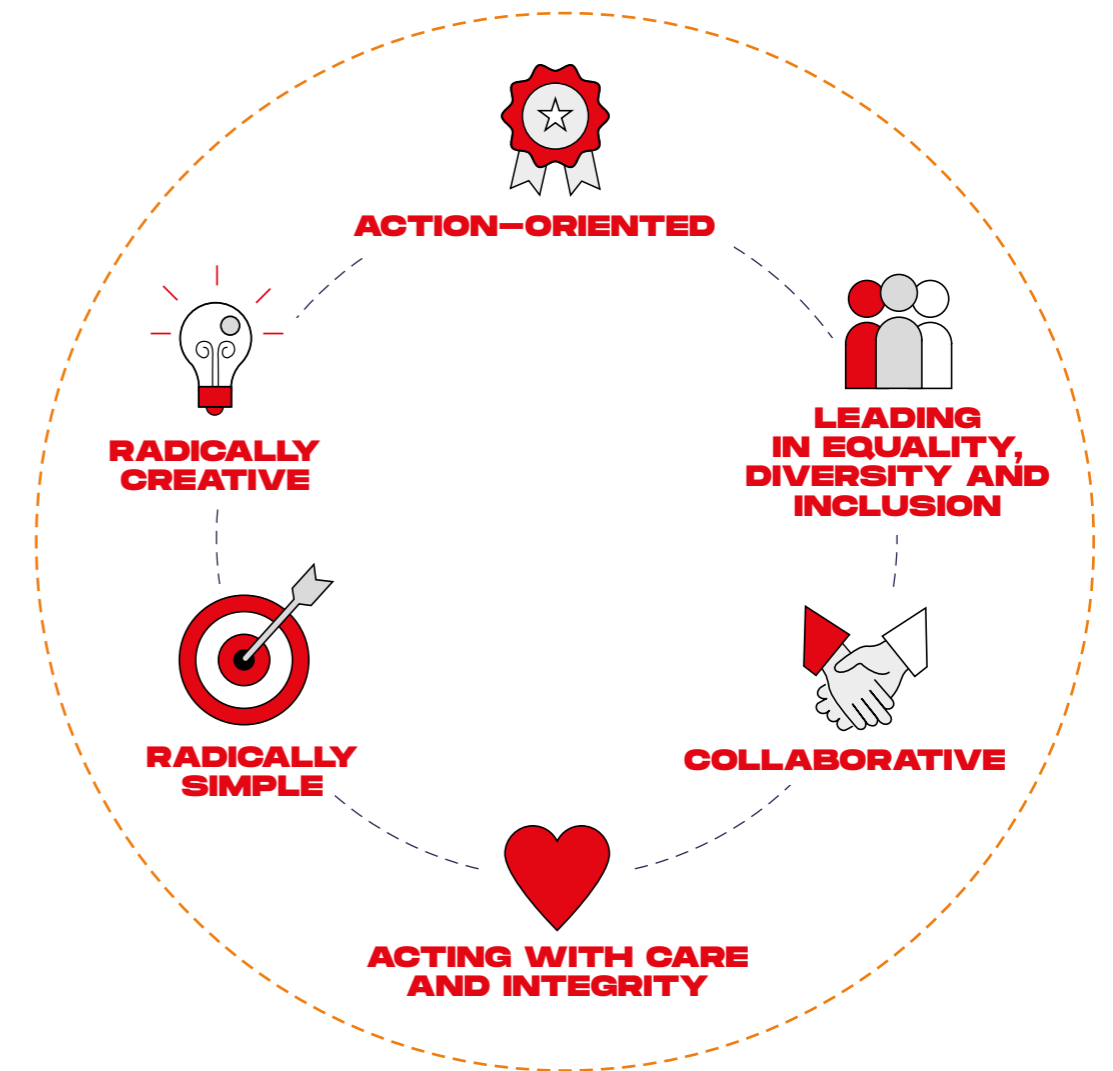
Communities of Practice are central to our collaborative working culture. They are learning-oriented action groups taking two main forms, strategic and local, that focus on our priorities and take action to achieve our purpose. They are one of our primary methods for delivering implementable innovation – generating creative ideas, grounded in enquiry, and developed into delivery.

Focusing through our Integrating themes

We have identified three areas of focus for our global community of academics, professional services, students and alumni. We are passionate and committed to making a significant impact and contribution to global challenges within these themes across our global network of campuses. More information on these themes and our work can be found on pages 22-29.

OUR COMMUNITY PRINCIPLES

Our Community Principles guide how we work, learn and behave as a community. They are for everyone that makes up our global Middlesex family – staff, students and partners.



SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. Our three integrating themes have clear links to these important goals, and each theme is relevant to a selection of the SDGs.

Middlesex is part of the SDG Accord which aims to inspire, celebrate and advance the critical role that Higher Education has in delivering the SDGs and the value it brings to governments, business and wider society. It also carries a commitment to do more to deliver the SDGs, to report annually on progress, and share learning with other educational institutions, both nationally and internationally.

INTEGRATING THEMES

We work collaboratively at the leading edge of practice-oriented education and impactful research across our integrating themes. Our integrating themes focus on three areas of global challenges which our community is committed to addressing.

1. EQUITY AND IMPROVEMENTS IN HEALTH AND WELLBEING



Taking action to make healthcare better for those who need it, we aim to reduce inequalities in people's care. Beyond healthcare, we are improving physical, mental and social health and wellbeing in all parts of society.

Here are some ways in which Middlesex has advanced health and wellbeing this year:

Transforming the world of nursing and midwifery curriculum

Middlesex was the first university in the UK to invest in augmented reality midwifery equipment, including a virtual reality pregnant woman and headsets that allow students to work in a virtual hospital ward. Used alongside role play and simulation teaching techniques, this groundbreaking technology has transformed our Midwifery curriculum, giving students an experience as close to real life as it gets. With students as well

prepared for work as they can be, we'll reduce NHS costs and help save lives.

Sarah Chitongo, a Midwifery academic and Clinical Skills Manager, has been a driving force behind the improvements to our teaching and student experience. She's also been carrying out vital research and policy work.

While working as a midwife, Sarah had seen that higher numbers of women from black, Asian and minority ethnic (BAME) groups were dying during labour. She carried out research into the experiences of midwives caring for BAME women in delivery suite high dependency units within London hospitals. Her findings showed that 40% of all direct maternal deaths occurred in women from BAME groups – that's five times higher than white British women. As well as socio-economic factors, Sarah's research highlighted issues such as failure of medical staff to listen, stereotyping and a lack of staff cultural safety training.

These research findings have been used to influence government policy, with Sarah visiting Downing Street to speak to senior advisors about her work. She's also been advising the United Nations (UN), helping to shape their Sustainable Development Goals (SDGs) for reducing the infant mortality rate globally. Sarah has helped develop maternity guidelines and policy for countries in Europe, South America and Africa where there are high rates of mothers dying during pregnancy.

In recognition of her outstanding work, Sarah was awarded the Queen's Nurse title – she's the only midwife to have received the title – and a prestigious Fellowship from the Royal College of Midwives.

Industry and academia join forces at Middlesex Dubai's Centre for Innovation in Human Experience

Our pioneering Centre for Innovation in Human Experience (CIHx) at our Dubai campus is the first of its kind in the United Arab Emirates. The Centre drives forward research and development, using innovative technologies to solve real-world problems in business and society. CIHx includes three specially designed Labs, each equipped with state-of-the-art technology and resources.

Bringing together academics and professionals in data science, robotics, virtual and augmented reality (VR and AR), and human centred design, CIHx is bridging the gap between academia and industry in using innovative technologies to improve people's quality of life.

As well as promoting research opportunities, CIHx uses its facilities and expertise to offer corporate training and advisory services and take on consulting projects. Students benefit from being involved in research, design and development, as the Centre prepares the next generation of industry-ready IT professionals and entrepreneurs.

About the three Labs

The RoboTechX Lab is the centre of research and development on various robots and internet-connected devices. The activities cover designing, developing, and testing a wide range of hardware and software. The Lab has undertaken various consultancy projects with government entities, and has organised workshops. It is also actively involved in experiments involving industrial and humanoid robots which serve as proof of concept and demonstrate the capability of robots to help humans in real life.

The Immersive VRX Lab promotes research and development, pushing the boundaries of hardware and software involved in immersive VR. The potential of this technology is limitless in a range of fields. The Lab has been collaborating with international partners on research projects on such topics as the growing importance of VR in mental wellness, and VR environment design for education and research.

The InsightsX Lab is a data science hub, connecting the analytics and academic communities with organisations willing to derive vital insights from their data. Recent work from the Lab includes their hugely successful 'Analytics for Food Safety Hackathon' – the first of its kind in the Middle East – which highlighted the importance of data analytics in solving problems related to UN SDGs. Over 170 teams from 21 countries competed for the cash prize and an internship opportunity in food safety analytics.

INTEGRATING THEMES

(continued)

2. INCLUSIVE SOCIO-ECONOMIC DEVELOPMENT AND ENRICHING LIVES THROUGH CULTURE

With a belief that entrepreneurship can be key for a fair and inclusive future, we foster skills for economic participation and success to build a more equal, caring and prosperous society. We use culture and creativity to enrich the lives of individuals and communities and we contribute to organisations of all types through impactful research and knowledge exchange.

Here are some ways in which Middlesex drove inclusive socio-economic development and enriched lives through culture in 2020/21:



Research that helps musicians adapt to a new life online

When lockdown led to live performances being cancelled overnight, livestreaming looked set to become a lifeline for musicians. But many weren't familiar with the relatively new concept and had questions about the technology, engaging with audiences and generating an income.

Middlesex instigated new research into livestreaming, particularly looking at optimum ways for musicians to earn money from online performances.

The research included a survey conducted in partnership with the Incorporated Society of Musicians, producers Serious, the Music Venue Trust, Musicians' Union and the Sheffield Performer and Audience Research Centre (SPARC). Key findings will be disseminated to 50,000 UK musicians. We used the research to produce an Open Access toolkit for musicians, featuring best practice guidelines, which we published in spring 2021. Topics include staging virtual concerts, streaming platforms, methods of generating income, collaboration with venues, and online audience engagement.

Left: Photo: Chris Ainsworth on Unsplash



Above: Goldsmiths' MA Filmmaking students practicing social distancing while filming graduation film *Once Familiar* on location October 2020. Pictured (foreground-back): Ada Wesolowska, Liam Scully, Agata Morawska, Jake Newton, Wojciech Czarkowski. Photo courtesy of MA Filmmaking, Goldsmiths, University of London

COVID-safety filming guidelines help keep student projects on track

As the COVID-19 pandemic hit, TV, film, and other media productions had to adapt the way they were made so they could keep everyone safe. Student productions were no different. So we led on a project to develop COVID-safe filming guidelines specially tailored to higher and further education students on screen-related courses, as well as academics and support staff.

Screen industry organisations had already produced guidance for practitioners – our guidelines built on these, while taking into account that students are still learning about how film and TV production works. Student productions also need to conform to universities' and colleges' own health and safety policies, so our guidelines considered this too.

The student guidelines cover every aspect of filmmaking, including camerawork, directing lighting, post-production, hair and make-up, and costume. They look at different genres and formats, advising on how to cast and rehearse while socially distancing, and maintain good mental health among cast and crew.

The project was a collaboration between ScreenSkills and academics at Middlesex, Goldsmiths, Bournemouth, Ulster and Edinburgh Napier universities, with input from other educators, lawyers and scientists. Guidelines were reviewed and endorsed by TV and film industry organisations, such as the British Film Commission, Pact and UK Screen Alliance.

The aim is for the guidelines to be distributed to every university and further education college across the UK. And they can be incorporated into each institution's COVID-19 safety regulations.

INTEGRATING THEMES

(continued)

3. SUSTAINABILITY OF COMMUNITIES AND THE ENVIRONMENT



Locally, nationally, and around the world, we support people to make their communities more sustainable and fairer and to protect the environment. Globally, our expertise influences economic, social and environmental policy and practice, enabling us to create change within communities.

Here are some ways in which Middlesex advanced sustainability of communities and the environment this year:

Contributing to United Nations-commissioned research on the rights of indigenous peoples

Middlesex has contributed to United Nations' (UN) recommendations to advance the rights of indigenous peoples around the world.

Indigenous cultures are under threat of extinction because of the way development is being imposed on them, destroying their land and way of life. Despite some significant progress, challenges to indigenous peoples' rights to lands, territories and resources remain enormous, with many indigenous peoples still not recognised by national governments.

These were some of the key findings of our analysis, which we contributed to the UN's 'State of the World's indigenous People: Rights to Lands, Territories and Resources' report.

As well as looking at the progresses being made, the report details obstacles that continue to get in the way of realising indigenous peoples' rights. This includes governments imposing development projects on their land, as much of the world's remaining mineral and forest resources, rivers, fossil fuels and sources of renewable energy are found in or around indigenous peoples' territories. Indigenous peoples are enduring ongoing land grabbing, dispossession and displacement.

Our work helped inform a series of recommendations for a way forward. These include: governments collecting more data on indigenous identity through census and household surveys; and including indigenous peoples' land rights when reporting on the UN Sustainable Development Goals – the global goals designed to be a blueprint to achieve a better and more sustainable future for all.

Dr Cathal Doyle, a Middlesex Senior Lecturer in Law who worked on the UN report, has published books, articles and reports on the rights of indigenous peoples. He's a founding member of the European Network on Indigenous Peoples and is on the board of Forest Peoples Programme and the International Work Group for Indigenous Affairs.

Top left: Photo: gryffyn m on Unsplash

Bottom left: Apu (community leader) Aurelio Chino observing what remained of sacred lake Shansho-cocha in the Peruvian Amazon after the oil company Pluspetrol, "remediated it" and the lake disappeared. (Photo courtesy: Stefan Kisler and the Indigenous Federation of Quechua people of the Pastaza river basin, FEDIQUEP)

A SUSTAINABLE CAMPUS

In 2020/21 Middlesex has scored highly against global sustainability targets, has made significant progress on our sustainability and carbon strategies, and maintained an international quality rating. This was the second year of our re-launched Environmental Steering Group, with Professor Sean Wellington, Deputy Vice-Chancellor, Provost, as Chair.

Middlesex was delighted to achieve impressive scores in the *Times Higher Education* (THE) Impact Rankings, where its green credentials compared favourably with those of universities from around the world. The THE Impact Rankings are the sole global performance tables that assess universities against the United Nations (UN) Sustainable Development Goals (SDGs). The SDGs provide a blueprint for achieving a more sustainable and better future for all.

The Impact Rankings examine four areas: research, stewardship, outreach and teaching. This was the first time Middlesex submitted an entry, participating in 12 of the 17 SDG categories. Around 1,154 universities from 94 countries and regions took part. Overall, Middlesex scored 81.8 out of 100 and particularly well in some areas:

- SDG3 Good health and wellbeing – ranked in the 101–200 range out of 871 institutions, with an overall score of 72.0
- SDG5 Gender equality – ranked 12 out of 776, with a score of 74.7
- SDG10 Reduced inequalities – ranked 36 out of 669, with a score of 79.9
- SDG12 Responsible consumption and production – ranked 88 out of 503, with a score of 72.0
- SDG16 Peace, justice and strong institutions – ranked 48 out of 653, with a score of 78.7.

HIGH STANDARDS, LOW CARBON

We were proud to maintain our EcoCampus Platinum/ISO 14001 certification for a third year, following an audit by global certification body NQA.

Energy use and therefore carbon emissions remained low during the year, reflecting the move to blended learning and flexible working. However, factors including COVID-safe requirements around ventilation resulted in higher than forecast gas use in order to keep our buildings warm. This is the second year we have published our energy and carbon emissions in this report (page 29).

To reduce carbon emissions, we continue to develop our Carbon Management Plan, which commits us to reducing carbon emissions by 50% by 2030 and to net zero by 2040. We are working in partnership with our energy broker The Energy Consortium (TEC) to procure 100% REGO (Renewable Energy Guarantees of Origin) CleanTec electricity from 1 October 2021.

Our Sustainability Fund has gone from strength to strength and has supported:

- A hedgehog-friendly campus
- A Television Production student project film, 'Countdown to Earth Hour'
- A sustainability-themed online documentary film screening, followed by an online discussion and debate, organised by our Enactus student society and which was attended by the Vice-Chancellor
- A series of events for Fairtrade Fortnight, which included online debates in London and Dubai on the same motion: 'Fairtrade is a minor consideration when it comes to climate change'.



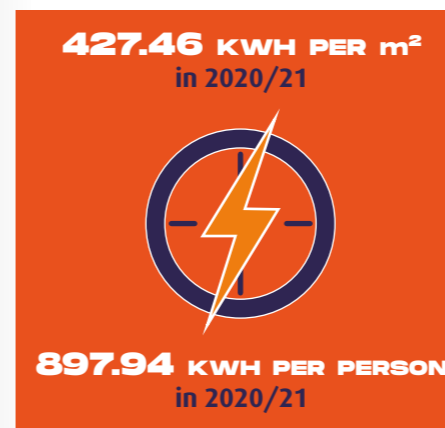
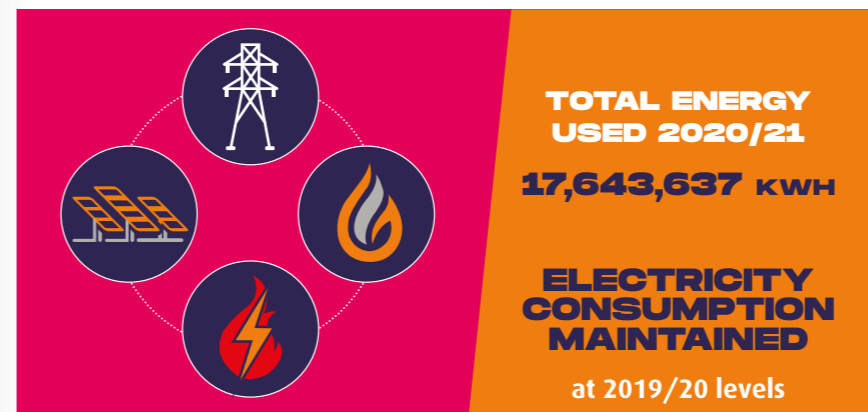
GREEN SPACES

Our biodiversity work continues and the London Wildlife Trust are reviewing the Biodiversity Action Plan. We have restored Church Farm House Pond in the University grounds and will continue to enhance it, and we will continue making improvements to Hendon Grove.

Our staff induction includes a video on climate change and our commitment to environmental responsibility which was launched last year and has now been viewed by over 195 staff. We continue our ongoing work to drive cultural change and, in partnership with the Alliance for Sustainability Leadership in Education (EAUC), we have started offering Carbon Literacy Training to staff and students.

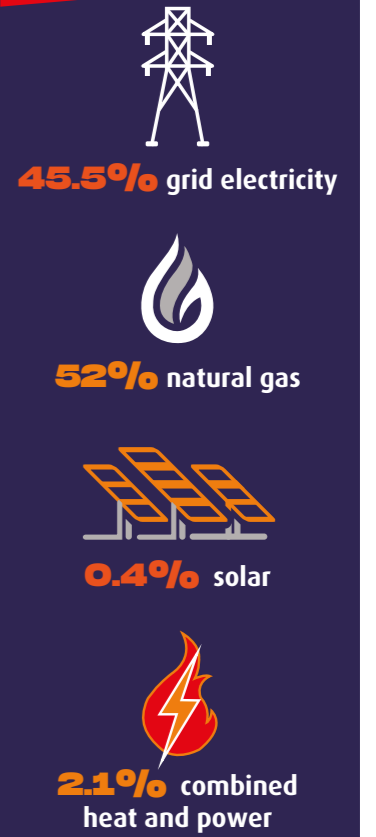
Total Energy Use (kWh)	2018/19	2019/20	2020/21
Electricity from Grid	9,516,985	8,026,574	8,027,001
Electricity from Onsite Photovoltaics	71,441	70,008	73,123
Electricity from Onsite CHP Units*	507,685	479,999	364,092
Natural Gas from Grid	7,537,749	7,189,319	9,179,421
Total Energy Use (kWh)	17,633,860	15,765,900	17,643,637

Breakdown of Total Energy Use (%)	2018/19	2019/20	2020/21
Electricity from Grid	54.0%	50.9%	45.5%
Electricity from Onsite Photovoltaics	0.4%	0.4%	0.4%
Electricity from Onsite CHP Units	2.9%	3.0%	2.1%
Natural Gas from Grid	42.7%	45.6%	52.0%



Note: data from supplier and University-owned meters, including estimated data where meter reads are not available

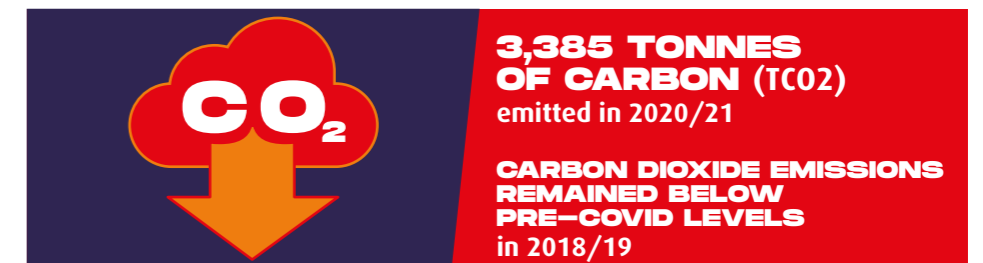
BREAKDOWN OF ENERGY USED IN 2020/21



Carbon Emissions (TCO2e)	2018/19	2019/20	2020/21
Total Scope 1 and 2	3,880	3,255.26	3,385

Note: DEFRA conversion factors are used to provide carbon emissions. Carbon associated with electricity generated from onsite CHP plants is reported under natural gas conversion factors to avoid double counting emissions.

Energy Intensity Ratio	2018/19	2019/20	2020/21
kWh/m² (Net Internal Area)	433	382	427.46
kWh/FTE (Staff and Students)	1,059.7	846.5	897.94



*Combined Heat and Power (CHP) Units

FACULTY OF ARTS AND CREATIVE INDUSTRIES



Photo: David Holbrook Photography



Middlesex University



Collaboration and interdisciplinary practice are at the heart of what we do, and our industry-standard facilities enable students to shape their fields using the most up-to-date equipment and technology, with full technical support. The show went on during the pandemic, students learnt from experts, and staff and students won some prestigious awards.

The Faculty comprises four Departments offering courses in Media, Performing Arts, Design and Visual Arts. The Academic Dean for the Faculty is Dr Kene Igweonu.

WORK-BASED, COLLABORATIVE EDUCATION

At Middlesex we co-create with the sector and across disciplines, and this year's Faculty work exemplified our collaborative culture. We have led the way in a partnership between universities, colleges and screen industry skills body ScreenSkills on guidelines – put together by Middlesex Senior Lecturer in Television Production Dr Eddie McCaffrey – for students to manage the risk of working on a film, TV or other visual media production during COVID-19. In recognition of this and other efforts towards widening participation, developing graduate employability and working collaboratively with colleagues across education and industry, Dr McCaffrey received a National Teaching Fellowship, awarded by Advance HE.

Among exciting collaborations with industry were Graphic Design students' and Senior Lecturer Andrew Gossett's work with Phil Garnham, Creative Type Director at Monotype, who briefed students and reviewed their type designs, and Games Design students' work with partners including CCP Games and Sharkmob. This year our Visual Effects and 3D Animation and Games courses also held events attended by professionals, including from Industrial Light & Magic, and students pitched ideas to Waste Creative, which works with Supercell and Nintendo. The Advertising, PR and Branding Speaker Series delivered panel discussions for our students in London and abroad, and MA Media Management Industry students led a panel including representatives from the Department of Culture, Media and Sport, ITV and Sky. Our Film and TV students also learned from professionals who talked to them about being freelance and pitching ideas, while Nick Manzi, former Head of Production/Acquisitions at Lionsgate, and Pete Daly, Script Reader and Adviser to Lionsgate, Sony Pictures, Netflix and others delivered a day-long workshop to our students.

Other highlights included BA Film staff and students working with Barnet Mencap and Why Me Restorative Justice on a film campaign, and first-year students presenting a film to a Barnet Labour Group Violence Against Women and Girls Strategy event. We also made a progression agreement with London Screen Academy and work by first-year Illustration student Emma Quick will appear in graphic novel *Lockdown Diaries of the Working Class*, alongside collaborations from critically acclaimed artists such as Brian Eno.

HIGH-PERFORMING LEARNING CULTURE

This year the Faculty celebrated many student, alumni and staff successes. Two Film and TV Production students won Royal Television Society (RTS) London Student Awards: Timea Moshaver and Anand Tiwari, for *One Day You Will Hear My Voice*, and Billy King and Vasco Alexandre for *Yard Kings*, with *Yard Kings* going on to win the Undergraduate Sound Award in the national RTS Student Television Awards. Graduate filmmakers Laura Torres and Cloé Peker won three Learning on Screen awards. Other creative achievements included 3D Animation and Games student Jordan-Leigh Campbell winning a motion graphics competition set by anti-knife crime campaign Hearts of Talent, Graphic Design student Julia Adolphs winning a Design and Art Direction (D & AD) Pencil Award in the Audible competition, and BA English student Marisa Pavli winning the Fairtrade Spoken Word Competition.

An image by Photography alumna Johannah Churchill was shown at Piccadilly Circus for a National Portrait Gallery project. A Portrait of a Nurse also was on the cover of the project's book. Other Middlesex alumni highlights included Dexter McLean being commissioned to show photographs



Above: Vasco Alexandre at the RTS London Student Awards 2021. Source: Royal Television Society

in *Care, Contagion, Community – Self & Other* at the Autograph gallery in autumn 2021-spring 2022. Dexter talked about inclusion in photography at the Bristol Photo Festival, and Florian Grosset, a Children’s Book Illustration and Graphic Novels graduate, published *The Chagos Betrayal* (Myriad Editions).

This has been another year of achievements for our academics. Daniel Quirke, BA Animation lecturer, was nominated for a British Academy of Film and Television Arts (BAFTA) Award for Best Short Animation. Senior Lecturer in Jazz Nikki Iles won the Seattle Jazz Composition Award for large Jazz Ensemble and published two books for the Associated Board of the Royal Schools of Music. In Illustration, Lecturer Paul Barritt’s theatre company 1927 became a National Portfolio Organisation – whose funding requires us to do outreach work – and Senior Lecturer Martin Ursell became a mentor on the Pathways, an Arts Council England-funded programme supporting a diverse group of talented artists who want to be the next generation of children’s illustrators.

RESEARCH AND KNOWLEDGE EXCHANGE

A significant volume of research has been funded by the Arts and Humanities Research Council (AHRC). Dr Maja Simunjak, Senior Lecturer in Journalism, won an AHRC Leadership Fellowship award for work on journalists’ emotional labour in the era of social media. In Fine Art, Associate Professor Simon Read collaborated on ‘Imagining the Measure of Change: Art, Science and the Estuary Community’, and Senior Lecturer Dr Loraine Leeson worked on ‘Spaces of HOPE: the Hidden History of Community Led Planning’ and ‘The Art of Healing in Kashmir: How Creative Activities can Support Child Wellbeing in Areas Of Conflict’. Senior Lecturer in Film David Heinemann and Film alumna Elvina Nevardauskaite won the AHRC Research in Film award for *Voices Apart*.

The Economic and Social Research Council funded research on musicians’ and audiences’ experience of livestreamed concerts, which was led by Senior Lecturer at Middlesex Julia Haferkorn as principle investigator, with co-investigator and Middlesex Senior Lecturer Sam Leak. The project, which involved King’s College London and other partners, resulted in the ‘Livestreaming Music in the UK’ report.

Associate Professor at Middlesex Dr Richard Osborne together with the University of Leeds and Ulster University, undertook groundbreaking UK Intellectual Property Office commissioned research on music creators’ earnings. Outcomes by 31 July 2021 included an advisory appearance before the Digital, Culture, Media and Sport parliamentary Select Committee in October 2020, with the research report due to be published in autumn 2021.

Research and knowledge exchange produced by the Faculty brings cultures together to create solutions to global problems. For example, Professor Chris Bannerman is Middlesex lead on the ‘Japan-UK Dance and Healthy Ageing’ project, and Pedro de Senna is the Middlesex lead on ‘FUTURES – future laboratories for professional and personal development’, an Erasmus+ funded project with partners in Greece, Poland, the Netherlands and Italy. Lecturer in Illustration Samantha Lippett won grants from the Lithuanian Council for Culture for her work on social practice and art production in the Baltic region and from Frame Contemporary Art Finland.

OUR CONTRIBUTION TO INDUSTRY

Publications from Middlesex Lecturers included Dr Adesola Akinleye’s *Dance, Architecture and Engineering (Dance in Dialogue)* (Bloomsbury), Dr Lara Thompson’s novel *One Night, New York* (Virago) and Dr Luke White’s *Legacies of the Drunken Master: Politics of the Body in Hong Kong Kung Fu Comedy Films* (University of Hawaii Press). In addition, Senior Lecturer in Scriptwriting David Cottis edited two volumes of Welsh plays (Parthian Books) and Head of Department of Media Dr James Charlton was commissioned to write a script by Just Some Theatre Co.

Other highlights from 2020/21 included Illustration Senior Lecturer Louise Weir being chosen by Artillery Arts/Barbican for a residency, Animation Programme Leader Dr Lilly Husbands presenting a research project with Los Angeles Filmforum and the Getty, as well as 3D Animation and Games Programme Leader Ben Wheele exhibiting at the Casino Luxembourg Gallery and releasing non-fungible tokens for a project with Gazelli Art House. A research project by Illustration student Lorraine Teresa Ansell, ‘Are We All Still Pink Princesses In Fairy-Tale Land?’, looking at gender equality and stereotyping, is being used in a resource for the Kate Greenaway Award.



FACULTY OF BUSINESS AND LAW

Middlesex is one of the best universities for business leaders. This year the Faculty of Business and Law has continued to deliver practice-led learning, produced impactful research, and risen up the rankings.

The Faculty of Business and Law is new, and comprises our Business School and our School of Law. It was created after a review led to the previous Faculty of Professional and Social Sciences being reformed as two new Faculties – this one and the Faculty of Health, Social Care and Education. Dr Mariana Dodourova and Professor Sarah Bradshaw were interim Academic Deans of the Faculty (April 2021 – January 2022). Professor Fatima Anann-Diab takes up her post as Academic Dean in 2022.

EDUCATION THAT SHAPES A BETTER WORLD

In 2020/21 the Faculty contributed to improvements in vital issues concerning social justice, working across boundaries to achieve outcomes which are genuinely inclusive in their impact. The Black Lives Matter (BLM) movement has been a catalyst for change across the world, and at Middlesex has helped spark a series of deep conversations across the University to better understand the lived experiences of black students, both generally, and specifically within the University context. Challenging systemic racism and building a sense of belonging for

all our students is crucial for supporting our students to thrive and achieve academically and professionally, regardless of their background.

Faculty of Business and Law staff contributed their expertise to BLM related activities and research and continued to work to decolonise knowledges and ensure all students have a sense of belonging to Middlesex and higher education. For example, graduating black, Asian and minority ethnic students talked at a staff-student meeting about their

FACULTY OF BUSINESS AND LAW

(continued)

experience of studying and those attending reflected on how this could be improved. Following on from this further workshops were held that allowed staff-student co-creation of initiatives around decolonising knowledges and belonging. A research report on BLM and decolonising the curriculum with a focus on Law was commissioned from Rebeca Arvelos Tavares Do Amaral Cruz, a Middlesex alumna who had graduated in 2017 with a first-class honours degree in International Politics and Law.

The Faculty worked with consultants Everything Diversity and Inclusion to create opportunities, and internships and placements at Amazon, Microsoft, PwC, Deloitte and ASOS for students from diverse backgrounds. Middlesex Senior Lecturer in Human Resource Management Dr Doirean Wilson has designed an online cultural awareness toolkit with Stephen Lawrence's brother The Right Honourable Stuart Lawrence to support the Metropolitan Police in awareness of community diversity. Dr Wilson was approached by the police after producing a diversity toolkit for higher education providers.

We have a growing degree apprenticeship portfolio, including the B2B Sales Professional Degree Apprenticeship, and we are the lead partner in the Policing Education Consortium delivering the Police Constable Degree Apprenticeship programme with three forces, more information on which can be found on page 62. This year we also provided an upskilling course to police trainers from Surrey, Sussex and Hampshire police forces who we work with to deliver this apprenticeship. While they have a wealth of experience in policing and training, some do not have a university-level qualification, and the Graduate Certificate they are working towards allows them to build on this experience and develop their knowledge base.

LEARNING IN A BLENDED ENVIRONMENT

With strong links with the industry, the Faculty provides practical real-world learning that prepares students to become change makers. Adapting to COVID-19 restrictions, the Faculty offered alternatives to physical placements and fieldtrips, for example Tourism students went on virtual field trips with London Walks and Cybercrime students developed apps. Students on courses with a logistics,

supply chain or operations management component were guaranteed placements in their third year, thanks to our partnership with Novus. The partnership further supported our students with guest lectures, mentoring and exposure to Novus' 27 sponsor companies.

Across the Faculty, students had the opportunity to learn from professionals through panel discussions and one-to-one mentoring with industry experts. The Clinical Legal Education programme conducted many virtual events involving Middlesex Law graduates and professional speakers such as Deputy Senior District Judge (Magistrate's Court) Tam Ikram, the second-highest district judge in the country, and Middlesex LLB graduate Jonathan Achampong, a partner at London law firm Wedlake Bell. Where possible teaching activities and assessments were aligned with real life industry projects involving companies like Marriott Hotel. We also partnered with industry body Interactive Advertising Bureau (IAB) to provide students the opportunity to learn from guest speakers and engaging content.

RESEARCH THAT ADVANCES HUMAN RIGHTS

The Faculty's research and knowledge exchange consistently addresses issues of gender equality, social justice, and human rights. Women and girls are the focus of our continued work on two multimillion-pound projects funded by the UK Global Challenges Research Fund on which we collaborate.

Professor Eleonore Kofman, Dr Janroj Yilmaz Keles and Dr Necla Acik from the Gender, Justice and Security Hub aim to deliver interdisciplinary research on gender justice and inclusive security in conflict-affected societies. The Hub's work advances the delivery of United Nations (UN) Sustainable Development Goals (SDGs) on gender equality and empowerment (SDG5) and on peace, justice and strong institutions (SDG16), as well as supporting the implementation of its Women, Peace and Security initiative. The Gender Responsive Resilience and Intersectionality in Policy and Practice project (GRIPP), of which Middlesex Professor Sarah Bradshaw is a Thematic Lead and which brings together partners from Latin America and the Caribbean, Southern Africa, South Asia and the UK, aims to transform thinking around gender in disaster and conflict contexts, with a focus on resilience and infrastructure.

Additionally, Dr Tim Freeman is the Middlesex lead of our British Council-funded project in Malaysia in collaboration with Universiti Sains Malaysia and local Non-Governmental Organisations (NGOs). The project is delivering and evaluating interventions to improve the sexual and reproductive health needs of women migrant workers in Penang state.

This year, research by Dr Cathal Doyle of our School of Law also highlighted threats to indigenous tribes around the world in a contribution to the UN's 'State of the World's Indigenous Peoples, Volume V, Rights to Lands, Territories and Resources'.

The defence of Human Rights is the focus of the European Human Rights Advocacy Centre (EHRAC). Based in the Faculty, it consists of a team of lawyers and NGO professionals that provide mentoring, training, and advice and support to human rights lawyers and NGOs working in challenging circumstances. In 2020, the Centre won 30 cases for 78 applicants, gaining a total of over €14 million in compensation. Issues included the persecution of people defending human rights and critical voices in Azerbaijan, Russia and Georgia.

Meanwhile, Professor Laurent Pech, Dr Joelle Grogan, Dr Joseph Corkin and Dr Damjan Kukovec have undertaken important research with European partners. Our EU-funded research project 'Reconciling Europe with its Citizens through Democracy and Rule of Law' (RECONNECT), which involves 18 academic institutions from 14 countries, has continued

to focus on strengthening the EU's legitimacy, enabling it to become more attuned to citizen expectations. As part of the Horizon Europe project 'Analysing and Preventing Extremism via Participation' (PARTICIPATION) Professor Kevin McDonald and Dr Necla Acik collaborate with universities, NGOs and the private sector in eight countries to prevent extremism, radicalisation and polarisation through targeted social and educational interventions.

RISING UP THE RANKS

Since 2016 our research performance has risen strongly in all four major international research rankings (Academic Ranking of World Universities (ARWU)/Shanghai, QS, *Times Higher Education* (THE), and U.S. News Global Universities).

This culminated in a global top-200 position in Business and Economics in the 2021 U.S. News Ranking. Middlesex was the only modern UK university to make this Ranking (ranked at number 32 in the UK). On the 2021 ARWU/Shanghai Ranking, Tourism was ranked 31st worldwide and fourth in the UK.

Analysis by the Chartered Association of Business Schools also placed us 29th in the UK (out of 124) for research income. In 2021, Middlesex entered the THE Impact Rankings for the first time, scoring in the 101-200 bracket globally and ranking shared 21st in the UK (see page 28 for our rankings on individual SDGs).



FACULTY OF HEALTH, SOCIAL CARE AND EDUCATION

We take an innovative approach to developing highly-skilled professionals who are able to transform people's lives. When the country entered lockdown, our students supported NHS colleagues, then we trained vaccinators. The Faculty inspired and empowered students from all backgrounds, and strong partnerships meant classroom time for all our teachers.

The Faculty of Health, Social Care and Education is new, and comprises the Department of Nursing and Midwifery, the Department of Education, and the Department of Mental Health and Social Work. It was created after a review led to the previous Faculty of Professional and Social Sciences being reformed as two new Faculties – this one and the Faculty of Business and Law. The Academic Dean for the Faculty is Professor Carmel Clancy.

CREATING KNOWLEDGE AND PUTTING IT INTO ACTION

The Department of Nursing and Midwifery develops our future healthcare workforce – nurses, midwives and nursing associates. This year, our students' clinical placements were extended to support NHS colleagues during the pandemic – learning was put rapidly into practice to help tackle a global problem. Despite these challenges the Faculty were able to progress over 90% of our Nursing students so that they graduated on time; with the remaining numbers anticipated to complete before the end of the 2021 calendar year and registering as professionals with the Nursing and Midwifery Council.

We adapted our programmes at speed to ensure students learnt as much as possible during successive waves of the pandemic, working closely with clinical colleagues, students and London partners, professional bodies and Health Education England (HEE). Work continued in simulated learning and skills provision.

Our clinical skills team, led by Fiona Suthers and other academic staff, prepared approximately 2,500 people to deliver vaccinations initially, and then further training to over 180 people to extend their vaccination role across the North Central London (NCL) NHS area. This resulted in approximately 1.8 million vaccinations being given (by 31 July 2021). Their work – which will continue until at least the end of 2021 – was praised as exceptional by chief nurses and other strategic-level staff across the NCL Integrated Care System. This team also prepared to commence training and support the rollout of the booster programme and the 12-15 age groups for autumn 2021.

Middlesex University continued its partnership with Think Ahead to launch the Summer Institute for Think Ahead's 2021 cohort, with 160 students enrolled. Think Ahead offers

graduates and career-changers a postgraduate route into mental health social work. During the Summer Institute, which was delivered online, students completed stage one of 'readiness for direct practice' before moving to placements in mental health teams across England.

One Education and one Mental Health student from Middlesex have each been awarded a £1,000 scholarship in recognition of their achievements as students of black African and Caribbean heritage who have been a "positive role model" to other students and made a "positive contribution" in extra-curricular activities. They were selected from candidates across all UK universities for the Wilkes Education Scholarship Trust grant.

ADDRESSING SOCIETAL NEEDS THROUGH RESEARCH AND KNOWLEDGE EXCHANGE

The Department of Mental Health and Social Work used technology to develop its in-house offer, government-funded external courses and continuing professional development in mental health nursing, healthcare and social work. This has received very positive student feedback and boosted our reach to new markets.

A wide range of research has been carried out by the Department, with five main themes: Drugs and Alcohol, Transcultural Studies in Health, Mental Health, Social Work and Social Care, and Pedagogic Studies. More than 50 articles in peer-reviewed journals have been published this year, as well as multiple book chapters, research reports and conference presentations, including research co-produced with students.

Top: Photo: David Holbrook Photography



FACULTY OF HEALTH, SOCIAL CARE AND EDUCATION

(continued)

Following our 2021 Research Excellence Framework (REF) submission, we now plan to look at our Centre for Education Research and Scholarship (CERS) from a 'post-REF' point of view. A lively online seminar series brought together academics from Middlesex and elsewhere, who discussed a wide range of issues around research and knowledge exchange. Staff across the Department have continued to submit research bids.

Through our research and engagement we aim to improve equality and inclusion. Middlesex Nursing lecturers and health professionals produced a research paper calling for an end to dress codes that unfairly target black nurses, advocating for legislation in the UK similar to a US law that outlaws workplace discrimination against black people on the basis of hair preferences. They produced a second paper 'Will nurse leaders help eradicate "hair racism" from nursing and health services?' which looks at how senior NHS managers can end discriminatory policies. Both papers appeared in peer-reviewed journals. In addition, a number of our students and projects, including our Nursing Apprenticeship Programme (for the 2nd year in a row), as well as our Student Healthcare Academics Race Equality Diversity and Inclusivity Network (SHAREDIN) and Healthcare Academic Race Equality Diversity and Inclusivity Network (HAREDIN) have been shortlisted in different categories of the Student Nursing Times Awards.

LEADING IN EQUALITY, DIVERSITY AND INCLUSION

The University strives to create a fairer world and achieve genuinely inclusive outcomes. To this end, Faculty staff have continued to innovate in teaching.

A new Expansive Learning module takes a transformative, creative approach to learning, and has seen Nursing students visit museums and art galleries and join social media debates. As well as discussing arts, students examine the health impacts of social and economic issues such as equality, racism, poverty and poor housing. The module was highlighted as one of 12 case studies in Royal College of Nursing report 'Leaving No-One Behind: the Role of the Nursing Profession In Achieving the United Nations Sustainable Development Goals in the UK'.

Mental Health and Social Work staff worked on curricular changes in relation to diversity, including on lesbian, gay, bi, trans, queer, intersex, ace and aro (LGBTQIA+) issues and responses to Black Lives Matter.

Our students were inspired through lectures and workshops delivered by high-profile, ethnically diverse health and social care leaders. The Empowerment to Greatness series was organised by the University Healthcare Academics' Race Equality Diversity and Inclusivity Network.

WORKING IN PARTNERSHIPS TO CREATE COLLABORATIVE ADVANTAGE

We have continued to engage with partners from NHS trusts, local authorities, charities and government departments. Our reach is extensive – our constantly growing connections support student placements, research and new programmes.

Our trainee teachers in particular benefited from our excellent relationships with partner schools and colleges during the pandemic. Schools took a flexible approach and, in some cases, arranged bespoke packages which ensured nearly all of our trainees completed their education on time and could start teaching in the autumn.

Apprenticeships continued to develop. Particular success was seen in the Academic Professional Apprenticeship – five NHS trusts have selected Middlesex as their provider – and apprentice numbers are constantly growing. Teacher Apprentices also increased in number.



FACULTY OF SCIENCE AND TECHNOLOGY

We bring together leading academics from a wide range of backgrounds, working together to challenge thinking and formulate approaches to science, engineering, design and analysis that are fit for purpose in our modern world. This year was marked by new courses, virtual laboratories and investment in equipment to boost research capability and improve students' learning experience.

The Faculty comprises five Departments offering courses in Sports Science, Natural Sciences, Computer Science, Design Engineering and Mathematics, and Psychology. The Academic Dean for the Faculty is Professor Balbir Barn.



Above: Photo: David Holbrook Photography

NEW COURSES AND PRACTICE AT OUR HEART

The Faculty continues to expand its offer, with new programmes validated in the areas of digital forensics, user experience design, and cognitive and clinical neuroscience, and with a number of programmes being reviewed and strengthened. With laboratory-based teaching proving difficult, simulated environments and home kits have been used for experimental work. Examples include remote control of robots, the Multisim online circuit simulator for engineering programmes, and virtual labs to support natural sciences teaching built using Labster, Learning Science from McGraw Hill, and PowerLab. Students could access the University's specialist software on their own devices using Splashtop software. Other new tools include Gorilla, which allows students to host behavioural experiments online. Students could also develop hands-on, practice-based science skills in Biology, Design Engineering and Mathematics and Computer Science after receiving kits to help them develop these skills from their homes.

A mentorship scheme for MSc in Sport Performance Analysis students from ethnically diverse backgrounds was set up in conjunction with England Rugby, England Football, Lawn Tennis Association, England and Wales Cricket Board and the English Institute of Sport.

Students from all years across our Sports undergraduate degrees benefitted from our Annual Student Research Conference.

SUCCESS AND RECOGNITION FOR OUR WORK

Alumni successes from this year include Middlesex Mental Health Nursing graduate Cyrille Tchatchet being one of 29 athletes who competed in the International Olympic Committee (IOC) Refugee Team at the Tokyo Olympics. The weightlifter's coach is programme leader in Middlesex

MSc in Strength and Conditioning (Distance Education) and London Sports Institute Technical Tutor Shyam Chavda.

The Engineering and Physical Sciences Research Council (EPSRC) recently recognised Professor Richard Bayford, Professor of Biophysics and Engineering, for his significant contribution to peer review activities during the last academic year (2019/20) and achieving a top 6% ranking among EPSRC college members.

RESEARCH AND KNOWLEDGE EXCHANGE

Research from the Faculty helps both people and the planet. Senior Lecturer in Psychology Dr Fabia Franco has continued to research how musical games that use robotic assisted technologies could be integrated into older people's care. This year Dr Lisa Marzano, Associate Professor of Psychology, has continued to explore the factors leading to suicide in several settings. With funding from Highways England Dr Marzano is researching how to reduce the number of suicides on England's roads, while another project, funded by Public Health England, is exploring coastal suicide.

An analysis of how climate change adaptation policy affects social justice is being carried out by Dr Sally Priest, Associate Professor and Head of the Flood Hazard Research Centre. She is one of the academics working on the SOLARIS project, funded by the Economic and Social Research Council/JPI. The Flood Hazard Research Centre undertook work for Collingwood Environmental Planning under an Environment Agency Communities and Flood and Coastal Risk Management research and development framework, and published a report on Working with Communities. This year the University also established a contract research lab that will generate income in the areas of proteomics and environmental sampling.

Middlesex's Dr Noha Saleeb, Associate Professor in Creative Technology/Digital Creativity, and Professor Mohamed Marzouk of Cairo University in Egypt are the principal investigators on the Framework for Restoration of Heritage using Digital Twin (FRESH-DT) technology, which aims to improve the management of heritage assets in Egypt. In cybersecurity, Dr Mahdi Aiash has created SALMAC, a proactive Linux security assessment and threat-hunting solution that focuses on hardening Linux mandatory access controls, which was funded through the Department for Digital, Culture, Media and Sport.

Work from the Faculty has made a real impact on addressing the challenges of COVID-19, from the exploration of early warning systems through testing wastewater to monitoring devices to show changes in lung volume/capacity. Our research into couple relationships during the pandemic also gained media coverage (see page 17 for further detail on this work).

The London Digital Twin Research Centre, established in March 2020, held a workshop that discussed using digital twin for exploring non-pharmaceutical interventions for COVID-19 planning. The talk was based on research by Middlesex PhD graduate Dr Souvik Barat, who works at Tata Consultancy Service Research and Innovation in Pune, India. Dr Barat's team developed a digital twin of a city area to examine how the virus spread as well as interventions and their social, economic and health consequences.

IMPACTFUL ENGAGEMENT

In the community, the University is improving health through physical activity and encouraging healthy lifestyles in families in London. We are collaborating with the University of the Third Age to provide career mentoring for final-year students and are creating videos of field work and lab work to reach more schools and colleges. This year we have joined trade organisation GAMBICA to engage with manufacturing, automation and laboratory technology companies.

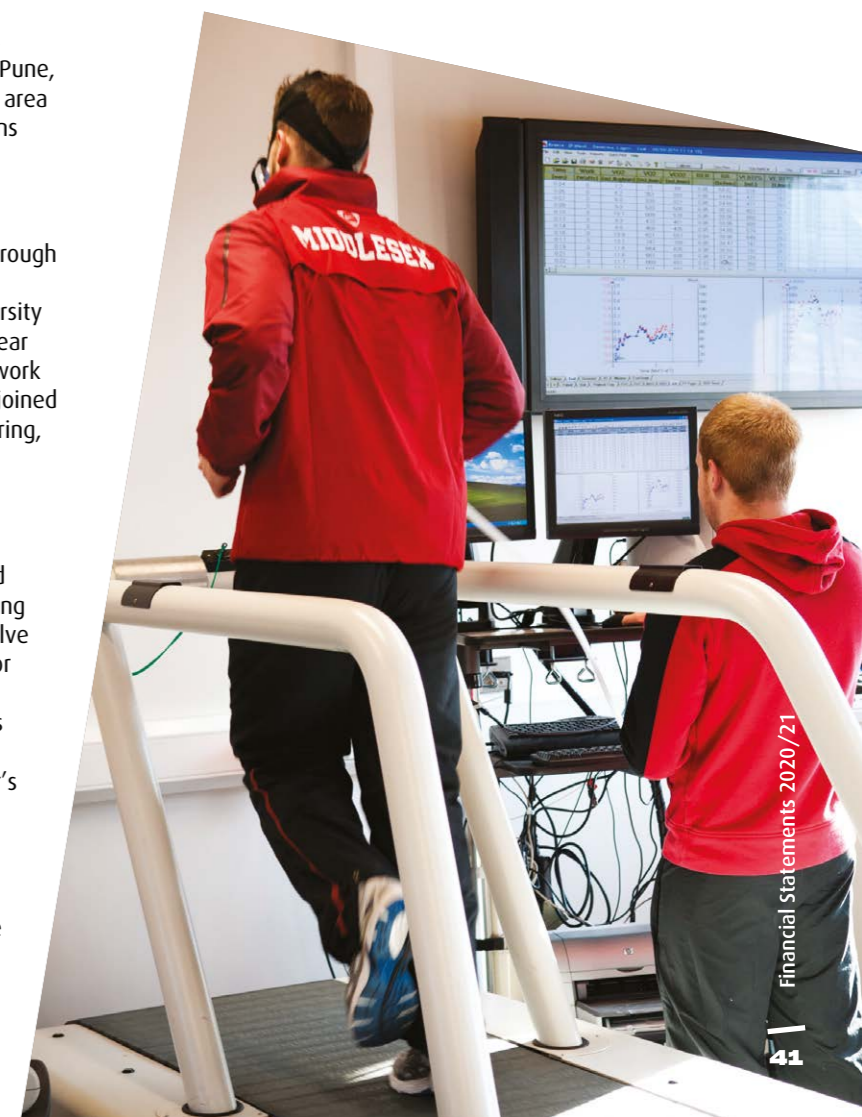
In 2020/21 we developed a new Foundation degree in Football Development and Coaching with Watford Football Club and the Watford Trust which was launched in the 2021/22 academic year. Leicester City FC is funding performance analysis PhD studentships, which will involve working directly with the first team. Organised by Senior Lecturer Dr Nimai Parmar, they are worth £130,500. Middlesex is continuing our partnership with WorldSkills UK to promote high-level technical skills. We are also planning to deliver a training programme for the Mayor's Office to project vulnerable people living in private rented accommodation.

Working in collaboration with the London Mayor's Office, Greater London Authority and Chartered Institute of Environmental Health, the Faculty have developed

a training programme, to be launched in September 2021, for local authority staff whose role is to protect and improve the living conditions of those living in the private rented sector. Many living in this sector are vulnerable, living on low incomes, and subject to frequent rental increases.

ENHANCING OUR INFRASTRUCTURE

A scanning electron microscope, which provides detailed, high-resolution images has been bought to enhance research capabilities. In 2020/21 we also bought equipment to support our lung imaging research described on page 17. The University has invested in inductively coupled plasma mass spectrometry equipment, used to analyse fluids and measure tiny amounts of substances in environmental and medical research. Our students involved in data science are benefiting from new, state-of-the-art computational capabilities, including two high-spec servers. We also purchased three-dimensional printing, robotics and automation equipment, which has enabled offline programming; students also have remote access to this technology.



STUDENT NUMBERS



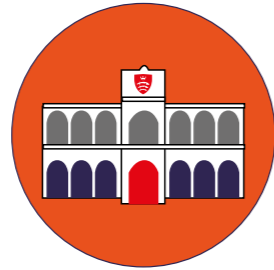
London campus – home and EU students
16,259



London campus – international students
4,081



Dubai campus
4,110



Mauritius campus
1,428



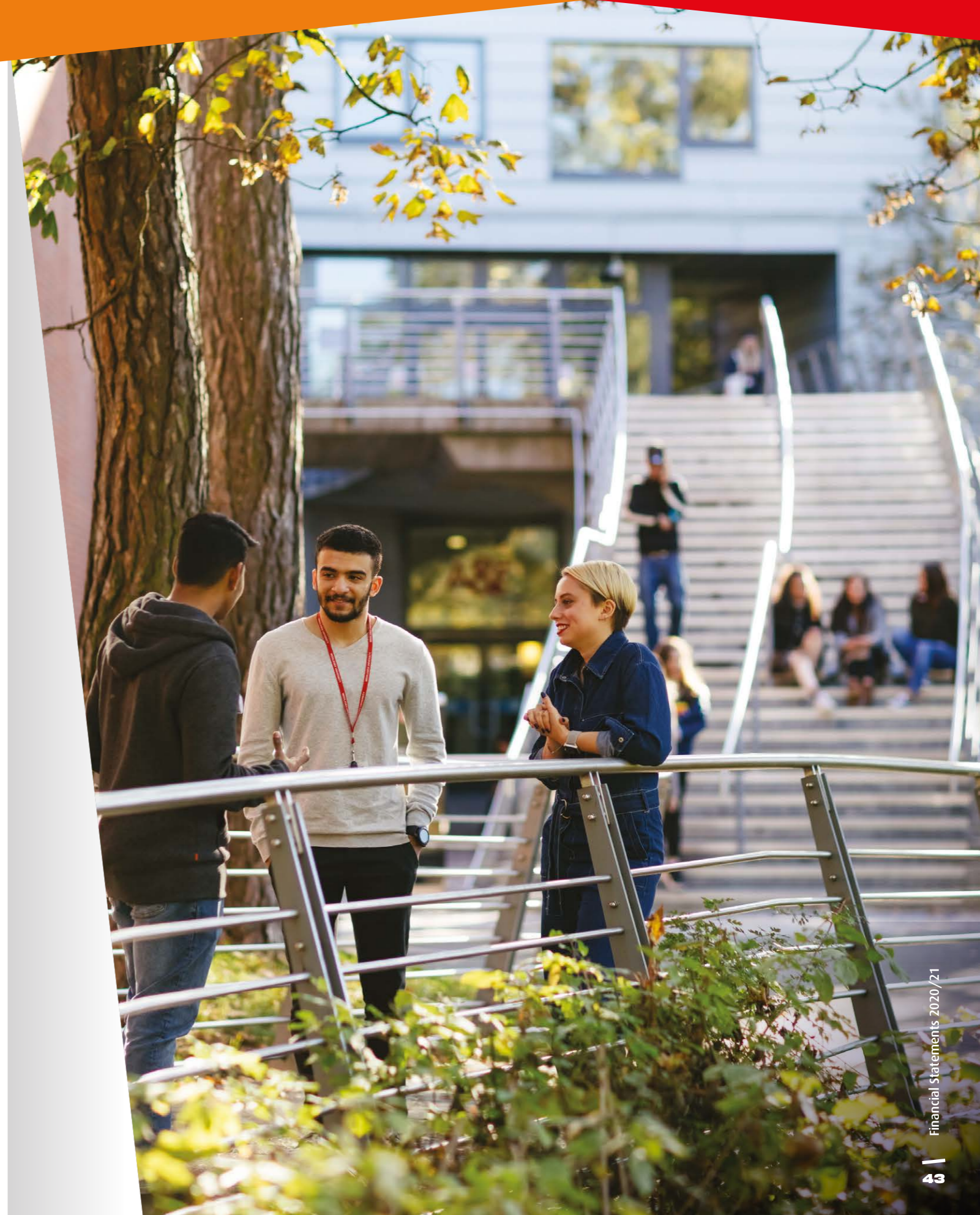
Malta campus
204



Collaborative and validated
18,234

TOTAL

44,316





The University provides an inclusive, supportive environment where students can thrive, be their best and prepare fully for professional life.

As a University community, we are serious about our learning and are committed to improving the education and overall experience of our students. The Middlesex curriculum and pedagogic approach are inclusive, practice based, and have the learner – and their strengths – at their heart. This year, we have personalised the learning experience further to improve access and outcomes. Technology has been harnessed to create an active digital learning environment where staff and students co-create and build communities within and beyond our University.

INCLUSION EMBEDDED

Equality, diversity and inclusion (EDI) remain central to everything we do. University staff and students together form groups to take forward key themes around this. Frameworks, resources, toolkits and masterclasses were researched and created.

The Inclusive Curriculum Community of Practice, which was launched in 2020 under the name EDI in the Curriculum, has mental health, diversity and pedagogy (learning, teaching and assessment) as its main themes. It provides a strong foundation for our ambition that everyone here works together to embrace diversity and maximise inclusion. The Community of Practice will run initially until 2025, with ongoing evaluation to assess its impact and inform priorities to 2030.

Inclusive Curriculum has several objectives, including:

- Creating a framework, diversity impact assessments and a toolkit, with an emphasis on pedagogy and practice, assessment, feedback and personal tutoring
- Gaining an understanding of the curricular experience of different student groups, with a focus on those from black, Asian and minority ethnic backgrounds, who are lesbian, gay, bi, trans, queer, intersex, ace and aro (LGBTQIA+), have disabilities or have experienced mental ill health issues. Crucially, the Community of Practice intends to increase satisfaction and a sense of belonging for students in general and these groups in particular
- Improving positive role modelling and raising awareness of EDI among students and staff
- Reducing the non-continuation gap between Asian and white students and those of black, mixed or other ethnic backgrounds
- Narrowing the non-continuation gap between students entering university with A levels and those with BTECs
- Closing the gap in good honours awards between white and black students.

The last four of these points are embedded in our Access and Participation Plan, more information on which is available on page 58.

An EDI Steering Group, which oversees Inclusive Curriculum, and a Working Group, which takes the work forward, were set up to ensure a University-wide approach. Both groups include representatives from Middlesex University Students' Union (MDXSU), academic and professional services and our international campuses. The Steering Group is working in line with the priorities of the Learning and Teaching Committee and the University and MDXSU Partnership Agreement. The Working Group is also advised by a student insight group. While it seeks to meet targets in the Access and Participation Plan, the Working Group recognises that some of these targets can and should be exceeded.

This year we established the infrastructure – and the Community of Practice informed enhancements to our work. Through Inclusive Curriculum, academic members of staff have undertaken small EDI projects, and MDXSU was awarded funding for its black experience research project. The 2020/21 Annual Learning & Teaching Conference was themed around Inclusive Curriculum, and looked at approaches to EDI, celebrated best practice and introduced the EDI framework and toolkit.

PERSONAL TUTORS

Personal tutoring is key to students' academic success and wellbeing, and underpins retention. With the rise of blended and online learning, it can help students feel they belong and help them navigate challenges.

We are adopting an enhanced approach to our existing personal tutoring scheme, with pilots running on 11 programmes. The Middlesex tutorial curriculum – scheduled interactions, group tutorials and associated resources that mirror the student lifecycle – has been developed in the light of feedback, and highlights curricular and co-curricular opportunities.

Finally, we have designed a Personal Tutor Masterclass Programme, which is due to be piloted in autumn 2021 and go live at the start of 2022.

DIGITAL BUDDIES: STUDENT IT SUPPORT FOR ONLINE LEARNING

A smooth, fast move to online teaching was essential this year – and was enabled by the new Digital Buddies scheme, where nearly 70 paid students or recent graduates gave teaching staff the technical support to make this happen.

The Digital Buddies arranged and managed the technical aspects of online teaching on various platforms. This allowed academics to focus on providing an excellent teaching experience, while the buddies gained skills and a source of income.

The buddies received comprehensive training from the Centre of Academic Practice Enhancement and Student Learning Assistant team. The scheme supported more than 120 modules, delivered over 1,500 hours of support and led to the buddies finding employment within and outside the University.

A STRONGER STUDENT VOICE

How students raise issues and give feedback was improved, after a package of enhancements was provided to Student Voice Leaders (SVLs), who are elected to represent their peers on their course, and to the Programme Voice Groups (PVGs), where SVLs meet academic and professional services staff. Improvements include allowing SVLs to continue in post for more than one year, an SVL code of conduct and guidance on collating feedback, and training and guidance for staff around online PVGs. These led to a 50% increase in the number of SVLs attending the groups in 2020 compared to 2019. In addition, 93% of PVGs considered enhancement plans compared with 78% in 2019.

In response to feedback, we developed an action tracker to respond to students on University-wide issues. In addition, more professional services, including Finance and MDXworks, provided reports on University-wide issues.

Our National Student Survey, Postgraduate Taught Experience Survey and Postgraduate Research Experience Survey data dashboards were enhanced to provide the University with more in-depth analysis of demographics and trends, and we added questions about experiences during the pandemic. This gave staff more interactive, detailed data.

We ran a popular, lively campaign to encourage students to take part in the National Student Survey 2021. Promoting the survey was not required by the Office for Students this year but our learners needed to know they could take part. To encourage participation, we donated to one of three student-chosen charities when they responded, and reported on how much had been raised and the kind of work it would support. In a year when we were unable to access students in as many ways as before the pandemic, the campaign – which was planned and delivered with MDXSU – resulted in a survey response rate of 68%, in line with the national sector average response rate of 69%.

The University started using EvaSys for course surveys. Staff had direct access to results and could respond to students, closing the feedback loop. Pre-arrival surveys were completed by more than 1,700 students. Anonymous responses were used by Departments to tailor support and align teaching and learning with needs. A survey for students on Apprenticeships was launched in May 2021. Finally, we started to consult on developing a more holistic approach to student feedback.





STUDENT EXPERIENCE

The University acted proactively to meet students' academic, wellbeing and financial needs, and make sure they felt welcome and part of the Middlesex community.

Middlesex benefits from having a diverse student population. However, our students often have complex and challenging lives – the University recruits the second largest number of students who were in receipt of free school meals in the UK.

The pandemic made studying more difficult. In response, Middlesex adopted a student-first approach, demonstrating agility and an understanding of student needs and bringing in academic, financial and wellbeing initiatives. These have made real differences and made students feel they belong in our community.

SUPPORTING TRANSITION

New services are informed by the student voice through working closely with Middlesex University Students' Union (MDXSU) and greater use of Programme Voice Groups (see previous page) and surveys. Students lead jointly on delivering initiatives.

When the pandemic arrived a different approach to welcoming new students was needed. In August 2020,

we launched Ready for Anything, a virtual programme to prepare students for learning in a blended, technology-enhanced environment. The programme followed the applicant cycle with student transition to higher education to ensure that key messages supported the applicant/student experience in a seamless journey through key transition phases. For example prospective students with disabilities were offered appointments with the Disability Service so they could find out about studying at Middlesex and become confident about coming here.

Community building was embedded throughout, connecting students to the University, their course, their tutors and their peers. Ready for Anything was a success, with 2,700 new students engaging with it, including international students from 27 countries, and we consequently significantly expanded it for 2021. Our Welcome Programme was very well received, with 92% of students feeling welcomed by their peers, academics, MDXSU and the University itself. We plan to extend this to support students moving between years.

Programme Administration and Student Engagement teams staff ran a successful call campaign to encourage applicants with offers to enrol, providing advice and guidance to help them overcome barriers. This was extended to include student callers and swiftly became a hugely successful peer-to-peer campaign which ran throughout the year. Students were employed to proactively call students, focusing on those experiencing difficulties, or particular groups, such as international students.

Calls meant a student who could be feeling isolated had someone friendly to talk to who could point them towards an expert service if needed. Metrics were used to identify those who had yet to engage and peer-to-peer callers reached out to them. This worked well in terms of providing personalised support and gathering quick feedback. More than 1,750 calls were made in the autumn 2020 term alone, reaching more than 1,600 students and helping them feel part of the Middlesex community.

REMOVING BARRIERS TO SUPPORT

Making sure students know assistance is there is a priority. As help can be hard to access off campus, the University actively reached out using a variety of methods so students knew, as soon as they applied here, about support available, and continuing students were reminded of how we had adjusted what we do to embrace the online environment.

Complex language and processes deter students, so we streamlined our materials using plain language and focused on key actions in processes. Information overload was prevented by sending students only emails that were directly relevant to them, and our messages were reinforced by social media and via personal tutors.

The Student Emergency Fund was established to provide targeted quick help to students who were struggling financially during the pandemic. The new fund had a simplified application process and required less evidence, and had a shorter response time. This meant £1.4 million of University and government funds could be efficiently allocated to over 1,700 students.

Digital poverty can exclude students from the very learning they are here for, and was exacerbated by lockdown. We reallocated funding earmarked for devices for staff so that more than 1,000 laptops could be lent for long periods to students who did not have their own device. These were couriered to those who were unable to come onto campus. We also supported Wi-Fi access through dongles and kept some space available on campus, for those living locally, as study space.

Some students had to self-isolate for 14 days on arrival in London, many of them international students, and we actively contacted them and offered various types of support, depending on individual circumstances. We provided 650 free food parcels or vouchers to allow them to do an online supermarket shop. During isolation, students received 'check-in' emails to ask if they had everything they needed and to remind them of support available. All this was appreciated and made students feel welcome. Our comprehensive student support programmes during the pandemic were also recognised with a Silver Badge in this year's Whatuni Student Choice Awards, where we were praised for working with students, removing barriers and for our proactive approach.

FOCUS ON WELLBEING

Health and wellbeing services moved online, many for the first time, including bookable appointments with counsellors and disability advisers. Twice as many triage appointments were made available, resulting in waiting times for non-urgent support significantly dropping and attendance increasing by 20%.

In addition we developed and implemented training and information sessions for student-facing staff across the University, so that they are better able to support students with various medical conditions, mental health issues and disabilities. Working with black students, we jointly created mental health and wellbeing services to better meet their needs.

We continued to develop our Care and Concern procedures. These include guidance on responding to suicide and risk assessment documentation as well as providing a safe response to domestic abuse, honour-based abuse and forced marriage. The University has a fitness-to-study policy, and reviewed the support-to-study meetings that are part of this. Importantly, we have applied to join the Mental Health Charter Programme, which brings together universities to share good practice and create positive cultures.

LOOKING FORWARD

During the year we used the learning from the pandemic, together with the priorities identified under the new Strategy, to refocus our work on student wellbeing, student journeys and the wider student experience. Comprehensive programmes during 2021 and beyond will, working with our students, refine what we do and reflect the changing needs of our students.



EMPLOYABILITY

Middlesex students are prepared for the world of work – whatever their aspirations – thanks to MDXworks, our dedicated careers and employability service working with our Faculties and other professional services.

EMPLOYABILITY SUPPORT: ENGAGING IN THE REAL WORLD OF WORK

MDXworks helps our diverse student population to prepare for a world of opportunities. The team gives them tailored guidance to identify their aspirations and strengths, build their skills and confidence, and be ready to articulate their experiences, talents and value to employers or develop their own business.

Close work with employers in every sector is central, and an increasing number of them share our values of social justice, equality, diversity and inclusion. We forge partnerships with businesses of all sizes, especially local small and medium-sized enterprises, and support start-up community collaborations. This meets the University's objective of embedding a practice-based pedagogical model, where students work on real projects, with real clients to deliver real, viable solutions.

Experience with an income

Our employment agency, Unitemps, offers part-time, flexible work paid at the London living wage. This not only helps students financially but also means they can build their CVs, confidence and skills.

This year, Unitemps has won a national award for efforts in helping thousands of students obtain paid work during their studies. The Unitemps branch at Middlesex was awarded the £5 million Turnover Award, which represents the amount contributed towards student and alumni salaries who worked for Middlesex from 1 February 2017, at the Unitemps Annual Conference in June 2021. For a consecutive year our branch was nominated for the Compliance Award, and one of its consultants, and Middlesex alumnus, Clemente Ruidiaz, was runner up in the Internal Consultant of the Year Award.

Unitemps has helped nearly 2,300 students to find employment, and arranged more than 435,000 hours of paid work.

Approximately 1,500 students were actively employed via Unitemps during summer 2021 – at a time when the part-time jobs market was still in recovery mode from the pandemic. We continue to explore ways to extend the Unitemps offer to local employers to increase the range of paid work available while enabling businesses to establish partnerships with Middlesex so they can access the University's academic and research expertise as well as its facilities.

BUSINESS AS USUAL

Throughout 2020, we kept providing our services, moving swiftly and seamlessly to a fully online model. Among our new online resources is an A-Z Careers Survival Handbook, which includes a rich, dynamic mix of real-time placement, work and volunteering opportunity updates, tips on keeping 'career active', and wellbeing support. Students now have free access to LinkedIn Learning, which offers video courses to develop business, technological and creative skills.

The WhatsApp Student Community Group, set up early in the pandemic, has developed into a number of coordinated support groups where the University provides support for professional development as well as pastoral care. We responded with agility to the national lockdown and successfully delivered our annual Gradstock Careers Festival. In October 2020, we ran a four-day online festival with more than 40 employer-led workshops and presentations and 96 one-to-one employer-student networking sessions. Attendance was up by more than 150% on the previous year.

Students met and heard from employers and alumni in March 2020 at a virtual Hendon campus, created through our brand-new Gather.town platform. Students used avatars to navigate around the simulated campus and network professionally with a host of guests. The platform also hosted a disability speed mentoring event and a careers and wellbeing session, which gave all students a sense of being connected.

CONTINUED SUPPORT INTO WORK

Programmes to support professional life this year included:

- **MDXadvantage:** this intensive programme for final-year students includes alumni mentoring, assessment centre training and CV and LinkedIn support. For this year's MDXadvantage challenge, we joined forces with Transform Society, a public sector access and opportunity partner, and Barnet Council. Students were tasked with generating solutions to environmental and sustainability issues in the community and proposed models to build partnerships and share knowledge between students and residents
- **Emerging Professional Programme:** this offers online and face-to-face activities to prepare students and equip them with skills for the next chapter in their career journey. As fewer students could be on campus, we ran the event through June and July. This meant we could invite limited numbers of students onto campus and offer a blended, livestream option for a larger number of students for the workshops. There were workshop pathways for each study year, and a central workshop pathway open to all. The programme culminated in a week-long paid internship for a selected group of 25 students, who worked in teams on four client projects relating to social mobility, mental health, sustainability and environmental impact. Outputs from the student projects undertaken as part of the Emerging Professional Programme are being progressed with those project clients and will form the basis for ongoing secondary and more extensive project collaborations in the coming year
- **MDXequals:** this supports students from all ethnic and socio-economic backgrounds, and those with disabilities and mental health problems. To ensure that MDXworks fully understands the nuances and complexities of discrimination, racism, inequality and exclusion, a series of open discussion and expert-led sessions were undertaken. This led to a greater appreciation of the issues many of our students face daily. This model of team reflection and development is to be piloted across professional services and academic Departments
- **MDXcelerator:** now in its third year, this programme offers mentoring and grants for students and alumni who are thinking about setting up an enterprise or becoming self-employed. This year's contest attracted 70 applicants and 30 were chosen to benefit from tailored one-to-

one sessions, workshops and masterclasses, as well as networking opportunities and pitching challenges. Participants gain the ability to develop and articulate business concepts, and understand market opportunities, financial scenarios and growth strategies.

Five finalists presented their ideas to judges including Vanessa Fernandes, founder and managing director of NAYA London, Nigel Wray, a serial entrepreneur, Vice-Chancellor Professor Nic Beech, and Louise Fairleigh, a business coach and relationship manager at Santander.

The finalists had five minutes to pitch their proposal followed by a five-minute question and answer session. The winners were:

1. Luigi Castellano – Xuonii (£7,500)
2. Courtney Wilson – 624 Studios (£4,500)
3. Georgia Gkolfinopoulou – FIRMUS (£2,000)
4. Fatimah Mohammad – Women's Only Fitness (£500)
5. Tannika Williams-Nelson – Wordplay Poetry (£500).

All five were paired with a mentor to continue their entrepreneurial journey

- **MDXcel:** this in-house creative agency offers project-based learning, where students collaborate to create solutions for national and local organisations. Through 2020/21, it developed more partnerships with modules and further piloted the MDXcel model within them. This year, in a collaboration with Marketing Consultancy third-year students, MDXworks secured seven clients, which offered a total of 12 project briefs to groups of two to five students. The module provided 41 students with an intense consultancy experience, on which we received positive feedback.

We have hosted careers fairs, industry panels, talks and events, question-and-answer sessions with experts, taster days and networking events, as well as 'pop-up' online workshops predominantly led by employers.

MDXworks continues to innovate in its service provision to students and alumni. Through this year we have been piloting a range of initiatives and co-curricular programmes that are validated and verified via micro-credentials. By optimising and recognising the multiple learning and skills development opportunities that Middlesex students can engage in – and validating these through industry-leading digital badging, we build on our commitment to nurture and transition students into the world of work. This means they can who can confidently articulate their evidence-based 'distinctiveness' and true value to employers – their 'story'.

RESEARCH AND KNOWLEDGE EXCHANGE

RESEARCH

Our researchers have continued to generate knowledge in response to COVID-19. Whether addressing the challenges of COVID-19 or maintaining our vital work in other areas, our research and knowledge exchange activities continue to focus on impact to create fairer, healthier, more prosperous and sustainable societies.

Our new Strategy targets research of demonstrably high quality and with significant impact to address global challenges relevant to our three chosen themes – namely, equity and improvements in health and wellbeing, sustainability of communities and the environment, and inclusive socio-economic development and enriching lives through culture. The University's ambition to make a better world through research and our combined strengths underpinning our new thematic priorities is exemplified in this sample of projects developed this year. Our research tradition of work on enabling citizen action, whether it be through supporting social enterprise, understanding community action or applying participatory research methods, is a distinctive feature of some of the examples here, that shows how impact can be generated through participation and process as well as final outcomes.

From March 2021, Dr Sally Priest, Head of the Flood Hazard Research Centre is leading the SOLARIS project. This hypothesises that social and spatial inequalities exist and threaten the implementation of climate change adaptation policies and the equitable involvement of affected citizens and seeks remedies that grow from community involvement. Funded by the Economic and Social Research Council (ESRC), it is due to be completed in 2024. Dr Loraine Leeson of the Department of Visual Arts is co-investigator for the ambitious Spaces of Hope project, funded by the Arts and Humanities Research Council (AHRC), which intends to document the history of community-led planning in the UK as a means of better understanding how communities can shape their own future.

Meanwhile, Dr Tanya O'Garra from the Business School began contributing to the Sustaining and Strengthening City Climate Action in the COVID-19 Crisis for a Green and Climate-resilient Recovery (ClimateCitiesRecovery) project. Funded by the Volkswagen Foundation, this aims to deepen theoretical understandings of city climate action during crises, and of the conditions that sustain and strengthen them.

Online abuse is known to affect people's mental health, and it's no different for journalists. Reporters use social media to gather and tell their stories, but frequently receive vitriolic online attacks just for doing their jobs. To help them cope with this, Dr Maja Šimunjak in the Department of Media secured AHRC funding for '#BeObjective #BeKind #Be... Journalists' Emotional Labour in the Era of Social Media'. This intends to develop guidelines for emotional education, which will prepare journalists for exposure to often vicious criticism and abuse on social media.

Professor Dave Lewis in the School of Law extended his work on whistleblowing – the tough, necessary business of speaking out against wrongdoing within one's own organisation. He has begun a collaborative project with colleagues at Aarhus University, funded by the Norwegian Research Council, entitled 'Workers' Voice and the Right to Manage: the Case of Whistleblowing in a Comparative Context'.

Our interdisciplinary research as part of the LSE-led Gender, Justice and Security Hub has continued in the face of significant challenges, including a slight reduction in budget due to government cuts to Official Development Assistance (ODA) which funds the Hub's work through its Global Challenges Research Fund (GCRF). As a result, the project has had to be rescoped, but will continue its work to advance gender justice and inclusive security in conflict-affected societies. We are enormously proud of the work undertaken by our researchers in this project to date.

During the year programmes of research to shape a better world through technology continued to be extended in new directions. Professor Richard Bayford of the Department of Natural Sciences undertook joint work with colleagues at University College London (UCL) to create technology for oral cancer screening, while Professor Rena Papadopoulos of the Department of Mental Health and Social Work used EU funding to support her contribution to 'Preparing Health and Social Care Workers to Work with Socially Assistive Artificially Intelligent Robots in Health and Social Care Environments'.

RESEARCH IN THE PUBLIC SPHERE

Our efforts to ensure that the fruits of our research benefit the wider community in all our priority areas and across disciplines depend to a large extent on our ability to engage with people outside academia.

To this end, academic colleagues were widely heard in the press and media expertly synthesising and distilling research knowledge to enhance the public conversation throughout the year. By way of example, Dr Elena Martellozzo of the School of Law provided expert comment on children's access to pornography, including an interview on BBC Radio Four and contributions to *The Guardian*.

Professor Laurent Pech, also in the School of Law, provided expert analysis of changes in the legal and constitutional systems of Hungary and Poland. In addition, Dr Murad Banaji in the Department of Design Engineering and Mathematics helped listeners and readers to understand the dynamics of the unfolding of the COVID-19 pandemic in India, including contributions to a well-regarded BBC World Service programme on the topic. Explaining not just what research says but also what it helps us to do – make better predictions, form better judgements, design better technology and laws that are more assistive and sensitive – is a vital role for any university.

REF 2021 — STRONG EVIDENCE ENTERED FOR RESEARCH ASSESSMENT

In the course of the year, the University provided evidence of the quality of its research environment, research impact and research culture to the Research Excellence Framework (REF) for assessment. This required the submission of research outputs from 443 staff in 12 'units of assessment' (grouped research subject areas).

This REF exercise is the first in which it is expected that *all* eligible academic staff should have their outputs submitted for assessment. In Middlesex's case, that means we submitted all staff employed on academic contracts (Teaching and Research or Research only routes) at the REF census date (31 July 2020) who satisfied the REF 2021 criteria for inclusion as category A staff (more than 0.2 full-time equivalent and 'independent' i.e. unsupervised researchers).

REF also requires that evidence is submitted to show the significance and reach of the impact of the research beyond the academic sphere. Our REF submission included some exemplary case studies of the impact of our research in areas as varied as the financing of innovation in small and medium-sized enterprises, the use of nanoparticles in healthcare and improving the digital experiences of children.

The REF will report on the assessment of the quality of the research undertaken at Middlesex in April 2022. The REF exercise enabled us to marshal our research capability and take stock of our strengths, and the outcomes will secure future funding through the QR block allocation. The REF profile also has potential to affect our academic reputation for research.

RESEARCH STUDENTS

Research students are the lifeblood of our inclusive research culture; a healthy research environment is one that ensures that the support it provides to the researchers of tomorrow is of a quality commensurate with that of its research. In addition to providing training and welfare support to students throughout the pandemic, we have taken advantage of the online working to increase opportunities for engagement across geographic boundaries, including a hugely successful online research student conference organised by a group of academic colleagues ably supported by our Research Degrees Administration Team.

Some of our research grants and contracts include funding to support research students, employ research assistants and/or early career researchers as post-doctoral fellows. A noteworthy example is the fully funded PhD studentship won by Dr Helen Roberts (Department of Natural Sciences)

from Willberry Wonder Pony (PhD Studentships) to support research into the role of bone cells in the metastatic process.

Others include the FUTURES project (Pedro de Senna in the Department of Performing Arts), funded by the EU Directorate General for Education and Culture (DG EAC), which aims to develop innovative, future-oriented processes, tools and methods that will foster personal and professional development among early stage researchers and high school students. A further five DG EAC funded projects were won in year by Professor George Dafoulas (Department of Computer Science) worth in total £301,977 to the University, for research into the creation of a collaborative platform (Sharing my Learning-Platform-Network-Toolkit) to support the transition towards e-study and e-work, the development of vocational education and training in veterinary science and other aspects of adult education.

RESEARCH AND KNOWLEDGE EXCHANGE

(continued)

KNOWLEDGE EXCHANGE

Middlesex has maintained its strong foundation in knowledge exchange, and has responded proactively to the challenges of Brexit and the pandemic.

The University's key performance indicator in the Institutional Plan for Knowledge Exchange for 2017-22 was to grow Knowledge Exchange (KE) revenues at 4% above the underlying growth rate or 2% should the economy fall into recession during the planning period. Low rates of underlying macroeconomic growth warrant a lower expectation of knowledge exchange revenue yield.

Our main tracking aggregate (Higher Education - Business Community Interaction HE-BCI, return data for collaborative/contract research, consultancy, Continuous Professional Development (CPD), facilities hire, CPD fees, regeneration projects and IP income) for the last full academic year saw a fall from £15.9 million to £13.7 million. This was almost wholly due to the combined effect of lower levels of collaborative research income resulting from lower EU funding activity (Brexit effect as partners draw back from partnering with UK institutions) and contract research values and volumes for contract research with commercial small or medium-sized enterprises falling by about a third (COVID-19 effect). These effects have continued into 2021/22.

COVID-19 and Brexit uncertainty remained a threat to our 2% year-on-year sustainable growth ambition in the 2020/21 academic year and we shall need to ensure that we rebuild income during COVID-19 recovery and as post-Brexit opportunities become clearer.

Knowledge exchange was a feature of our response to COVID-19, and a regular Research and Knowledge Exchange Subgroup of senior staff, chaired by the then Executive Pro Vice-Chancellor (Research and KE), tracked and summarised best practice from COVID-19 related engagement activity.

The consequences of the pandemic for KE delivery were evident and there was a decline in newly commissioned activity compared to pre-pandemic levels as clients continued to deal with the consequences of COVID-19.

The most evident effects have been:

- Repurposing funded KE projects to meet COVID-19 related objectives
- Delays in funding
- Abandonment of procurement plans that would have allowed the University to extend KE work by re-contracting.

The range and variety of new knowledge exchange work begun during the year indicates the vitality of our practice in this key area of our emerging Strategy. From CPD to contract research, and from collaborative research to public engagement, we continue to cast our net wide.

KNOWLEDGE INTO ACTION THROUGH KNOWLEDGE EXCHANGE

In line with our Strategy to improve social equity and wellbeing, Middlesex joined a Polish-led Erasmus+ project, 'Improving Geriatric Patient Satisfaction', using e-learning simulation to develop intercultural skills in older persons' care, while the College of Policing commissioned Dr Elena Martellozzo to evaluate a new stalking screening tool used in police forces to reduce online stalking.

We continued to create solutions to complex problems and produce impactful research. Dr Hector Menendez secured an InnovateUK academic start-up accelerator award for a security evaluation tool for use in machine learning systems, while British Weight Lifting (the sport's lead body in the UK) engaged researchers from our London Sports Institute to help implement a sound scientific rationale for evidence-based practice to be implemented across the sport, and Professor Ajit Shah continued to provide laboratory analytical services in bioscience.

Working with others remained central. Collaborative research to address the COVID-19 pandemic included Dr Kai Xu's involvement in a wide-ranging consortium to make visual analytics a key feature of the infrastructure for combating



the virus, Professor Lian Lundy coordinated an international initiative to develop a comparable, open-access database on the occurrence of SARS-CoV-2 (the virus that causes COVID-19) in sewage, while Fiona Suthers led our efforts in COVID-19 vaccination training across north London, funded by NHS England, which helped provide vaccines rapidly to local people.

In January 2021, the University submitted its HE-BCI to the Higher Education Statistics Agency, providing aggregated data on KE activity. It showed:

- Lower levels of collaborative research income resulting from lower EU funding activity (partners drew back from partnering with UK institutions before January 2021 as a result of Brexit)
- Contract research values and volumes with commercial small and medium-sized enterprises fell by about one third (almost wholly due to COVID-19 effects)
- Other values and volumes showed a mixture of modest growth and very small falls, almost all of which were connected with lockdown
- Increased activity in five areas of public engagement, reflecting the use of online platform for events, almost all of which secured larger audiences.

Nevertheless, the University's Higher Education Fund (HEIF) allocation – the money provided by the government to support our KE work – rose to £2.05 million, up from £1.65 million in 2018/19 and £1.79 million in 2019/20. The funding is made after the application of a funding formula, input data for which comes primarily from the HE-BCI.

KNOWLEDGE EXCHANGE FRAMEWORK

During the year, the University submitted narrative statements to the first iteration of the sector-wide Knowledge Exchange Framework (KEF). The KEF consists of data collection of metrics (by Research England, using some data from the HE-BCI but also data from other sources) and narratives

(submitted by institutions). Narratives are intended to help those using the KEF to understand the context in which KE work takes place. All institutions receiving HEIF funding are required to participate in the KEF. Currently, performance in the KEF has no implications for funding but Research England is exploring possible future links between KEF and HEIF. The results of the KEF exercise appeared on 31 March 2021. Middlesex's 'KEF profile' can be found via <https://kef.ac.uk/dashboard>, and it points to areas of real strength. We are:

- In the top 20% for skills, enterprise and entrepreneurship support
- In the top 20% for intellectual property and commercialisation
- In the top 30% for supporting local growth and regeneration.

This is a good basis for future work to cement the University's position in relation to KE.

Separate from the KEF – but connected with it as a part of Research England's efforts to place KE at the centre of university missions – is the Knowledge Exchange Concordat also in its development year in 2020/21. Middlesex signed up to the Concordat, a parallel exercise to other research-related concordats, last year.

While the KEF focuses on performance the KE Concordat concentrates on strategic planning and operations in delivering KE. The Concordat has eight principles, with accompanying 'enablers' against which universities are invited to assess themselves and to propose an action plan for improvements. A panel of peers will assess these submissions, then provide feedback and recommendations for action.

ENGAGEMENT



Above:
The Mayor of Barnet, Councillor Caroline Stock (right), presenting the Council's COVID-19 Community Heroes Award to our VC (centre) and Deputy Chief Executive Officer (left)

INFLUENCE AND VISIBILITY

Raising our profile, building networks, maximising wellbeing and being inclusive are more important than ever as higher education comes under growing scrutiny. The political landscape has been tough in the past year, particularly for modern universities, exacerbated by the pandemic and a political and media narrative that questions the value of higher education.

Championing our University's contribution to society, the economy and global challenges, and the interests of students and staff, is essential. This year has seen growing (virtual) engagement with key networks, influencers and policymakers building on our position papers and responses to 12 government and Office for Students consultations and calls for evidence.

During Professor Nic Beech's first year as Vice-Chancellor, Middlesex implemented an engagement plan to increase both his network and the University's influence with decision-makers. Meetings included the Chief Executives of UK Research and Innovation (UKRI) and London Higher, the President of Universities UK (UUK), former Minister of State for Universities, Science, Research and Innovation Chris Skidmore MP, Lord Simon Woolley CBE, former Secretary of State for Education Lord David Blunkett, Labour Party Leader Sir Keir Starmer and Shadow Secretary of State for Education Kate Green MP.

Some of the Vice-Chancellor's key engagements have included:

- Meetings with former Shadow Minister for Education Emma Hardy MP and roundtables with Sir Keir Starmer and Kate Green MP to seek support for our students' interests and championing their achievements in parliament. This led to Emma Hardy regularly approaching us for input
- Supporting our Students' Union's (MDXSU) campaign on digital poverty, the Vice-Chancellor and Deputy Vice-Chancellor, Provost joined MDXSU representatives for a meeting with Robert Halfon MP, Chair of the House of Commons Education Select Committee
- Meeting with Lord John Mann, Independent Adviser to the government on antisemitism, to discuss adopting the International Holocaust Remembrance Alliance definition of antisemitism
- Speaking at UUK's annual Degree Apprenticeships Conference on Middlesex's Policing and Nursing and Healthcare Science degree apprenticeships and how they boost social mobility.

CLOSER COLLABORATION

This year has seen deeper joint activity with networks and groups.

Middlesex has worked closely with London Higher, London First and the Confederation of British Industry (CBI) to resist plans to remove London weighting from the teaching grant. The University produced position papers and the Vice-Chancellor addressed a London Higher press conference on this.

The Vice-Chancellor has been appointed as UUK's representative on the board of the Quality Assurance Agency for Higher Education – an influential position.

Middlesex has been working to influence policy through a new Policy Perspectives Network – an alliance of ten large modern universities in England – to share insights and intelligence and offer an alternative perspective on matters including government proposals for minimum entry requirements for higher education and foundation year funding, and to challenge government narratives on low quality provision. The network's first paper on the value of foundation years led to engagement with the Minister for Universities and special advisers in the Cabinet Office and the Department for Education (DfE).

The policy and public affairs team spoke at a UUK Skills and Employability Conference on working with the CBI to support our students.

PROMOTING INCLUSIVE INNOVATION IN RESEARCH POLICY

After the government's 'UK Research and Development Roadmap' was published in summer 2020, we have actively promoted our ideas on research policy.

The Vice-Chancellor presented on Middlesex's inclusive innovation approach to the Prime Minister's Council for Science and Technology (CST) in December 2020, chaired by Sir Patrick Vallance, the Chief Scientific Adviser. This led to the Vice-Chancellor taking part in two roundtables on the topic with the Chief Executive of UKRI, as well growing the relationship with Nesta, the innovation agency for social good, and UUK's Research and Innovation Policy Network.

ENGAGEMENT

(continued)

MAXIMISING HEALTH AND WELLBEING

Physical and mental health were brought into sharp focus during the pandemic.

Middlesex is working with UUK as one of the lead universities to implement its 'Stepchange: Mentally Healthy Universities' framework, which calls on universities to prioritise student and staff mental health by ensuring mental health is part of all institutional practices, policies, courses and cultures.

Building on its academic expertise and global reputation in tackling problematic substance use, the University has been working with sector and government contacts and alumni such as Claire Murdoch CBE, Director of Mental Health at NHS England, to lead work in preventing problematic substance use, aligned with the United Nations Sustainable Development Goals.

The Vice-Chancellor joined an All Party Parliamentary University Group (APPUG) discussion where Tahmina Choudhery, MDXSU Vice-President, spoke on student mental health. The APPUG Chair then wrote to ministers to highlight her messages on the needs of international students and frontline NHS staff.

As a member of London Higher's Board, the Vice-Chancellor has built a strong relationship with Diana Beech, the new Chief Executive of London Higher and a former adviser to three Higher Education Ministers. Middlesex is playing an active role in raising the profile of London Higher in policymaking with a focus on mental health, commuter students, and research and knowledge exchange policy.

In July 2021 we agreed a Memorandum of Understanding with community interest company Public Voice who deliver the Healthwatch Haringey service. This agreement will explore possibilities for identifying and facilitating placement opportunities for Social Work and Nursing students, for research projects related to health, social care and education, and for sharing education and training resources related to Continued Professional Development and Knowledge Building Communities.

LOCAL COLLEGES AND COUNCIL

Political and financial investment in further education and the civic role of universities has led to us working even more closely with our local colleges and council.

We have met regularly with the Chief Executive of local further education college Barnet and Southgate College and his senior team to consider progression pathways, supporting student voice and influencing policy. Middlesex, the College and Barnet Council are collaborating on skills development for recovery from the pandemic with a focus on entrepreneurship. The Faculty of Health, Social Care and Education has met with Barnet Council to explore collaboration on training social care staff. Senior staff at Middlesex and Capital City College Group (CCCG) are collaborating on education, policy, public affairs and student engagement.

The Vice-Chancellor and the Deputy Vice-Chancellor, Provost kept Barnet councillors updated on support for students, staff and the local community during the pandemic, while the Deputy Chief Executive Officer presented our work to the London Borough of Barnet's (LBB) Health and Wellbeing Board. Following a strategy meeting, the University has agreed shared priorities and plans for focused, collaborative projects with LBB. In July 2021 the Vice-Chancellor met with Councillor Alison Cornelius, the new Mayor of Barnet, to explore ways to continue collaborating over the next year.

The Entrepreneurial Barnet Competition 'What's Your Big Idea?', led by Middlesex University, the LBB, and Barnet and Southgate College with the generous support of Santander Universities and Brent Cross Shopping Centre, returned for another year. The Competition offered Middlesex University, Barnet and Southgate College students, and local residents the opportunity to showcase their ideas, attend business development workshops and win funding to help grow their business. The winners were, in the Social Impact category, a Barnet resident behind a platform to donate to climate change mitigation and, in the Commercial Impact category, a Middlesex alumna and her business partners who have developed an app for people to buy quality, sustainable food at discounted prices. Both winners received a £5,000 prize each and mentoring. A recent Middlesex graduate and an alumnus were runners up, winning £2,500 each.



EQUALITY, DIVERSITY AND INCLUSION

The Vice-Chancellor interviewed Lord Blunkett, Chris Skidmore MP and David Sweeney, Executive Chair of Research England, for a project with London Higher, Lancaster University and Heriot-Watt University about the relationship between academics and policymakers. This aims to strengthen relationships between policymakers, practice and academia, and to improve the diversity of all those involved in research that shapes policy. Its outcomes will be published and will support our lobbying work in the UK.

The Vice-Chancellor met with Middlesex alumnus Lord Simon Woolley CBE, a former government adviser on race equality and the founder of Operation Black Vote, to explore collaboration to support students and our application for the Advance HE Race Equality Charter. The University is also working with the Stephen Lawrence Foundation to support the organisation's aims in the Higher Education sector.

Working with CCCG and MDXSU, we organised a student-led Race and Diversity event, where students could discuss issues and concerns openly (no staff were present). Feedback was anonymised and provided an understanding of the thoughts, issues and challenges of our students on these topics.

To mark Black History Month in October 2020 we organised a panel discussion exploring the topic 'Black Lives Matter: How to move from slogans to meaningful change'. The international webinar event was chaired by Dr Doirean Wilson, with speakers including The Right Honourable Stuart Lawrence, the younger brother of Stephen Lawrence who was murdered in an unprovoked racist attack in London in 1993, and Sonia Brown MBE, founder and Managing Director the National Black Women's Network (NBWN).

As part of an ongoing three-year agreement, Santander Universities UK donated £76,500 to Middlesex University for the academic year 2020/21. This funding is used to support Education, Employability and Enterprise activities across the whole institution, with a focus on supporting those students from a Widening Participation background. Part of this amount went directly to MDXSU to encourage and engage diversity and inclusion across the University community.

ENGAGEMENT

(continued)

INSPIRING SCHOOL AND COLLEGE STUDENTS

Middlesex provides highly accessible life-long learning and transferable skills to inspire and enable learners from all backgrounds to be part of our global community. We seek to provide seamless services and personalised support that anticipate student needs, remove barriers to access and encourage engagement with learning.

OPENING UP UNIVERSITY OPPORTUNITIES

Access and Participation Plan

Middlesex is one of the best places in the country for attracting people who may not consider studying for a degree. Most of our UK and EU students – 88% – fall within at least one widening participation category.

However, we are not complacent about this achievement. The University has set itself clear targets to make sure we keep supporting underrepresented groups in its Access and Participation plan. As the effect of COVID-19 on education became clearer, we adapted our course delivery and began new activities to better support students – these groups in particular. Our Access and Participation targets include:

- Reducing the non-continuation gap – which concerns whether students continue from one year to the next – between Asian and white students and those from a black, mixed or other ethnic background
- Closing the non-continuation gap between students entering university with A levels and those with BTECs
- Narrowing the awarding gap – the difference in the proportion of students awarded a first or 2:1 degree and those awarded a lower award – between students entering university with A levels and those with BTECs
- Reducing the gap in honours award levels between white and black students.

WORKING WITH UNDERREPRESENTED GROUPS

Our work with underrepresented groups this year includes the following highlights:

Online mentoring

Sixth form students from underrepresented backgrounds in London have benefited from online mentoring from our undergraduates. They received one-to-one coaching over a five-month period to enable them to manage remote learning and develop key study skills. This was to improve their exam performance and employment prospects. This collaborative programme was shortlisted for the Sixth Form College Association's 2021 Independent Learning award. Women student ambassadors studying science, technology, engineering and mathematics courses mentored female further education students studying these subjects from Westminster Kingsway College for a six-month period. This was in support of Linking London mentoring project, which focuses on underrepresented learners.

Scholarships and awards

The cost of going to university can be a concern to students. Middlesex does not want students to be discouraged from university study due to financial reasons so we offer scholarships, awards and bursaries.

This year, we once again awarded Community scholarships to full-time undergraduate students who have been excellent role models in their school, college or community, and/or have succeeded in overcoming personal difficulties or challenging situations. In 2020/21, 20 students from households with an income of below £25,000 received these scholarships. They will each receive £6,000 over the duration of their course.



Left: Cheerleading sessions at Unitas

MIDDLESEX IN THE COMMUNITY

Our work with Barnet has included a virtual workshop on post-18 pathways for care leavers from the Barnet Virtual School in the autumn. The University also delivered an online group workshop on aspects of progression to university to refugees from the Barnet Refugee Service, which was followed up with one-to-one tailored university application support for those who requested it. In spring, we hosted a virtual workshop on disability support for about 25 students within Barnet with learning difficulties or disabilities.

We delivered employability workshops for 16-19 year-old students at Unitas, a youth centre in Barnet. Unitas is attended by an engaged cohort of young people, many from backgrounds with socio-economic barriers to success. These workshops were designed to prepare them for the world of work by supporting them with CV writing, interview preparation and applying for apprenticeships. Also at Unitas, we ran cheerleading sessions, first online then face to face, for a 'Juniors' cohort aged 8-12 years. The reasoning was that experiencing an activity they had never done before would make them more receptive to learning new skills.

The Apprenticeship Roadshow showcased a range of apprenticeship opportunities in a range of sectors and gave young people aged 16-18 opportunities to ask questions and meet industry-leading employers in construction, public sector and accountancy. This one-day virtual event, hosted in partnership with Rate My Apprenticeship, was attended by more than 150 students from six schools in Barnet.

Our virtual NHS Careers Fair, headlined by surgeon and TikTok influencer Dr Karan Rajan, involved 45 NHS professionals and was held in partnership with Barnet and Enfield Primary Care Hubs. On the panels were teaching staff from Middlesex from the fields of mental health, nursing and midwifery as well as an Adult Nursing course ambassador, a student who answered questions about and promoted the course. In total, 159 prospective students attended the event, viewing an average of three careers panels each.

This year we helped students from underrepresented groups make a successful transition to higher education through our Ready for Anything awards. Fifty students had an opportunity to choose between four packs. The Tech Booster pack included a laptop, the Wellbeing pack included wellbeing subscription boxes, student wellbeing books and a subscription to the Calmer You and Headspace apps, the Commuter pack included financial support towards their commute, and the Core Fitness pack included free access to our gym on campus and discounted personal training sessions.

More than making up for lost time

Many school and further education college students lost opportunities to learn this year, so we ran a Summer Camp as well as a Digital Skills Camp in the autumn half term for underrepresented groups to support them in their academic studies. Our Camps included creative games design sessions, as well as a careers panel featuring Middlesex Games Design lecturers and current and former students. In 2021, our Success Camps won a Bronze HEIST Award in the 'Best Widening Participation Initiative' category. The judges praised our use of technology and our commitment to Widening Participation to drive student engagement within a very challenging context.

We also ran a week of 23 live taster lectures to give school and further education college students an idea of university life. This new event had fantastic feedback and engagement, with over 650 students attending, and more than 140 attending more than one lecture.

MDX Life Skills is a series of live events for students aged 14-18, which is supported by a growing list of resources. The events focus on issues not typically included in traditional educational settings but can help students reach their potential. Sessions covered wellbeing and mental fitness, making yourself employable and managing money. They were delivered by internal and external partners including our University's careers service and the Fika mental wellness team.

Our 'Get Into Uni' event is a jam-packed week of live sessions designed to support and inspire prospective students aged 16 and over. With 24 live sessions to choose from, including live support streams, panels, workshops and taster lectures, it offers prospective students the support and advice they need on their journey to university.



ACADEMIC PARTNERSHIPS



Middlesex transcends geographic and academic borders, working with institutions around the world to provide excellent undergraduate and postgraduate education.

OUR GLOBAL REACH

We work with 66 partners in 26 countries to provide a high-quality education. More than 15,000 students were taught by Middlesex franchise, joint or validated academic partners in the last year. The University has continued to work with and support our partners during the pandemic and ensured they have plans in place to successfully deliver our degrees awards.

Middlesex works hard to develop a distinctive global reputation and positioning to become a university of choice with global partners. This year we continued to support and collaborate effectively with our academic partners. We held our link tutor workshop for academics new to the role online for the first time. This involves ensuring the University is working well with and supporting our academic partners. As this resulted in more engagement from our overseas partners, we will continue with the new format.

In summer, we normally host a Partners Institution Forum on campus in London. All partners are invited to attend sessions that provide information or cover topics of interest, meet each other and share experiences. This year, we hosted forum sessions online with the result that more overseas staff took part. The forum included sessions by the Academic Quality Service on the importance of good governance, student protection plans covering an assessment of the range of risks to the continuation of study for students and the measures put in place to mitigate those possible risks, as well as on the Competition and Markets Authority (CMA) guidance which ensures we all comply with consumer law when dealing with students. Other sessions included teaching in the time of COVID-19, delivered by Middlesex's Centre for Academic Practice Enhancement (CAPE), and the experience of moving to online learning, delivered by QA Higher Education. We have planned to deliver further online sessions in the autumn. These partners are also invited to contribute to and attend the CAPE conference each year.

A Moodle/My Learning online platform that brings together information and guidance for academic partner staff has been developed as a central resource and first port of call for assistance and information. Slides and videos from the link tutor workshop and Partner Institution Forum sessions were posted there, especially for staff unable to attend.

Examples of developments this year

Many validated partners in our Department of Psychology have increased their income as a result of attracting more students in the last year despite COVID-19, including PCI College, Waverley Abbey College and the Metanoia Institute. Most of them offer counselling and psychotherapy courses.

Academy of Contemporary Music (ACM) Guildford, a validated partner, saw a rise in Middlesex student numbers. Its BA Games Development and Futures Programme started in September 2020, and ACM students on the BA Music Industry Practice course delivered with another university provider transferred to Middlesex at the same time. We are supporting ACM to achieve taught degree-awarding powers themselves and are considering other ways our institutions can work together in future.

In May 2021, we revalidated all undergraduate and postgraduate provision with KMU Akademie in Austria. One of our largest academic partners in terms of income and student numbers, KMU Akademie has seen significant growth in their student numbers this year. There has been a rise in professionals and mature students signing up for the Doctor of Business Administration course, validated by Middlesex.

Our collaboration with the States of Guernsey is growing, having started out as a small collaboration. The States of Guernsey are consolidating all their education and training under one roof and Middlesex is regarded as the main UK partner for higher education on the island.

In 2021 we have begun work on reviewing and enhancing our approach to the identification, approval, review and support of academic partners, developing an Academic Partnership Framework that further integrates quality assurance with market understanding and a focus on student outcomes.

APPRENTICESHIPS

Apprenticeships are building social mobility by opening up professional roles to more people, and University income from them has risen almost 20-fold over three years.

Apprenticeships are making a difference to people's lives, providing skills for economic participation and building a more prosperous society. They are also proving to be a financial success for the University, as income from them has risen from £353,000 in 2017/18 to around £7 million in 2021. They are a key contributor to our financial sustainability.

Our apprenticeships make professional roles accessible. Two-thirds of our apprentices have parents with no experience of higher education and only 37% have parents with professional, associate professional or managerial jobs. Our degrees boost social mobility considerably.

In 2020/21, 1,400 students worked towards Middlesex apprenticeships, twice as many as in 2019/20. The sustainability of this figure is underpinned by the rising popularity of apprenticeships, particularly those leading to degrees. Around one in three people starting an apprenticeship in 2019/20 in England are on higher or degree-level schemes, compared to some one in five the previous year, according to 2020 government figures. This is despite the pandemic.

The workplace is the primary place for professional learning and all apprenticeships at Middlesex aim to provide practice-led education that transforms individual lives while ensuring employers have the skills they need.

In its 2020/21 annual quality review, the College of Policing commended the Police Education Consortium (led by Middlesex) for its high-quality education and "commitment to the preparation and planning across a complex partnership".

Apprenticeships also provide significant development opportunities for Middlesex staff. We support all eligible academic staff to undertake the Academic Professional Apprenticeship as a route to becoming a fellow of the Higher Education Academy. In 2020/21, the first cohort

of staff started Senior Leader Apprenticeships, which is a key aspect of the Strategy to promote a culture of collaborative leadership across the University. We are already delivering the Academic Professional Apprenticeship to some NHS Trusts and the Senior Leader Apprenticeship will also become available to external employers from January 2022. To add to this leadership portfolio, Middlesex has approved Coaching Professional and Chartered Manager Apprenticeships, which will be available to both Middlesex staff and external employers.

A flexible approach to delivering training has mitigated the impact of the pandemic substantially, resulting in 94% of our apprentices continuing to progress throughout the crisis. The use of mobile learning devices for Police Constable apprentices has allowed the essential three-way professional learning conversations between apprentices, employers and tutors to continue online.

NATIONAL AND GLOBAL INFLUENCE

In the past year, Middlesex gained global recognition for its research on the work-based learning it has established over the last 30 years, and this has further demonstrated the University's influential impact on thought leadership around national apprenticeship policy and practice.

Recent research shows Middlesex is contributing to the direction of national policy on degree apprenticeships, which is moving to a model that more fully integrates on and off-the-job learning. The University is working with national bodies including the Department of Education, the Institute for Apprenticeships and Technical Education and the Education and Skills Funding Agency as well as representative bodies such as Universities UK, the University Vocational Awards Council and MillionPlus. Similarly, our work on the social mobility impact of apprenticeship is influencing national policy and has featured in training for the Education and Skills Funding Agency staff.



Top: Photo: David Holbrook Photography



OUR PEOPLE AND CULTURE

The Middlesex family is global and inclusive. Our diverse student and staff community is our strength, and we strive and are successful in creating a healthy workplace where all feel they belong.

Over the past year as part of the process for developing our new Strategy, we revisited and revised our values to agree a set of community principles. These guide how our whole community works, learns and behaves.

LEADING IN EQUALITY, DIVERSITY AND INCLUSION

Middlesex is diverse and truly international. More than 44,000 students study with us globally and our London campus hosts 1,752 staff members of over 75 different nationalities. As our community principles show (see page 21), we act with care and integrity, and we are collaborative and action orientated. We aim to be radically simple, radically creative, and leading in equality, diversity and inclusion.

We are proud of our achievements and commitments to equality, diversity and inclusion for all staff and students, and of our *Times Higher Education* (THE) Impact Rankings in these areas (12th for gender equality and 36th for reduced inequalities). However, as local and global events over the last year have shown us, there is still more to do across the full range of diversity arenas, including race, gender, ethnicity, disability, sexual orientation and age amongst others.

While we strive to recruit staff from all backgrounds, we know we are on a journey and recognise the need to increase representation from black, Asian and minority

ethnic (BAME) communities among our staff at all levels. Over 2020/21, Middlesex has also been working to the Principles and Standards of Advance HE's Race Equality Charter (REC) to improve the representation, progression and success of BAME staff and students. The charter provides a framework through which institutions can reflect on obstacles standing in the way of BAME staff and students and develop initiatives and solutions. First, we aim to achieve the Bronze Institution Award, which will demonstrate the University has a solid foundation for eliminating race bias and developing an even more inclusive culture. Middlesex will apply for the award in 2021/22; our REC Self-Assessment Team are providing support and challenge to University Leadership, including the University Executive Team and Governors, to progress race equality and will oversee the award submission process.

This year, we also signed up to Business in the Community's Race at Work Charter, which is designed to improve outcomes for black, Asian and minority ethnic employees in the UK. This shows we are committed to tackling barriers that ethnic

minority people face in recruitment and progression and making sure University employees are representative of the societies within which we work.

A COLLABORATIVE COMMUNITY

Operating as a collaborative community is crucial for embedding diversity, equity, inclusion and belonging in everything we do. We co-create across academia and professional services and we co-lead with students and the Students' Union. Our wider initiative to develop an overarching 'statement on faith', for example, is being co-created with students to allow different groups to define their own lived experience and articulate harassment in their own terms. This will be underpinned by several statements of different forms of race- and faith-based harassment, including definitions of Islamophobia and other forms of discrimination. Within this context, the Board of Governors, supported by the Students' Union, unanimously agreed that Middlesex will adopt the International Holocaust Remembrance Alliance Working Definition of Antisemitism. We explored the definition with students, staff, the University's Jewish Society and local and national Jewish and multi-faith groups, and see this as significant and important step in creating meaningful interfaith dialogue within both the University and local communities.

Employee networks play a vital role in creating a positive, safe and open working environment where staff learn about each other in an inclusive, respectful way. Our lesbian, gay,

bi, trans, queer, intersex, ace and aro (LGBTQIA+) Network, Anti-Racism Network, Disability Network, Gender Network, Interfaith Network, and Parents and Carers Network are all proactive and successful in instigating and developing ideas, raising awareness about issues and experiences, and holding supportive and informative events. They are also instrumental in influencing policy through the University Equality, Diversity and Inclusion Committee.

We are signed up to the Athena Swan Charter, which aims to advance gender equality in higher education and research institutions. We have achieved Bronze accreditation, which recognises that we have a solid foundation for eliminating bias on the basis of gender and developing an inclusive culture that values all staff. Middlesex has also signed up to Women in Higher Education Network (WHEN) which helps women, including transwomen and non-binary people who are comfortable in a female-centred community, achieve their ambitions and works with institutions to remove systemic and cultural barriers.

The Disability Confident scheme aims to help employers make the most of the opportunities provided by employing disabled people. The scheme has three levels designed to support employers on their journey. This year we renewed our Disability Confident Committed status (level one) and hope to work towards Disability Confident Employer status (level two) next year.



OUR PEOPLE AND CULTURE

(continued)

We are placed in the top third of employers in the 2020 Stonewall Workplace Equality Index – which assesses employers' progress on lesbian, gay, bisexual and transgender inclusion – and have established a self-assessment team to take forward our 2022 submission (opened in summer 2021) and also to drive the wider agenda on LGBTQIA+ inclusion at Middlesex.

SUPPORTING AND DEVELOPING OUR COMMUNITY THROUGH OUR NEW STRATEGY

At Middlesex, we collaborate to create knowledge and put it into action. Work to support Strategy implementation included development of communities of practice – action groups that put our strategic thinking into action. Our refreshed set of community principles are present through our work to support and develop our staff, and help inform what we prioritise, and the way we work. The global Middlesex family is caring, action oriented, purposeful and inclusive.

CARE AND INTEGRITY IN OUR STUDENT AND STAFF WELLBEING

Our student and staff wellbeing is core to all we do. Our Invest in You programme supports staff to invest in their personal wellbeing and career development with a wide range of sessions, the majority of which continued online during the pandemic. To help us regularly measure how we are doing and to engage our people in staff and cultural agendas, we use CultureAmp, an online, agile tool that gives us insight into staff views.

In 2020/21, Middlesex achieved an excellent rating in the Mayor of London's Healthy Workplace Award. We are an active member of the Healthy Universities network. Our Employee Assistance programme has expanded with a move to a new provider, Spectrum.Life. It now offers a greater range of mental and physical wellbeing resources, along with expanded counselling provision. Our MDX KindMind confidential helpline encourages staff to engage in earlier intervention and to take a more proactive approach to their mental health.

AN ACTION ORIENTATED APPROACH TO DEVELOPMENT

In line with our Strategy, and to underpin our approaches to coaching and mentoring within our leadership, we have established our Coaching Professional Apprenticeship Programme to support our staff to develop the skills and capabilities to begin to embed a coaching culture across the University.

This year, we launched a successful online system, Clear Review, to support staff personal development as well as performance planning and review. We also offer an MBA Senior Leader Apprenticeship for Middlesex staff, designed to fit around working patterns, which takes a blended learning approach with face-to-face lectures, online content, action learning sets and coaching.

Each year, we sponsor women colleagues to participate in AURORA, a women-only programme organised by Advance HE to encourage women in academic and professional roles to develop leadership skills and maximise their potential. We have also signed up to the Technician Commitment, an initiative led by the Science Council to ensure visibility, recognition, career development and sustainability for technical staff working in higher education and research.

IMPROVING OUR WORK AND PROCESSES WITH RADICAL SOLUTIONS

Our people are radically creative, actively learning and looking beyond the way things have always been to see how they can be better. We value simplicity in our systems and processes and we are clear about our priorities, empowering staff to take decisions and reducing unhelpful complexity. This year we have facilitated a series of business improvement projects, applying continuous improvement and design thinking processes to enhance service, effectiveness and efficiencies. This has included introducing robotic process automation technology in our Admissions Department, improving service delivery, query handling and the communications journey in the Student Fees and Finance Department, and developing the University's 'blended working' approach as colleagues started to return to campus for the new academic year.

We have also increased the number of staff who have completed our Continuous Improvement Practitioner Training programme – thus increasing our capability to drive service, effectiveness and efficiency improvements.

This year we opened the Middlesex University Defined Contribution Pension Scheme for all new staff employed by MU Services Limited, a subsidiary company which provides professional services staffing to the University. The new Scheme will both benefit company employees while supporting the management of Group pensions.



OUR INTERNATIONAL CAMPUSES

MIDDLESEX UNIVERSITY DUBAI

Middlesex University Dubai has had a highly successful year, attracting more students, planning to open a new campus and gaining chartered recognition

Growing and achieving in a challenging time

This year we entered our 16th year of providing a high-quality UK education in Dubai to over 4,100 students from nearly 120 nationalities, reflecting the diversity of Dubai and the United Arab Emirates (UAE).

We launched our 'Think Smart. Study Different' model. This gives all students a choice between blended and distance learning, to ensure continuity of education and help them feel safe during the pandemic. Technology has played a huge role keeping our community together, both in and outside the classroom. Team Middlesex, our Student Activities Department, organised more than 130 virtual events that helped students connect, learn, enjoy themselves and relax.

Middlesex University Dubai celebrated many student successes this year. Three Journalism students were among the first graduates of the CNN Academy at its Abu Dhabi studio. They produced three video broadcasts, with Elena Stoica's story shown live on CNN to a global audience. A team of Law students reached the quarter finals of the 8th International Children's Rights Moot Court 2021 organised by Leiden University, and Fashion Design students won the top three prizes at Fashion Revolution UAE's Sustainable Fashion Competition.

The growth and success of our thriving student community will be further enhanced with the September 2021 launch

of our second campus, based in Dubai International Academic City, in addition to our main campus in Dubai Knowledge Park. In 2020/21 we prepared for launching the new campus, with which Middlesex will become the first university to have a campus in both of Dubai's international academic hubs.

Working with industries

The University won the Global Silver in the Chartered Institute of Management Accountants (CIMA) Campus Culture Excellence Awards, which recognises institutions that have made outstanding contributions to the accounting profession. We also became one of the only CIM Accredited Study Centres in Dubai and began offering CIM qualifications.

Middlesex University Dubai has continued to achieve collaborative advantage, working with business, industry and the professions. Our Computer Engineering and Informatics Department held the inaugural HACKcellence Fest hackathon with Toshiba and Kioxia. In partnership with Beinex, the Middlesex Insights Lab launched the 'Roads and Transport' research hackathon in partnership with Dubai Taxi Corporation and the Dubai Roads and Transport Authority. We also hosted the virtual International Conference on Intelligent Environments, bringing together researchers, students and industry professionals from across the world.

OUR INTERNATIONAL CAMPUSES

(continued)

MIDDLESEX UNIVERSITY MAURITIUS

New courses and research centres were established, we expanded our student accommodation, and students excelled as University representatives

Delivering solutions and agile learning

Against the backdrop of the pandemic our student population grew to 1,428, we launched nine new courses, and completed the second phase of our Student Life Residences expansion. The expansion was built to accommodate more international students. It includes an additional 196 beds, a dedicated student support team and an online helpdesk available to residents. This brings the Middlesex investment into Student Life Residences to 355 million Mauritian rupees (around £6 million).

In March 2021, our immediate response to national lockdown exemplified our institutional culture of agility, with students' education and wellbeing at the heart of everything we did. Middlesex University Mauritius quickly created platforms for learning and student wellbeing, offering our learners the choice between studying on campus, remotely or a mix for most of the year. Following government guidelines the University and student clubs also ran a range of social events to support our students to stay connected.

Our students continued to excel in industry competitions. Two Middlesex University Mauritius teams reached the finals of the HSBC Business Case Competition and three students were chosen for the Future Fintech Champion Programme. Two Law students joined the Inter-University Student Anti-Corruption Forum, and Middlesex teams came second

and fourth in the Techwar competition. Computer Science student Stephan Heng Shing Chia Yin Cheong competed with the Mauritius team in the regional round of the Huawei ICT competition. His team won the 'Practice Competition - Cloud Track' in the final.

Driving positive change through research

In 2020/21 staff in Mauritius completed impactful funded research projects which addressed a range of challenges. We created knowledge on environmental sustainability and educational technology with projects like AgroCarbon, a framework and mobile app for managing carbon emissions from small-scale crop and livestock farming, and TangiBooks, an interactive book series for primary schools which integrates augmented reality.

We established two research centres – the Centre for African Smart Public Value Governance (C4SP), a collaboration between Middlesex University Mauritius and the University of Bern, and the Mauritius Arbitration Academy, aimed at bringing together students and young arbitration practitioners with senior national and international arbitrators under the sponsorship of Middlesex University Mauritius. This year, knowledge exchange events included a Future News Worldwide conference with the British Council Mauritius.



MIDDLESEX UNIVERSITY MAURITIUS (continued)

Working with others to increase impact

Middlesex University Mauritius academics have continued to be highly sought after in the country to head associations, moderate forums and collaborate in research. Mauritius staff talked to the media, and contributed to national policy through roles as ministerial advisers or at industry associations. Campus Director Professor Mari Jansen van Rensburg, who is also President of the Association of Private Higher Education Providers, advised government bodies and led debates on higher education, while Lecturer Shaktee Ramtohol recorded interviews with business leaders, which students can watch on YouTube.

Working in collaboration with the British High Commission and the Nelson Mandela Centre, Middlesex student societies hosted a hugely successful first MDXCultural to celebrate multiculturalism and diversity. For International Women's Day we offered three inspirational talks by female entrepreneurs, alumni and a UN representative. We also collaborated with Mauritius Police Force to create awareness of laws relating to road safety, drugs, and alcohol among our students, and with the Mauritius Basketball Federation to recruit and train players. We've also worked with industry to offer our students the opportunity to participate in programmes and develop advanced skills, including a five-week IBM Academy of Technology and Red Hat Academy course.

MIDDLESEX UNIVERSITY MALTA

In September 2022, we will be closing our Malta campus

After a period of review and careful appraisal of options, it became clear our operating model in Malta is not sustainable and our small campus there will close in 2022. All our students in Malta will be supported to complete their degrees as anticipated and we will ensure our students continue to receive an excellent experience and high-quality education, supported by our dedicated staff in Malta and the UK.

Student experience

During 2020/21, we focused on optimising student experience during COVID-19 restrictions and we received positive feedback for the support we provided.

Middlesex Business students took part in the 2020 Climathon, a competition about cultivating sustainable tourism on the island, organised by the Malta Ministry of Environment. One student and his team won first prize for an app, Merhba, which provides a one-stop solution for sustainable accommodation, activities, dining and getting around. Computing students took part in Code Sprint, organised by the Ministry of Education, and similar activities were organised by the campus to encourage students to continue their involvement in IT activities.



INFRASTRUCTURE THAT ENABLES FLEXIBILITY

We are upgrading IT to increase our connectivity, flexibility and security. Our Healthcare and Sports science students are to benefit from more advanced technical facilities, and plans have progressed on the proposed development of an academic and civic hub with student housing.

As part of our commitment to infrastructure that enables flexibility, we have identified that networks today need the flexibility to support blended working, meet high levels of demand and that management and troubleshooting should be straightforward.

An entirely new wired and wireless network replaced the previous system, benefiting staff and students alike, thanks to our £5 million Network Transformation Programme which commenced in 2019. The system is now being configured and security is being tightened further using Software Defined Networking. This allows a network to be managed by consistent policies and services from a central system, improving network security, flexibility and manageability.

Our Finance and Student systems have been upgraded as part of our continued systems maintenance and upgrade activities. Work on a tender for our website content management system has started. We continue to keep our systems security arrangements under review, and strengthen these in line with our Cyber Security Strategy. A major development this year has been the rollout of Multi-Factor Authentication to staff and students who use our Microsoft infrastructure.

In preparation for students and staff returning in greater numbers from September 2021, we developed a summer 2021 programme of work to deliver improvements across our Hendon campus and within core buildings. Projects included the reconfiguration and relocation of specialist photography, video, sound and digital equipment KitHub within the Grove Building, the creation of a Postgraduate Research Hub for the Faculty of Arts and Creative Industries, and the reconfiguration and refresh of a number of open plan staff offices in Fenella and Grove Buildings to prepare for blended working. We worked with our catering provider Chartwells to improve and refresh our catering outlets in MDX House, the main student meeting and entertainment space on campus. Our estate is supported by a continuous programme of maintenance and development.

Looking to the long term we are in the early stages of planning for the development of accommodation at Platt Hall and Writtle House. MDX Living Pavilion, which last year was a runner-up for a Guardian University Award in Teaching Excellence, will see further development next year as a practice-based project for our Architectural Technology students.

A PLACE FOR EXPERIENTIAL LEARNING

At Middlesex we harness technology to support students in a tailored and meaningful way. For our Police Apprenticeship programme, which is delivered with three police forces and three other universities, we have implemented a new apprentice management system and issued more than 1,000 iPads for the apprentices to use.

A new, state-of-the-art clinical and sports science facility in Cophthall is due to welcome students and academics in September 2022, now that construction has started on West Stand as a result of our long term partnership with Saracens Rugby Club.

The facility will contain clinical premises that replicate exactly the settings in which our healthcare students will work during their professional careers – including two four-bed bays – as well as simulation suites and skills rooms.

Our Sports students work at all levels, from elite, academy to community, in developing the competitive edge needed for competition and in enhancing performance. The West Stand facility will also expand the specialist space for our London Sport Institute, where our students gain a thorough grounding in the science underpinning sport, exercise and health using the latest technologies. These include 3D motion, video analysis, force-sensing plates embedded in walls and floors and full-body scanning which capture a range of high resolution data to measure and improve several elements of our athletes' performance and health and to reduce risk of injury.



Above:
3D model of Human Movements Lab
in the West Stand facility

Right:
A food order and collection point in MDX House



ONE PLACE TO LIVE AND LEARN

The London Borough of Barnet's proposed Hendon Hub development provides an opportunity to redevelop our existing estate, to update some older, inefficient buildings that are no longer fit-for-purpose and to reimagine the use of the space that the University already occupies. Plans include development of new teaching spaces and student accommodation. Public consultation on the plans ran from February – June 2021 and planning permission documents were submitted in September 2021. If planning permission is granted, works are expected to start in 2022.

TRADE UNION ACTIVITIES

MIDDLESEX UNIVERSITY THE TRADE UNIONS (Facility Time Publication Requirements) Regulations 2017

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the University to publish information on trade union facility time annually and the table of data for the reporting period 1 April 2020 to 31 March 2021 is as follows:

TABLE 1 – RELEVANT UNION OFFICIALS

Number of employees who were relevant union officials during the relevant period	21
Full-time equivalent employee number	20.3 FTE

TABLE 2 – PERCENTAGE OF TIME SPENT ON FACILITY TIME

Percentage of time	Number of employees
0%	0
1% – 50%	20
51% – 99%	0
100%	1

TABLE 3 – PERCENTAGE OF PAY BILL SPENT ON FACILITY TIME

	Figures
Total cost of facility time	£149,878
Total pay bill	£103,785,499.08
Percentage of the total pay bill spent on facility time	0.14%

TABLE 4 – PAID RELEVANT TRADE UNION ACTIVITIES

Time spent on paid trade union activities* as a % of total paid facility time hours	10%
Time spent on paid trade union duties** as a % of total paid facility time hours	90%

*Activities encompass such things as branch meetings, elections and conference attendance

**Duties encompass such things as casework, representation of employees



FINANCIAL REVIEW

FOR YEAR ENDED 31 JULY 2021

RESULTS FOR THE YEAR AND OUTLOOK

2020/21 has been a year of consolidation as we transitioned towards a new University Strategy whilst still facing some of the underlying impacts of the COVID-19 pandemic.

2020/21 saw Middlesex University record a deficit of £ (3.0) m. This includes the Local Government Pension Scheme (LGPS) service cost and interest charge of £9.8m. The surplus for the year before pension cost adjustments is £6.8m.

The University had budgeted for a larger deficit this year, taking into account the uncertain environment which existed at the time the budget was set, which was expected to impact the recruitment of International and EU students, and the continuing decline in the number of UK 18-year-olds (the “demographic dip”). In actuality, our UK and International recruitment exceeded target, albeit this was at a lower level than the prior year. We had also factored in a higher number of students than usual not continuing their studies, which did not transpire. We took measures to preserve our cash levels, including holding off from non-essential capital spend, and maintained close control over our costs, including staff recruitment.

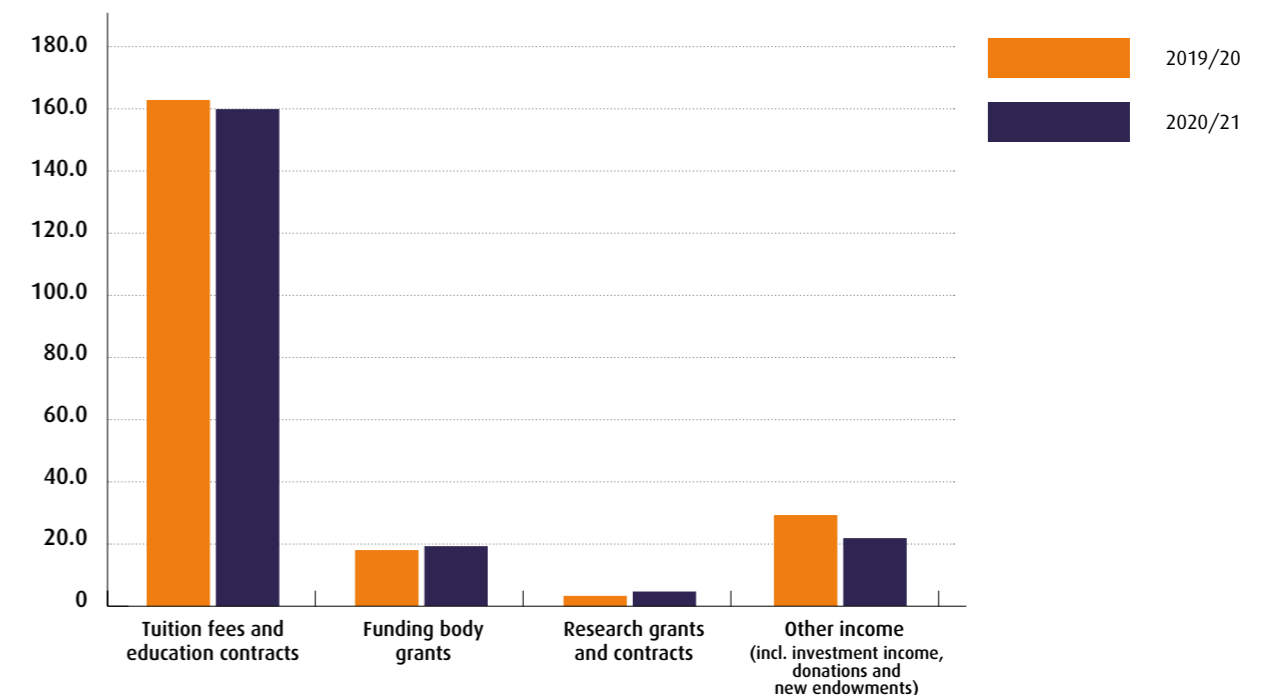
Looking forward, we forecast a similar deficit to the 2020/21 outturn in 2021/22. This is largely as a result of the year-on-year reduction of our Office for Students teaching grant by over £3.0m, largely due to the removal of the London Weighting element. Aside from this we would be forecasting to break-even, with UK recruitment targets close to 2020/21 levels and international numbers increasing, as the demographic dip reverses and the COVID-19 restrictions ease. The latter should mitigate the expected fall in EU recruitment following Brexit. In addition, we are looking to strategically increase other streams of income, such as Degree Apprenticeships, Academic Partnerships and Continuing Professional Development (CPD) courses, in order to have a broader mix of income sources. Future years see us forecasting a return to surplus in 2022/23 as this additional income starts to make an impact. Alongside this, strong planning and cost control will mitigate against the impact of our cost base increasing.

	Consolidated Year ended 31 July 2021	Consolidated Year ended 31 July 2020
	£m	£m
Results for the year		
Income	205.7	213.5
Expenditure	(208.6)	(216.8)
Tax costs	(0.1)	(0.1)
Deficit for the year	(3.0)	(3.4)
LGPS pension service cost and Interest charge	9.8	7.8
Surplus before pension costs and charges	6.8	4.4

INCOME

Total income in 2020/21 was £205.7m, a decrease of £7.6m against the prior year. COVID-19 continued to impact on some income streams such as accommodation, but overall this represents a sound performance given the uncertain environment.

Income by source £m



FINANCIAL REVIEW

FOR YEAR ENDED 31 JULY 2021

(continued)

Tuition Fees and Education Contracts accounted for 77.6% of the University's total income. Of this, 67.5% related to fees from UK and EU full-time students. We exceeded our target for UK/EU Undergraduate recruitment, albeit this was at a lower level than the previous year. UK/EU Postgraduate income was £9.5m, an improvement of £1.5m compared with the prior year. Income from full-time international students maintained the high level seen in 2019/20, which itself represented a significant increase from the prior year. This improvement has been driven by large intakes of students starting programmes in both January 2020 and January 2021, linked to the government's re-introduction in late 2019 of two-year post-study work visas for international students. Income from CPD and short courses has decreased slightly but remains steady, whilst Apprenticeships continued to be a growing area for the University.

Funding Body Grants represent 9.4% of total income. This represents an increase on the previous year, with much of this being the £1.2m additional funds provided by the Office for Students to support student hardship as a result of the pandemic. The Recurrent Teaching Grant has decreased by 7% but there were increases in the Higher Education Innovation Fund (HEIF), whilst Research Funding remains at a similar level to the prior year.

Research Grant income was £4.8m (1.6% of total income), an increase of £1.5m compared with the previous year. This is primarily due to income from a new grant commencing in 2020/21, funded by NHS Test & Trace, which involves analysing wastewater for traces of COVID-19.

Other Operating Income (including investment income and new endowments) totalled £21.7m and represented 10.6% of total income; this has decreased by £6.7m compared with the prior year. The main reasons are a reduction in accommodation income due both to the impact of COVID-19 (decreased demand and rent rebates) and a sizeable number of rooms being unusable for much of the year due to flooding, and a reduction in other services rendered from the prior year, which included some one-off income from Health Education England. Offsetting this are increases in income from our Academic Partnerships and our overseas subsidiaries.

OPERATING EXPENDITURE

Expenditure in the year, including LGPS pension service costs and interest charge, totalled £208.6m, a 3.8% decrease from the prior year.

Staff costs (excluding restructuring costs) increased slightly against the previous year by £0.8m (0.7%) to £121.8m. These costs represented 58.4% of total expenditure. The LGPS service cost has increased by £2.1m; if these costs are excluded, there would have been a £1.3m decrease in staff costs year-on-year reflecting the continuing scrutiny over recruitment decisions.

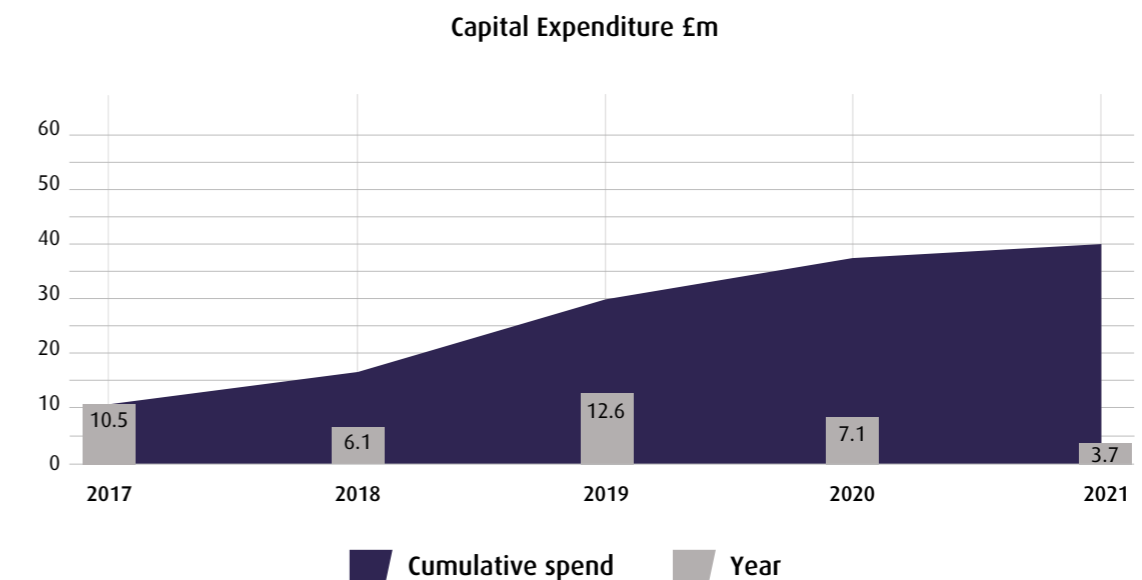
Spend on other operating expenses decreased by £8.4m to £66.9m compared with the previous year, and represents 32.1% of total expenditure. Premises costs decreased by £1.2m due to the termination of the lease of our New Southgate campus in 2019/20. The accommodation charge was significantly reduced due to the unavailability of a number of rooms under the agreement we have with Unite Students. Elsewhere, the impact of COVID-19, particularly nationwide lockdowns, reduced our spend in areas such as travel, printing, publications and equipment.

Depreciation was £13.2m, a small increase (£0.2m) against the prior year. Depreciation made up 6.3% of total expenditure in 2020/21, reflecting the significant investment the University has made over the last few years in our infrastructure at the London campus.

Interest and other finance costs have decreased by £0.6m against last year to £6.3m. This reflects a reduction in the ongoing interest expense as we pay down the bank loans utilised to fund the London campus estate infrastructure developments, which this year was £3.9m.

CAPITAL INVESTMENT

Over the last five years the University has spent £40.0m on capital investment, as detailed in the chart below:



In 2020/21 we continued to invest in our estates, with expenditure in-year including the continuation of the Network Transformation Programme and installation of modern audio visual equipment in many of our teaching rooms to enhance the quality of teaching and learning, and the annual desktop refresh programme.

The lower capital investment seen since March 2020 reflects the decision by the University to pause a number of its capital projects (those not related to health and safety

or working and teaching remotely) in order to preserve our cash and liquidity levels. We plan to significantly increase our investment in infrastructure over the next five years, with the major projects being the development of the new West Stand in order to increase our existing teaching space in Sports Science and Nursing subjects, and the commitment to a major investment in our London campus, working with our partners at London Borough of Barnet.

FINANCIAL REVIEW

FOR YEAR ENDED 31 JULY 2021

(continued)

NET ASSETS

At 31 July 2021, total net assets were £40.2m, an increase of £6.7m (20.0%) from the previous year's figure of £33.5m which in part reflects further reductions (£5.0m) in long term bank loan and finance lease debt.

Our net current assets grew by 14.0% (2020: 6.6%) to £82.4m due to increased cash and current investment balances combined with reductions in creditors levels following careful cost management as we emerged from the pandemic, and debt balances at levels that continue to reflect effective credit control measures in the year. The 31 July 2021 cash and current investment balances represented net liquidity of 191 days (2020: 178 days) to meet ongoing short-term obligations.

The provision to fund the deficit in the LGPS remains high but unchanged from last year at £163.5m. Although this provision comprises a significant share (55.2%) of the total balance sheet group liabilities at 31 July 2021, the LGPS is completely independent of the Group, which has no control over its policies or decisions (note 31).

The pension provision reflects the assumptions used by the LGPS actuary at 31 July 2021. Since 31 July 2020 rising investment returns on the fund's assets combined with an improved net discount rate of 1.6% (1.4% at 31 July 2020) based on rising AA Corporate bond yields have offset the rises in the projected life expectancy of current and future pensioners and increased inflation expectation assumptions. While these re-measurements have served to increase the defined benefit obligations of the Scheme by £52.3m they were offset entirely by the same increase in the Scheme assets. This is positive news as greater reliance is being placed on asset returns to fund the obligations; historically the balance sheet liability and the cash contributions available to fund the pension deficit have diverged. Overall these changed actuarial assumptions and return on the fund result in a £9.9m positive movement in the statement of other comprehensive income.

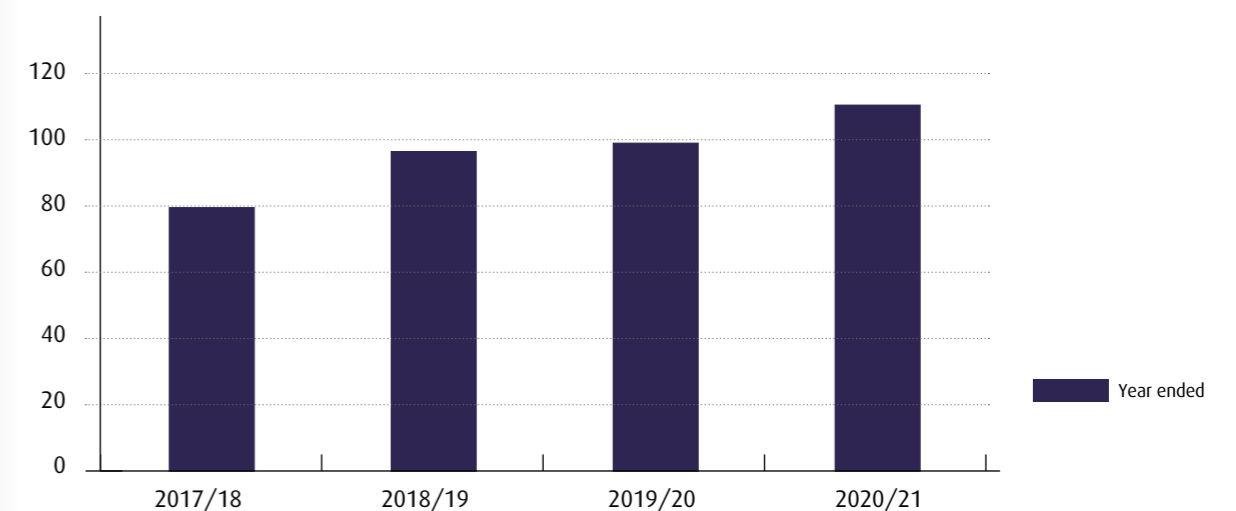
CASH FLOWS, FINANCING AND TREASURY MANAGEMENT

During the year the University generated a net positive cash inflow of £22.4m from its operating activities before external financing costs and investments. This was utilised in part to make a further investment of £3.7m in our estates capital, service repayments on the bank loans and interest costs of £7.8m, and to set aside £7.5m in short term deposits, leaving a net cash increase for the year of £4.1m.

Total Group cash in hand (including cash equivalents, note 24) and current investments (note 19) increased by £11.5m at the end of the financial year to £110.7m. Cash equivalents are short term deposits held with Lloyds Bank on fixed short term (less than 3 months maturity) and AAA credit rated cash investment funds managed by Royal London Asset Management. Current investments are deposits held with Lloyds and Barclays Banks with an overall term of more than three months maturity.

CASH FLOWS, FINANCING AND TREASURY MANAGEMENT (continued)

Cash and Current Investments Balance £m



Cash in hand and short term deposit levels fluctuate throughout the year due to the timing of tuition fee and other receipts, operating and capital investment expenditures. The average monthly cash and current investment balances of the University in the year increased from £88.6m in 2019/20 to £101.1m this year, with the balance ranging from a minimum of £79.2m to a maximum of £127.2m over the year.

These cash in hand levels are in line with our target to maintain a minimum working capital cash level at two

months of expenditure. The University recognises the importance of continuing to maintain this level of cash, particularly in the current climate of uncertainty. We have continued with measures to preserve our liquidity levels, including the embedding of cost savings, retaining scrutiny over recruitment decisions where possible and careful cost management. In addition, in November 2020 we secured a Revolving Credit Facility of £25.0m with our bankers to ensure we have ready access to funds should we need them. The facility is for three years and subject to extension options.

FINANCIAL RISKS

The University is exposed to a number of financial risks as a result of several external factors including changes in government policy and legislation, increased competition for student recruitment, and the increasing threat posed by cyber-attacks. The ongoing COVID-19 pandemic accentuates these risks.

Actions are being taken to mitigate those risks that threaten the achievement of the University's strategic objectives. The University has a well-established set of procedures to assess and manage institutional risks at both the corporate and departmental level which includes the institutional risk register. In addition, we establish Incident Management teams to manage any major crises as and when they occur in order to best co-ordinate our response. Further details on the key institutional risks and mitigations are on page 89. The key financial risks which could directly threaten financial sustainability and performance are outlined below:

— Engagement – National and HE policy

Higher Education remains high on the government agenda, and policy continues to change and evolve at pace. The University has had to respond rapidly to a number of policies and initiatives implemented over the last 18 months designed to mitigate the impact of COVID-19 on the sector. Looking forward, we are still awaiting the government's response to the 2019 Post-18 Education Review (the Augar Review), which could amongst other things impact the level of fees we can charge, the number of students we are able to recruit and impose minimum entry requirements. The government's Skills and Post-16 Education Bill is also likely to have a knock-on impact on universities.

The University will continue to plan for a variety of scenarios and to proactively influence government and other stakeholders' policies. Our strategy seeks to mitigate for the uncertainty by looking to further diversify our income streams and ensuring we are pro-active in managing our cost base.

— Growth and Diversification – Student Recruitment; Compliance – UKVI Sponsor Licence

As previously stated, tuition fees are a substantial proportion of the University's total income, being

dependant on both strong recruitment and retention to ensure financial performance is in line with forecast. Although the recent demographic dip in UK 18-year-olds has now reversed, the recruiting environment is more competitive than ever. Following our exit from the European Union and the consequent removal of access to student loans for EU students the number recruited from these countries is expected to drop significantly. The University is looking to mitigate this impact in part by increased recruitment of international students from outside the EU, however risks here include Home Office scrutiny of certain markets, plus the continued impact of COVID-19 on international travel.

More generally, the University will mitigate the risks of volatility in the undergraduate student cohort through a detailed review of its course portfolio led by the Provost, assessing our areas of strength, identifying the areas at risk and deciding on the most sustainable curriculum which meets our strategic objective of transforming learning by providing innovative, flexible and highly accessible practice-led education with excellent student outcomes. The University also has plans in place to improve student retention.

— Infrastructure – overall financial sustainability

In the current economic climate costs are rising at a higher rate than income with significant pressures from legislative compliance, non-pay inflation, rising employer pension costs and exchange rate volatility. The University has effective cost control measures in place as part of its management of operations to mitigate rising costs.

Pension costs and contributions have not been within the University's direct control and in recent years we have seen considerable increases in these.

The provision to fund the LGPS pension deficit has a dependency on actuarial valuation assumptions. The University engages with the Trustees and actuaries of the LGPS to ensure the valuation of its share of assets and liabilities in the fund are correctly stated and to influence the fund's investment strategy.

Significantly, the University has introduced, through its subsidiary MU Services Limited, a new Defined Contribution Pension Scheme which all non-academic staff joining the University will be members of; this will mitigate the long-term risk associated with the existing defined benefit schemes.

— Infrastructure – Cybersecurity

Technology has become a bigger part of our daily and business lives and has a significant impact on the way we communicate, work, learn and live. Middlesex will continue to invest in new technologies and its network infrastructure to enhance the learning experience for students and to improve the way we work. Our use of technology had a significant role in our response to COVID-19 and our ability to continue our core activities whilst working and learning remotely. This couldn't have happened without robust infrastructure in place.

With the ever growing reliance on technology comes greater risk. IT systems, applications and software become ever more vital. Following the COVID-19 pandemic and the subsequent move to a more blended form of working and learning, students and staff are increasingly reliant on the ability to log-in to the University's systems remotely. A major disruption to our systems and network could have a significant impact on student experience and staff working from home. We are also dependent on the national infrastructure and individual students and staff members accessing the internet. The University provides support to those in need of help with access to its systems, for example supplying laptops on loan and Wi-Fi dongles.

With the increased online traffic, we are more exposed to attempted hacking into our systems and fraudulent attempts. The University has robust cyber security systems and plans to mitigate those risks, but the risk cannot be entirely eliminated; indeed the past year has seen an increasing number of HEIs being targeted by a cyber-attack. We promote cyber-security awareness among staff and students to support the University's effort in combatting this risk; in addition we have set up a cyber-security group, introduced multi-factor authentication (2FA) and are in the initial phases of implementing an Enterprise Service Bus as a means of modernising the manner in which the University's systems interface with each other.

GOING CONCERN

The University's business activities and future activities are set out in the University annual report and overview on pages 4 to 72.

The forecast for 2021/22 indicates a scenario where the University may breach current loan covenants. The University has entered constructive dialogue with its lenders to restate any covenants in order to avoid any such breach. In the current forecasts, cash balances exceed the value of the outstanding loans.

See also accounting policies notes on page 105.

After reviewing the latest available information at its meeting on 17 January 2022 and having considered the various scenarios, based on the information known to the date of approval of this report and noting the available cash balances, the Board of Governors recognise that whilst there is uncertainty, these matters do not constitute a material uncertainty and consider that the University has adequate resources to continue in operational existence for the foreseeable future. For this reason the University continues to adopt the going concern basis in preparing the Financial Statements.

CORPORATE GOVERNANCE



CORPORATE GOVERNANCE STATEMENT

The University is committed to exhibiting best practice in all aspects of corporate governance. It aims to conduct its business in a responsible and transparent way, and in accordance with:

- The principles identified by the Committee on Standards in Public Life, the Nolan Principles, (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)
- The University's governing documents, the Instrument and Articles of Government
- The requirements of the HE regulator, the Office for Students (OfS)
- The Committee of University Chairs (CUC) Higher Education Code of Governance and other relevant guidance
- Charity Commission Guidance.

This Corporate Governance statement covers the period for the year ended 31 July 2021 and up to the date of approval of the annual accounts.

CONSTITUTION AND CHARITABLE STATUS

Middlesex University is a higher education corporation established under the provisions of the Education Reform Act 1988. The University is also an exempt charity under schedule 3 of the Charities Act 2011, with the Office for Students acting as its principal regulator. The Office for Students became the principal regulator for higher education institutions from 1 April 2018 and the Office for Students confirmed to the University on 17 September 2018 that it had decided to register the University in the new register of English higher education providers.

The Education Reform Act 1988 lays down the powers of the University as being the provision of education and research together with associated activities, and these represent the charitable objects of the University.

The charitable purpose of the University is the advancement of education for the public benefit. The Governors have regard to the Charity Commission's guidance on public interest. Our activities for public interest are outlined on pages 4 to 72.

Members of the University's Board of Governors are the Charity Trustees and are responsible for ensuring compliance with charity legislation. The University's Trustees/Governors have regard to and comply with the Charity Commission's general and supplementary guidance on the public benefit in exercising their powers and duties.

APPROACH TO CORPORATE GOVERNANCE

The University's framework of governance is established in the Instrument and Articles of Government. In order to operate more transparently and efficiently, the Board adopted revised Instrument and Articles of Government, from August 2021, in light of 'model' changes recommended by a national working group exploring HEC governing instruments reform. The Instrument and Articles of Government are supplemented by a set of internal regulations that lay out internal rules and procedures for certain decisions. These Regulations are subject to regular review and updating.

BOARD OF GOVERNORS

The Trustees of the exempt charity, Middlesex University, are the members of its Board of Governors. The membership of the Board of Governors is set out on page 88. It is the Board's responsibility to bring independent judgement to bear on issues of strategy, risk, performance, resources and standards of conduct.

The Board has a duty to enable Middlesex University to develop its Vision and Strategy and achieve success in meeting its objectives for education, research and enterprise. In doing this, it seeks at all times to safeguard the good name and values of the institution.

The Board has formal decision-making responsibility in a number of key areas, including the approval of the University's Strategy (last approved in June 2021) and other major strategic policies which sit underneath this or for which it has a legal responsibility to oversee. Other major tasks crucial to the success and sustainability of the University are the appointment and performance management of the Vice-Chancellor and other senior post holders, adoption of its annual Financial Statements, budgets, financial forecasts and the appointment of the University's internal and external auditors.

The Board's regulatory and stewardship responsibilities centre on its role as Middlesex University's ultimate legal authority and for safeguarding the University's assets and its financial sustainability, and receiving assurance that its systems comply with the University's legal and regulatory obligations, including as an exempt charity, and of the OfS.

The Board of Governors comprises a majority of members from outside the University, from whom the Chair and Deputy Chair position are drawn, together with the Vice-Chancellor and members of the staff and student bodies.

In meeting the OfS requirements, the University has demonstrated that it meets the public interest governance principles. The Board delegates a number of its responsibilities in several ways:

- ensuring that the Vice-Chancellor effectively leads the academic and executive management of the University. The University Executive Team (UET) is the University's senior leadership team, comprising individuals with academic and professional support portfolios. The role of the University Executive Team is to advise the Vice-Chancellor who is responsible for strategic and operational management
- its Committees: The Board has a number of standing committees with responsibility for Finance and Infrastructure, Audit and Risk, Governance, Nominations and People, and Remuneration. The Academic Board, chaired by the Vice-Chancellor, makes reports to the Board of Governors.

These committees are chaired by, and their membership made up primarily from, the independent members of the Board.

These Committees meet regularly and have clearly defined, delegated responsibilities. All of the Board's Committees regularly report to the Board, making recommendations as appropriate. In addition, the Audit and Risk Committee produces an annual report for the Board of Governors.

Students and staff are represented on the Board of Governors. Members of the University Executive Team attend all Board meetings, and Committee meetings as required.

The University is committed to the principles of academic freedom and equality of opportunity. The University also has a Code of Practice on Freedom of Speech to help ensure that freedom of speech within the law is secured. The Board has agreed a Policy on Public Interest Disclosure, which is published on the University's website.

The University maintains a register of interest of members of the Board of Governors and senior officers which is available for inspection on request to the Clerk to the Board of Governors.

CORPORATE GOVERNANCE

(continued)

STANDING COMMITTEES OF THE BOARD

FINANCE AND INFRASTRUCTURE COMMITTEE

The Finance and Infrastructure Committee's role is to consider the effective and efficient use of the University's financial resources, estate, facilities and ICT infrastructure, including ensuring the solvency of the University and the safeguarding of its assets, and to make recommendations to the Board or act with delegated decision-making powers from the Board. Attendance at Finance and Infrastructure Committee meetings has been as follows:

Name	10 November 2020	27 January 2021	27 January 2021	14 June 2021
Martin Taylor	present	present	present	present
Chris Fenton	present	present	present	present
Simon Darling	present	present	present	present
Andy Wilson	present	present	present	present

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is responsible to the Board of Governors for adequate and effective risk management, control and governance (including ensuring the probity of the financial statements and the effective management and quality assurance of data submitted to funding bodies) and for the economy, efficiency and effectiveness of the institution's activities. The Committee meets with the University's external and internal auditors in attendance. The Committee considers detailed reports together with recommendations for the improvement of the University's systems of internal control and management's responses and implementation plans.

The Committee reports to the Board on the adequacy and effectiveness of the University's arrangements for:

- Risk management, control and governance
- Financial reporting (i.e. the integrity of financial reporting arrangements, including the corporate governance statement and the statement of members' responsibilities as reported in the annual Financial Statements)
- Economy, efficiency and effectiveness (Value for Money)
- Data quality.

It also receives and considers reports from the Office for Students as they affect the University's business and monitors adherence to the regulatory requirements. While senior executives attend meetings of the Audit and Risk Committee as necessary, they are not members of the Committee. The Committee meets annually with the Auditors on their own for independent discussions.

The University's internal auditors monitor the systems of internal control in accordance with an agreed plan of input and report their findings to management and the Audit and Risk Committee.

Management is responsible for the implementation of agreed audit recommendations and the internal auditor undertakes periodic follow up reviews to ensure such recommendations have been implemented.

The Audit and Risk Committee also advises the Board of Governors on the appointment of internal and external auditors and the remuneration for both audit and non-audit work. PwC were the University's internal auditors and BDO the external auditors for 2020/21.

Attendance at Audit and Risk Committee meetings has been as follows:

Name	14 September 2020	9 November 2020	8 March 2021	21 June 2021
Marianne Neville-Rolfe	present	present	present	present
Paul Pugh	apologies	present	present	present
Matt Lewis	present	present	present	present
Mark Leach	present	apologies	present	present
Michael Ekpe	present	apologies	present	apologies

REMUNERATION COMMITTEE

Responsibilities of the Remuneration Committee

The Remuneration Committee is responsible for agreeing the pay and conditions for the Vice-Chancellor, and other members of the University Executive Team. The UET comprises:

- Vice-Chancellor
- Deputy Vice-Chancellor, Provost
- Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement
- Deputy Chief Executive Officer
- Chief Officer for People and Culture
- Chief Officer for Students and University Registrar.

Membership of the Remuneration Committee

During 2020/21, the membership of the Remuneration Committee included:

- Matt Lewis
- Geraldine Proudler
- Paul Pugh (from October 2020).

All appointments to the Committee are approved by the Board of Governors.

The Remuneration Committee is chaired by an Independent Governor other than the Chair of the Board, which means that the person with responsibility for appraising the performance of the Vice-Chancellor does not also chair the Committee. The Vice-Chancellor is not a member of the Committee.

Operation of the Remuneration Committee during 2020/21

Following the arrival of the new Vice-Chancellor in 2020, there was a top-level reorganisation. This created an Executive Team of five direct reports. The five new roles

were evaluated using the Korn Ferry Hay method of job evaluation. This provided a view of internal and external relativities, and helped with the interpretation of sector pay data.

The University complies with the Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code and operates in accordance with best practice as recommended in the Higher Education Code of Governance and other relevant guidance, focusing on a fair, appropriate and justifiable level of remuneration, procedural fairness, and transparency and accountability.

The governance arrangements and the processes that underpin the determination of Vice-Chancellor and senior staff pay are kept under review to ensure that the Committee operates in line with best practice.

During 2020/21 the Committee considered a revised Senior Staff Remuneration Policy. Key drivers for this included:

1. The changing nature of roles following a restructure of UET that came into effect on 1 January 2021
2. Alignment with the University Strategy to 2031
3. Advance HE's 2021 review of the HE Senior Staff Remuneration Code
4. Requirements of the Committee of University Chairs (CUC) Senior Staff Remuneration Code 2018
5. The prevailing external Political, Economic and Societal context within which HE Senior Staff remuneration exists.

In reviewing the revised policy the Committee agreed that the existing Performance Related/Bonus Pay scheme for UET may be reviewed in line with the 2031 Strategy.

CORPORATE GOVERNANCE

(continued)

Frequency of Remuneration Committee Meetings

The Remuneration Committee usually meets twice per financial year but met three times during 2020/21.

Attendance at meetings has been as follows:

Name	28 October 2020	11 November 2020	30 March 2021
Matt Lewis	present	present	present
Geraldine Proudler	present	present	present
Paul Pugh	present	present	present

The Chief Officer for People and Culture attends meetings by invitation of the Committee to provide specialist knowledge and support but he is not present for any consideration of his own remuneration.

Approach to Remuneration

The Committee applies a strong, evidence-based ethos to its discussions. The Committee works within the parameters of the Remuneration Policy, which is determined by the Board and which is intended to:

- Support and guide the Remuneration Committee in exercising its accountability for senior pay in a responsible and equitable way, meeting the requirements of the CUC Senior Staff Remuneration Code 2018
- Ensure that individuals are paid fairly in a way that reflects relative accountabilities, job size and performance. The Policy aims to support the University's Equality, Diversity and Inclusion objectives, including those related to Equal Pay
- Offer rates of pay that enable the University to secure, retain and engage high calibre and high performing leaders with the skills, knowledge, experience and attributes required to deliver University Strategy
- Ensure that remuneration is proportionate to wider pay rates within the sector, whilst taking into account the need to demonstrate responsible investment of public monies
- Ensure that the University's reward arrangements underpin the delivery of the University Strategy 2021-2031 and reflect senior managers' individual and collective performance with line of sight between UET objectives and that Strategy.

Approach to Vice-Chancellor's Remuneration

The policy is that the Vice-Chancellor has an annual Performance Development Review meeting with the Chair of the Board of Governors to review performance against objectives and to discuss objectives for the next academic year. The Vice-Chancellor's performance against agreed objectives is then assessed by the Chair of the Board and considered by the Remuneration Committee. The current Vice-Chancellor, Professor Nic Beech, took up post on 3 February 2020. In the current financial year the COVID-19 pandemic combined with the necessity of formulating the new Strategy for the University necessarily impacted on the normal process for target setting. Instead, regular meetings have taken place between the Chair of the Board and the Vice-Chancellor at which these issues have been reviewed.

The Vice-Chancellor's salary reflects the following:

- market rate by size and complexity of institution, including total income
- market rate by geographic region
- the scale and complexity of the job
- comparisons with benchmarks
- performance as measured against robust objectives set by the Chair of the Board of Governors.

Approach to University Executive Team remuneration

The policy is that members of the University Executive Team have an annual Performance Development Review meeting with the Vice-Chancellor to review performance against objectives and to agree objectives for the next academic year. In the current financial year the COVID-19 pandemic combined with the necessity of formulating

the new Strategy for the University necessarily impacted on the normal process for target setting. Instead, regular meetings have taken place between members of UET and the Vice-Chancellor at which these issues have been reviewed.

The Committee normally reviews and agrees the remuneration for each member of UET based on information provided by the HR Director following the appraisal process and within the parameters of the Remuneration Policy (as reviewed in March 2021). In reaching its decisions on remuneration packages for individual Executive members of staff the Committee take into account:

- Performance against objectives
- Sustained performance over time
- External benchmarks and comparators
- Affordability.

External Remunerated Appointments

The Vice-Chancellor and senior staff contracts include a requirement for exclusivity of service which means that staff are not permitted to take on work with or for any organisation other than the University without permission. The Vice-Chancellor does not receive income from any external bodies.

Expenses

All expenditure for and by the Vice-Chancellor is wholly and exclusively for approved University business with the aim of enhancing the outcomes for students and staff.

Name	19 October 2020	12 November 2020	3 February 2021	25 February 2021	6 April 2021	7 June 2021
Geraldine Proudler	present	present	present	present	present	present
Marianne Neville-Rolfe	present	present	present	present	present	present
Martin Taylor	present	present	present	present	present	present
Matt Lewis	present	present	present	present	present	present
Nic Beech	present	present	present	present	present	present

During 2020/21 the Committee reviewed a number of potential candidates for the Board of Governors focussing initially on two categories: Senior HE and senior HR expertise. Two new governors, filling these roles, will join the Board during 2021/22.



GOVERNANCE, NOMINATIONS AND PEOPLE COMMITTEE

The Governance, Nominations and People Committee's role is to oversee the appointment of the Governors, the chairing and membership of committees, the effectiveness of the University's governance arrangements, and the effectiveness of the University's people strategies, and to make recommendations to the Board or act with delegated decision-making powers from the Board.

Activity to support the University's equality, diversity and inclusion objectives is reported to Governors through regular updates at both Governance, Nominations and People Committee and the Board of Governors.

Attendance at Governance, Nominations and People Committee meetings has been as follows:

CORPORATE GOVERNANCE

(continued)



Academic Board

The Academic Board is the academic authority of the University as delegated by the Board of Governors. The Academic Board is chaired by the Vice-Chancellor and comprises 30 senior academic colleagues and representatives from the Students' Union (MDXSU). Middlesex University's Academic Board is responsible for the academic standards of the University and the regulation of academic matters, with reports, minutes and key points from its meetings being presented at Board of Governors and drawn to Governors' attention.

Holding quarterly meetings annually, the Academic Board is responsible for general issues relating to the research, scholarship, teaching, and courses at Middlesex. The Academic Board also considers the development of the University's academic activities and the resources needed to support them, as well as advises the Principal and, through the principle, the Board of Governors. Throughout the development of the new Strategy there was Governor representation on a joint steering group linking with Academic Board.

MEMBERSHIP OF THE BOARD OF GOVERNORS

The period up to the approval of the Financial Statements

Ms Geraldine Proudler, (Chair), Independent Governor appointed 14 March 2014

Mr Martin Taylor, (Deputy Chair), Independent Governor appointed 8 July 2013

Professor Nic Beech, Vice-Chancellor appointed 3 February 2020

Ms Tahmina Choudhery, Student Governor appointed 20 January 2020. Demitted office on 30 June 2021

Mr Simon Darling, Independent Governor appointed 1 July 2019

Mr Michael Ekpe, Independent Governor appointed 1 July 2019. Demitted office on 23 September 2021

Ms Elita Eliades, Staff Governor appointed 27 November 2017

Mr Chris Fenton, Independent Governor appointed 10 March 2017

Ms Gagandeep Kaur, Student Governor appointed 1 July 2020. Demitted office on 30 June 2021

Mr Mark Leach, Independent Governor appointed 1 July 2019

Mr Andy Wilson, Independent Governor appointed 23 September 2019

Mr Matt Lewis, Independent Governor appointed 10 March 2017

Ms Marianne Neville-Rolfe, Independent Governor appointed 14 March 2014

Mr Paul Pugh, Independent Governor appointed 10 March 2017

Dr Mona Sakr, Staff Governor appointed 23 September 2019

Twinkle Gupta, Student Governor appointed 1 July 2021

Nishtha Relan, Student Governor appointed 1 July 2021

Mr Asif Sadiq, Independent Governor appointed 20 September 2021

ACADEMIC BOARD MEMBERS

Professor Nic Beech (Chair), Vice-Chancellor

Sophie Bowen, Chief Officer for Students and University Registrar

Anna Kyprianou, PVC for Equality, Diversity and Inclusion

Professor Sean Wellington, Deputy Vice-Chancellor, Provost

Dr Edel Mahony (Secretary), Academic Registrar

Matthew Lawson, Director of Library and Student Support

Phil Berry, Director of Academic Quality Service

Tahmina Choudhery, VP of MDXSU (P&SS)

Dr Debbie Jack, Head of Department (Education)

Marion Taylor, Director of Programmes (Nursing)

Dr Johan Siebers, Associate Professor (Philosophy & Religion)

Professor Jayne Osgood, Professor in Education (Early Years)

Professor Kurt Barling, Professor of Journalism (Practice)

Professor Mari Van Rensburg, Campus Director (Mauritius)

Dr Cedwyn Fernandes, Campus Director (Dubai)

James Kennedy, Deputy Chief Executive Officer

Kris Irategeka, Advice and Policy Manager of MDXSU

Gloria Amadi (IT support), Academic Registry Administrator

Jennifer Manley (minutes), Academic Registry Service Officer

Professor Carole-Anne Upton, Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement

Dr Emily McIntosh, Director of Learning, Teaching & Student Experience

James Charlton, Head of Department (Media)

Gagandeep Kaur, President of MDXSU

INTERNAL CONTROL

The University's Board of Governors is responsible for ensuring that the University maintains an effective system of internal control that supports the achievement of strategic aims and objectives whilst safeguarding assets for which it is responsible. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The University has well established and comprehensive processes in place with regard to its institutional risk management supported by well-designed policies which guide staff on responsibilities, quantifiable ratings and risk identification.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. This process accords with Office for Students Guidance.

The Institutional Risk Register is the focus for the documentation and assessment of key Institutional risks. The Register captures the level of risk appetite for each risk theme as set out in the University's Risk Appetite Statement, identifies individual risks, assesses their likelihood and impact and outlines the mitigating actions in place or underway to control and/or reduce the impact of the risk.

CORPORATE GOVERNANCE

(continued)

The table below summarises the key Institutional risks that could impact on the University's ability to deliver our strategic objectives and the mitigating actions and controls in place to manage them effectively.

RISK CATEGORY	RISK DESCRIPTION	RISK MITIGATION
Education	<ul style="list-style-type: none"> – Student Satisfaction (National Student Survey) – Graduate Outcomes/Attainment 	<ul style="list-style-type: none"> – Priority themes and actions identified, delivery of Strategic Action Framework – Delivery of Employability Strategy
Student Experience	<ul style="list-style-type: none"> – Student Wellbeing and Engagement – Student Voice and Community – Student Continuation – Student Employability 	<ul style="list-style-type: none"> – Senior Academic Advisors in providing academic support and wellbeing advice in addition to dedicated services – Joint events and communications with the Students' Union – Employability strategy that focuses on directed support for students pre- and post-graduation, development of skills opportunities within the curriculum, and external opportunities
Research and Knowledge Exchange (KE)	<ul style="list-style-type: none"> – Research and Knowledge Transfer (KT) Quality, Reputation and Income 	<ul style="list-style-type: none"> – Enhance support and capability for research and industrial funding – Integrate Research, practice and KE into learning culture and practices
Engagement	<ul style="list-style-type: none"> – Academic Partnerships – National and HE Policy – Middlesex External Influence 	<ul style="list-style-type: none"> – Ongoing review of partners, and risks and opportunities – Engagement in policy making and influencing bodies such as OFS, Department for Education (DfE), UK Research and Innovation (UKRI), Universities UK (UUK)
Growth and Diversification	<ul style="list-style-type: none"> – Student Recruitment – Apprenticeships 	<ul style="list-style-type: none"> – Remain agile and competitively aware with constant monitoring and response – Align resourcing with actual and projected income

RISK CATEGORY	RISK DESCRIPTION	RISK MITIGATION
Infrastructure	<ul style="list-style-type: none"> – Overall Financial Sustainability – Estates and Student Spaces – Cybersecurity 	<ul style="list-style-type: none"> – Manage budget and forecasting for 2021/22 to ensure that there is agility and ability to respond to circumstances – Estate Master Plan Development (including improving safety and security, and Hendon Hub Scheme) – Expand cybersecurity and data protection training
People and Culture	<ul style="list-style-type: none"> – High Performing Culture and Workforce aligned to Middlesex Community 	<ul style="list-style-type: none"> – Successful implementation of leadership changes and improved capability as part of delivery of the Strategy to 2031
Tactical/Operational	<ul style="list-style-type: none"> – Coronavirus impact on University operations, student achievement and wellbeing 	<ul style="list-style-type: none"> – Systems in place to allow a safe return to campus of staff and students as well as work from home if/when required
Compliance	Includes: <ul style="list-style-type: none"> – Office for Students HE Provider status – UKVI sponsor licence – General Data Protection Regulation – Prevent Duty 	<ul style="list-style-type: none"> – University part of UUK group looking at Student protection plans and student contracts – Shared action plan between visa compliance team and international student support – Information Governance Group monitors breaches, reviews policy and periodic review of training, issues and requirements – Implement initiatives to prevent extremism and hate crime.

The Board of Governors has delegated day to day responsibility to the Vice-Chancellor, as Accountable Officer, for reviewing the adequacy of the system of internal control and making any appropriate amendments. He is also responsible for reporting to the Board of Governors any material weaknesses or breakdowns in internal control. The following processes are in place to ensure the effectiveness of the University's internal control and risk management:

- The Board of Governors normally meets six times a year to consider the plans and strategic direction of the institution. It is advised by its key committees, receiving regular reports from each committee and other reports

from management as required. In addition the Board of Governors holds two Strategy days each year to discuss the strategic plan in greater detail. The assumptions and aims are reviewed against domestic demand, international demand, funding and research and business development.

The Board of Governors ensures that its meeting calendar enables risk management and internal control to be considered on a regular basis during the year. Its review of the effectiveness of the system of internal control is informed by the work of the internal auditors who operate to the standards defined in the Office for Students guidance of audit practice



- The University Executive Team (UET) receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms which are embedded within departmental unit plans. The UET also ensures that the University is meeting its many statutory and regulatory compliance obligations and provides reports to the Board of Governors as required
- The UET and the Audit and Risk Committee also receive regular reports from internal auditors, who provide independent opinion on the adequacy and effectiveness of the University's system of internal control, together with recommendations for improvement. The Audit and Risk Committee's role in this area is to conduct a high level review of the arrangements for internal control
- In March 2021, a small group, including risk management experts from the academic community and members of the Audit and Risk Committee, was established to steer this exercise, to undertake a risk appetite exercise alongside the development of the new University Strategy
- A new risk matrix was developed as part of a risk assessment/appetite/management process which aims to ensure that the institution is making key decisions with the full knowledge and understanding of the Board of Governors' view on risk appetite. The Board held a risk appetite workshop in June 2021 and approved the use of a Risk Assessment/Appetite Matrix and set out the level/range of appetite for each of the five core risk themes in the implementation of Middlesex Strategy 2031. This has provided the direction to formulate a revised institutional Risk Appetite Statement
- The Internal Auditors provide the Board of Governors with an annual report and opinion on the adequacy

and effectiveness of risk management, and control and governance processes, that is reflective of the work that they have delivered in that year

- The Internal Controls Committee is responsible for overseeing an assessment of the effectiveness of internal control on a rolling basis and provides periodic reports to the Governors through the Audit and Risk Committee. The Committee identifies and evaluates the key controls required for significant risks faced by the University and considers a risk-based assessment of effectiveness
- An institutional risk register is maintained and is available on the University's intranet. The register is reviewed and updated regularly, and management report on the actions taken to mitigate risks. The register and strategic actions frameworks are cross-referenced to each other as an additional mechanism for the identification of risks
- Unit plans report on the local management of institutional risks, identify risks at an operational level and include plans for the mitigation of these risks. Further strengthening of the local risk management process will take place during 2021/22 academic year as part of integrated institutional planning process which is being simplified
- In accordance with our Risk Management Policy, the Institutional Risk Register undergoes a comprehensive annual review. The purpose of this review is to ensure that our Institutional risks continue to be articulated appropriately in light of progress during Strategy development and implementation
- Risk Matrix and Risk Appetite Statements are additional tools introduced in 2021/22 that provide the foundation for our process in developing the projects and defining the priorities within the business plans; and facilitating our decision-making during the implementation of our

Middlesex Strategy 2031. The key three steps in the process are:

- Assess the project against the matrix and score for each core risk theme: are these scores within the Board's risk appetite range?
- Describe the strategic benefits of the project: do the benefits outweigh and/or justify taking significant risk(s)?
- Consider the mitigations or controls that will be built into the plan to ensure the level of risk is likely to be within the Board's risk appetite while justified by the defined benefits.
- Monthly management accounts are presented to the Finance and Infrastructure Committee and Governors. The annual budget and financial forecasts are presented to the Finance and Infrastructure Committee ahead of formal approval by the Board of Governors.

GOING CONCERN

After reviewing detailed papers at its meeting on 22 November 2021, the Board of Governors approved the judgement that the University would not face the need to liquidate or materially curtail its activities or any significant part of its activities for 12 months from the date of signing the accounts and therefore agreed that the accounts had been prepared on the basis that the University is a Going Concern.

STATEMENT OF THE RESPONSIBILITIES OF THE BOARD OF GOVERNORS

In accordance with the University's Instrument and Articles of Government, the Board of Governors is responsible for the administration and management of the University's affairs, including ensuring an effective system of internal control, and is required to present audited Financial Statements for each financial year.

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 are prepared in accordance with the University's Articles, the Statement of Recommended Practice on Accounting in Further and Higher Education Institutions and other relevant UK accounting standards.

In addition, within the OfS terms and conditions of funding and the Funding Agreement with the DfE, the University's Board of Governors – through its designated accountable officer – is required to prepare Financial Statements for each financial year which give a true and fair view of the University's state of affairs and of the surplus or deficit and cash flows for that year.

In preparing the Financial Statements, the Board of Governors has ensured that:

- Suitable accounting policies are selected and applied consistently
- Judgements and estimates are made that are reasonable and prudent
- Applicable accounting standards have been followed
- Financial Statements are prepared on the going concern basis unless it is inappropriate to presume that the institution will continue in operation.

The Board of Governors has taken reasonable steps to:

- Ensure that funds provided by the OfS, DfE and Research England are applied in accordance with relevant legislation
- Ensure that funds provided by the OfS, DfE and Research England are applied in accordance with the terms and conditions of funding for higher education institutions and any other terms and conditions attached to them
- 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, prevent and detect fraud, and ensure that risk management is in place
- Ensure that the Board of Governors' report and other information included in the Financial Statements are prepared in accordance with relevant legislation in the UK and that the requirements of the Office for Students accounts direction have been met
- Secure the economical, efficient and effective management of the University's resources and expenditure
- Ensure that the University operates an effective health and safety policy.

INDEPENDENT AUDITOR'S REPORT TO THE GOVERNORS OF MIDDLESEX UNIVERSITY

OPINION ON THE FINANCIAL STATEMENTS

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the University's affairs as at 31 July 2021 and of the Group's and the University's income and expenditure, gains and losses, changes in reserves and of the Group's cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

We have audited the financial statements of Middlesex University ("the University") and its subsidiaries ("the Group") for the year ended 31 July 2021 which comprise the Consolidated and University Statement of Comprehensive Income, Consolidated and University Statement of Changes in Reserves, Consolidated and University Statement of Financial Position, Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the board members' 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 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 members with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

In connection with our audit of the financial statements, our responsibility is to read the other information including the Annual Report, Financial Review and Corporate Governance Statement 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 REQUIRED BY THE OFFICE FOR STUDENTS ("OFS") AND RESEARCH ENGLAND

In our opinion, in all material respects:

- Funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.
- Funds provided by the OfS, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions.
- The requirements of the OfS's Accounts Direction (OfS 2019.41) have been met.

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

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

RESPONSIBILITIES OF THE GOVERNORS

As explained more fully in the board of governors' responsibilities statement set out on page 93, the board of governors is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 board of governors is responsible for assessing the Group and the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of governors either intends 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.

Extent to which the audit was capable of detecting irregularities, including fraud

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.

Based on our understanding of the Group and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations are related to their registration with the Office for Students ("OfS") and their ongoing conditions of registration, and we considered the extent to which non-compliance might have a material effect on the Group Financial Statements or their continued operation. We also considered those laws and regulations that have a direct impact on the financial statements such as compliance with the OfS Accounts Direction and tax legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence if any.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

INDEPENDENT AUDITOR'S REPORT TO THE GOVERNORS OF MIDDLESEX UNIVERSITY

The audit procedures to address the risks identified included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud, including direct representation from the Accountable Officer;
- Reviewing minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC, OfS and Research England to identify any actual or potential frauds or any potential weaknesses in internal control which could result in fraud susceptibility;
- Reviewing items included in the fraud register as well as the results of any investigations into these matters;
- Challenging assumptions made by management in their significant accounting estimates in particular in relation to the provision against student debt, the actuarial assumptions used for the pension schemes in place and the useful economic lives and impairment of assets;
- In addressing the risk of fraud, including the management override of controls and improper income recognition, we tested the appropriateness of certain manual journals, reviewed the application of judgements associated with accounting estimates for the indication of potential bias and tested the application of cut-off and revenue recognition; and
- Identifying and testing journal entries, in particular any journal entries posted from staff members with privilege access rights, journals posted by key management, journals posted and journals posted after the year end.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

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

USE OF OUR REPORT

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

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

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

31 January 2022



FINANCIAL STATEMENTS

MIDDLESEX UNIVERSITY
— CONSOLIDATED AND UNIVERSITY STATEMENT
OF COMPREHENSIVE INCOME

Year ended 31 July 2021

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Income					
Tuition fees and education contracts	3	159,688	150,819	162,651	154,433
Funding body grants	4	19,383	19,383	18,092	18,092
Research grants and contracts	5	4,845	3,417	3,355	3,123
Other income	6	21,723	20,151	28,479	25,485
Investment income	7	104	101	704	694
Total income before endowments and donations		205,743	193,871	213,281	201,827
Donations and endowments	8	8	8	185	185
Total income		205,751	193,879	213,466	202,012
Expenditure					
Staff costs	9	122,237	112,817	121,475	111,492
Other operating expenses	10	66,917	64,368	75,320	73,839
Depreciation	14	13,189	13,122	13,035	12,953
Interest and other finance costs	11	6,298	6,350	6,994	7,021
Total expenditure	12a	208,641	196,657	216,824	205,305
Deficit before other gains/(losses)		(2,890)	(2,778)	(3,358)	(3,293)
Deficit before tax		(2,890)	(2,778)	(3,358)	(3,293)
Taxation	13	(111)	-	(74)	-
Deficit for the year		(3,001)	(2,778)	(3,432)	(3,293)
Other comprehensive income/(expense)					
Actuarial gain/(loss) in respect of LGPS pension scheme	31	9,859	9,859	(44,892)	(44,892)
Foreign exchange translation loss on foreign currency net investment in subsidiaries		(150)	-	(168)	-
Total comprehensive income/(expense) for the year		6,708	7,081	(48,492)	(48,185)

MIDDLESEX UNIVERSITY
— CONSOLIDATED AND UNIVERSITY STATEMENT
OF COMPREHENSIVE INCOME (continued)

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Represented by:					
Endowment comprehensive (expense)/income for the year	23	(84)	(84)	51	51
Unrestricted comprehensive income/(expense) for the year		6,566	7,226	(48,583)	(48,175)
Revaluation reserve comprehensive income for the year		(61)	(61)	(61)	(61)
Attributable to the University		6,421	7,081	(48,593)	(48,185)
Attributable to the non-controlling interest		287	-	101	-
Total comprehensive income/(expense) for the year		6,708	7,081	(48,492)	(48,185)
(Deficit)/surplus for the year attributable to:					
Non-controlling interest		287	-	101	-
University		(3,288)	(2,778)	(3,533)	(3,293)
(Deficit)/surplus for the year		(3,001)	(2,778)	(3,432)	(3,293)

All items of income and expenditure, and the deficit for the year, are derived from continuing activities. The accompanying notes and policies on pages 105 to 150 form part of these Financial Statements.

MIDDLESEX UNIVERSITY
— CONSOLIDATED AND UNIVERSITY STATEMENT
OF CHANGES IN RESERVES

Year ended 31 July 2021

Consolidated	Income and expenditure reserve		Revaluation reserve	Total	Non-controlling interest	Total including non-controlling interest
	Endowment	Unrestricted				
	£'000	£'000				
Balance at 31 July 2019	618	61,591	19,725	81,934	84	82,018
(Deficit)/surplus for the year	188	(3,721)	-	(3,533)	101	(3,432)
Other comprehensive income/(expense)	-	(44,892)	-	(44,892)	-	(44,892)
Transfers between revaluation and income and expenditure reserve	-	61	(61)	-	-	-
Foreign exchange translation loss on foreign currency net investment in subsidiaries	-	(168)	-	(168)	-	(168)
Release of restricted funds spent in year	(137)	137	-	-	-	-
Total comprehensive income/(expense) for the year	51	(48,583)	(61)	(48,593)	101	(48,492)
Balance at 31 July 2020	669	13,008	19,664	33,341	185	33,526
(Deficit)/surplus for the year	5	(3,293)	-	(3,288)	287	(3,001)
Other comprehensive income/(expense)	-	9,859	-	9,859	-	9,859
Transfers between revaluation and income and expenditure reserve	-	61	(61)	-	-	-
Foreign exchange translation loss on foreign currency net investment in subsidiaries	-	(150)	-	(150)	-	(150)
Release of restricted funds spent in year	(89)	89	-	-	-	-
Total comprehensive income/(expense) for the year	(84)	6,566	(61)	6,421	287	6,708
Balance at 31 July 2021	585	19,574	19,603	39,762	472	40,234

MIDDLESEX UNIVERSITY
— CONSOLIDATED AND UNIVERSITY STATEMENT
OF CHANGES IN RESERVES (continued)

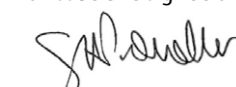
University	Income and expenditure reserve		Revaluation reserve	Total	Non-controlling interest	Total including non-controlling interest
	Endowment	Unrestricted				
	£'000	£'000				
Balance at 31 July 2019	618	58,499	19,725	78,842	-	78,842
(Deficit)/surplus for the year	188	(3,481)	-	(3,293)	-	(3,293)
Other comprehensive income/(expense)	-	(44,892)	-	(44,892)	-	(44,892)
Transfers between revaluation and income and expenditure reserve	-	61	(61)	-	-	-
Release of restricted funds spent in year	(137)	137	-	-	-	-
Total comprehensive income/(expense) for the year	51	(48,175)	(61)	(48,185)	-	(48,185)
Balance at 31 July 2020	669	10,324	19,664	30,657	-	30,657
(Deficit)/surplus for the year	5	(2,783)	-	(2,778)	-	(2,778)
Other comprehensive income/(expense)	-	9,859	-	9,859	-	9,859
Transfers between revaluation and income and expenditure reserve	-	61	(61)	-	-	-
Release of restricted funds spent in year	(89)	89	-	-	-	-
Total comprehensive income/(expense) for the year	(84)	7,226	(61)	7,081	-	7,081
Balance at 31 July 2021	585	17,550	19,603	37,738	-	37,738

MIDDLESEX UNIVERSITY — CONSOLIDATED AND UNIVERSITY STATEMENT OF FINANCIAL POSITION

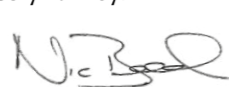
Year ended 31 July 2021

	Notes	As at 31 July 2021		As at 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Non-current assets					
Fixed assets	14	199,786	199,684	209,198	209,070
Investments	16	36	36	36	36
Investment in subsidiaries	16	–	25	–	25
		199,822	199,745	209,234	209,131
Current assets					
Stock	17	10	10	3	3
Trade and other receivables	18	25,737	25,558	27,475	26,342
Investments	19	12,537	12,537	5,030	5,030
Cash and cash equivalents	24	98,177	91,490	94,183	88,249
		136,461	129,595	126,691	119,624
Less: Creditors: amounts falling due within one year	20	(54,099)	(49,652)	(54,461)	(50,160)
Net current assets		82,362	79,943	72,230	69,464
Total assets less current liabilities		282,184	279,688	281,464	278,595
Creditors: amounts falling due after more than one year	21	(72,692)	(72,692)	(78,098)	(78,098)
Provisions					
Pension provisions	22	(168,128)	(168,128)	(168,531)	(168,531)
Other provisions	22	(1,130)	(1,130)	(1,309)	(1,309)
Total net assets		40,234	37,738	33,526	30,657
Restricted Reserves					
Income and expenditure reserve – endowment reserve	23	585	585	669	669
Unrestricted Reserves					
Income and expenditure reserve – unrestricted		19,574	17,550	13,008	10,324
Revaluation reserve		19,603	19,603	19,664	19,664
		39,762	37,738	33,341	30,657
Non-controlling interest		472	–	185	–
Total Reserves		40,234	37,738	33,526	30,657

The Financial Statements were approved by the University Board of Governors on 22 November 2021, and were authorised for issue and signed on its behalf on 27 January 2022 by:



Geraldine Proudler
Chair of the Board of Governors



Professor Nic Beech
Vice-Chancellor



Andrew Corti
Director of Finance

The accompanying notes and policies on pages 105 to 150 form part of these Financial Statements.

MIDDLESEX UNIVERSITY — CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 July 2021

	Notes	Year ended 31 July 2021 £'000	Restated Year ended 31 July 2020 £'000
Cash flow from operating activities			
Deficit for the year before tax		(2,890)	(3,358)
Adjustment for non-cash items			
Depreciation	14	13,129	12,935
(Increase)/decrease in stock	17	(7)	1
Decrease/(increase) in debtors	18	1,738	(2,335)
(Decrease)/increase in creditors	20/21	(811)	801
Increase in pension provision	22	9,456	7,382
Decrease in other provisions	22	(179)	(848)
Adjustment for investing or financing activities			
Investment income	7	(104)	(704)
Interest payable	11	3,879	4,535
Endowment income		(5)	(184)
Loss on the sale of fixed assets	14	1	24
Capital grant income		(1,708)	(1,088)
Cash flows from operating activities		22,499	17,161
Taxation	13	(111)	(74)
Net cash inflow from operating activities		22,388	17,087
Cash flows from investing activities			
Capital grants receipts		1,577	988
Investment income		104	704
Payments made to acquire fixed assets		(3,718)	(7,088)
New deposits		(7,507)	(5,030)
		(9,544)	(10,426)

MIDDLESEX UNIVERSITY

— CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

Year ended 31 July 2021

	Notes	Year ended 31 July 2021 £'000	Restated Year ended 31 July 2020 £'000
Cash flows from financing activities			
Interest paid	11	(3,879)	(4,535)
Endowment cash received		5	184
Repayments of unsecured loans	20	-	(1)
Repayments of amounts borrowed	20/21	(3,861)	(3,656)
Capital element of finance lease payments	20	(965)	(964)
		(8,700)	(8,972)
Increase/(decrease) in cash and cash equivalents in the year		4,144	(2,311)
Increase/(decrease) in cash and cash equivalents in the year		4,144	(2,311)
Cash and cash equivalents at beginning of the year	24	94,183	96,662
Foreign exchange translation loss on cash and cash equivalents		(150)	(168)
Cash and cash equivalents at end of the year	24	98,177	94,183

The consolidated statement of cash flows for the year ended 31 July 2020 has been restated to reflect pension related interest charges as detailed in note 11 as non-cash items.

The accompanying notes and policies on pages 105 to 150 form part of these Financial Statements.

MIDDLESEX UNIVERSITY

NOTES TO THE ACCOUNTS

Year ended 31 July 2021

1. STATEMENT OF ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Financial Statements.

A Basis of preparation

These Financial Statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 edition and in accordance with Financial Reporting Standard 102 (FRS 102). They have also been prepared in accordance with the Accounts Direction issued by the Office for Students (OfS).

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

B Going Concern

The Financial Statements have been prepared on the basis that the University is a going concern. As part of the going concern assumption, the Board has considered the University's financial position over a period of twelve months from the date when the Financial Statements are authorised for issue. This period includes the current (2021/22) and 2022/23 academic years.

The University's budget for 2021/22 was approved by the Board on 28 June 2021 and included a financial forecast for future years. The Board have reviewed updated forecasts taking into account student enrolments in October and January and other pertinent data. In making the going concern assessment, the Board has considered the updated forecasts and the impact of these on the cash flow forecasts and cash balances.

The Board also assessed the principal financial risks discussed at pages 80 to 81 of the Financial Review. Part of that assessment consisted of modelling a number of possible scenarios to reflect those risks, such as the removal of the London Weighting element of the OfS teaching grant, the expectation that accommodation and other demand led income would return to near normal having been heavily impacted by the COVID-19 pandemic and the strategy to broaden the mix of income sources.

There are still areas of uncertainty related to; inflationary escalation in staff and other costs, potential for government policy changes impacting tuition fees



and funding, and further disturbance due to COVID-19 on the University's financial position.

The forecast for 2021/22 indicates a scenario where the University may breach current loan covenants. The University has entered constructive dialogue with its lenders to restate any covenants in order to avoid any such breach. In the current forecasts, cash balances exceed the value of the outstanding loans.

After reviewing the latest available information at its meeting on 17 January 2022 and having considered the various scenarios, based on the information known to the date of approval of this report and noting the available cash balances, the Board of Governors recognise that whilst there is uncertainty, these matters do not constitute a material uncertainty and consider that the University has adequate resources to continue in operational existence for the foreseeable future. For this reason the University continues to adopt the going concern basis in preparing the Financial Statements.

C Basis of Consolidation

The consolidated Financial Statements include the University and all of its subsidiaries for the financial year to 31 July 2021. Details of the subsidiary undertakings included are given at note 30. The subsidiaries are consolidated on a line by line basis with intra-group transactions and balances eliminated on consolidation.

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.

A 49% non-controlling interest exists in Middlesex International (Mauritius) Limited a subsidiary undertaking. The value of this minority interest has therefore been disclosed in the Financial Statements.

The consolidated Financial Statements do not include the income and expenditure of the Middlesex University Students' Union (MDXSU) as the University has no financial interest, does not exert control or dominant influence over policy decisions. The grant expenditure included at note 10 represents the University contribution to MDXSU activities.

D 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 chargeable to students or their sponsors 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 the 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, scholarships or fees waived by the University are accounted for gross as expenditure and not deducted from income.

Investment income is credited to the consolidated statement of comprehensive income on a receivable basis.

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

Capital grants

Government and all other source capital grants are recognised in income when the University is entitled to the funds subject to any performance related conditions being met.

E Accounting for Charitable 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 of the 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 fixed 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.

F Agency arrangements

Funds the University receives and disburses as paying agent on behalf of a funding body (or other body) are excluded from the consolidated statement of comprehensive income of the University where the University is exposed to minimal risk or enjoys minimal economic benefit related to the transaction. The balances and movement of these funds are disclosed in notes 32 to 34.

G Accounting for Retirement Benefits

The University contributes to two principal staff pension Schemes for the University's staff, the Teachers' Pension Scheme (TPS), independently administered by the Department for Education (DfE) and the Local Government Pension Scheme (LGPS), independently administered by the London Borough of Barnet.

The Schemes are defined benefit schemes which are externally funded and for the period up to 5 April 2016 were contracted out of the State Second Pension (S2P) when contracting-out ceased on the introduction of the government's new state pension on 6 April 2016.

The TPS is usually subject to a full valuation every four years and the LGPS every three years by professionally qualified independent actuaries.

Both Schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees worked for the University. However,

the arrangements for the TPS mean that liabilities for these benefits cannot ordinarily be identified specifically to the University. The Scheme is therefore accounted for as if it was a defined contribution scheme and no liability for future payments of benefits is recognised in the statement of financial position.

Defined Contribution Scheme

A defined contribution scheme is a pension scheme under which the employer pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

The University's obligations for contributions to the TPS whilst being a defined benefit scheme is treated as a defined contribution scheme as explained above and are recognised as an expense in the consolidated statement of comprehensive income in the periods during which services are rendered by employee members.

MU Services Limited's obligations for contributions to the Middlesex University Defined Contribution Pension Scheme is a defined contribution scheme as explained above and are recognised as an expense in the consolidated statement of comprehensive income in the periods during which services are rendered by employee members.

Defined Benefit Scheme

Defined benefit schemes are pension schemes other than defined contribution schemes. Under defined benefit schemes, 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 Group recognises a liability for its obligations under the LGPS 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 Scheme 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 Scheme.

Further details of the pension Schemes are given in note 31.

Other pension benefits

The University continues to make a small and diminishing number of supplementary payments to former staff and dependants of those staff, who took early retirement during the 1990s. The liabilities of the pension enhancements on termination can be estimated under FRS 102 and are included in the Financial Statements at note 22.

H Employment Benefits

Short term employment benefits include benefits payable during employment such as salaries and compensated absences (e.g. paid annual leave) and are recognised as an expense in the year in which the employees render service to the University.

Short term employee benefits are those due to be settled within 12 months of the year-end date.

Any unused benefits are accrued and measured as the additional amount the University expects to pay as a result of the unused entitlement.

An accrual is made for the cost of annual leave entitlements earned by employees but not taken before the year end date which employees can carry forward into the next financial year.

I Leases and service concession arrangements

Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The University as Lessee

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.

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.

Service concession arrangements

Fixed assets held under service concession arrangements are recognised on the statement of financial position at the present value of the minimum lease payments when the assets are brought into use with a corresponding financial liability.

Payments under the service concession arrangement are allocated between service costs, finance charges and financial liability repayments to reduce the financial liability to nil over the life of the arrangement.

J Foreign Currencies

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the rate of exchange on the transaction date.

Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are translated to the functional currency at the exchange rate prevailing at that date.

Non-monetary assets and liabilities that are measured at 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 the exchange rates prevailing at the dates the fair value was determined.

Foreign exchange differences arising on translation are recognised in the consolidated statement of comprehensive income surplus or deficit (except for differences arising on the retranslation of a financial liability designated as a hedge of the net investment in a foreign operation that is effective, or qualifying cash flow hedges, which are recognised directly in other comprehensive income).

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated to the Group's presentational currency, Sterling, at exchange rates ruling at the statement of financial position date. The revenues and expenses of foreign operations

are translated at an average rate for the year where this rate approximates to the exchange rates ruling at the dates of the transactions. Exchange differences arising from this translation of foreign operations are reported as an item of other comprehensive income.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while still retaining control, the relevant proportion of the accumulated amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while still retaining significant influence or joint control, the relevant proportion of the cumulative amount is recycled to the consolidated statement of comprehensive income.

Exchange differences arising from a monetary item receivable from or payable to a foreign operation, the settlement of which is neither planned nor likely in the foreseeable future, are considered to form part of a net investment in a foreign operation and are recognised directly in equity.

K Tangible Fixed Assets

Valuation

Fixed assets are stated at cost/deemed cost less accumulated depreciation and accumulated impairment losses. Certain items of land and buildings fixed assets that have been revalued on the date of transition to FRS 102 are measured on the basis of deemed cost, being the revalued amount at the date of the revaluation 31 July 2014.

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

Land and buildings

Capitalisation

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

Depreciation

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

Freehold Buildings

Freehold Buildings	50 years
Major Improvements	50 years
Minor Refurbishments	10 – 20 years

Buildings include long leasehold premises and property depreciated over the life of the lease up to a maximum of 50 years. Capitalised costs of leasehold building improvements are depreciated over the shorter of their useful life or the remaining term of the lease.

Equipment

Capitalisation

Fixtures, Fittings and Equipment, including computers and software, costing less than *de minimis* £30,000 per individual item or group of related items is recognised as expenditure through write off in the year of acquisition. All other equipment is capitalised.

Depreciation

Capitalised equipment is stated at cost and depreciated on a straight line basis over its expected useful life as follows:

Fixtures, fittings and equipment	5 - 10 years
Computer equipment (hardware and software)	4 years
Motor vehicles: van and minibus fleet	5 - 10 years

Equipment assets held under finance leases are depreciated over the life of the lease if this is a shorter period.

Assets under construction

Assets in the course of construction are accounted for at cost, based on the value of architects' certificates and other direct costs incurred to the end of the year. They are not depreciated until they are brought into use.

Borrowing costs

Borrowing costs which are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised.

Impairment

A review for impairment of fixed assets is carried out if events or changes in circumstances indicate that the carrying amount may not be recoverable, whether through the economic benefits of use or through disposal. Where there is evidence of impairment, fixed assets are written down to the recoverable amount.

Repairs and maintenance

Expenditure to ensure that a tangible fixed asset maintains its previously recognised standard of performance is recognised in the consolidated statement of comprehensive income in the period it is incurred. The

University has a planned maintenance programme, which is reviewed on an annual basis.

Fixed assets identified for disposal

Fixed assets identified for disposal are stated at the lower of cost or net realisable value.

L Investments

Non-current asset investments

Non-current asset investments, including investments in subsidiaries and jointly controlled entities are held on the statement of financial position at original cost of the investment less a provision for impairment in value where appropriate in the University's accounts. Impairment is assessed by comparing the carrying value of the investment against either an earnings or asset-based valuation of each entity as applicable to the business concerned.

Current asset investments

Current asset investments comprising of funds held on deposit in money market funds are recognised at cost less impairment. Current asset investments comprising listed equity investments or investment funds are stated at fair value with movements recognised in the surplus or deficit. Interest is accrued on a daily basis.

M Stock

Stocks of finished goods and work-in-progress are held at the lower of cost and estimated net realisable value, and are measured using an average cost formula.

Where appropriate, a provision is made for obsolete, slow moving or defective items.

N 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, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. These include investments held as part of the University's treasury management activity with a maturity date of three months or less at the date of deposit.

Cash flows comprise increases or decreases in cash and cash equivalents.

O Provisions, contingent liabilities and contingent assets

Provisions

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.

Contingencies

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.

P Taxation

The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011, and, as such, is a charity within the meaning of Section 506 (1) of the Income and Corporation Taxes Act 1988. The University is recognised as a charity by HM Revenue & Customs (Ref. XN92247). It is therefore a charity within the meaning of Paragraph 1 of Schedule 6 to the Finance Act 2010. Accordingly, the University is potentially exempt from UK taxation in respect of income or capital gains received within categories covered by Section 287 Corporation Tax Act 2009 (CTA 2009) and sections 471, and 478-488 of CTA 2010 (formerly enacted in section 505 of the Income and Corporation Taxes Act 1988 (ICTA)), or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The University receives no similar exemption in respect of Value Added Tax (VAT). 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 UK subsidiaries are liable to Corporation Tax and VAT in the same way as any other commercial organisation.

Current tax, including UK Corporation Tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the statement of financial position date.

Deferred tax is provided in full on timing differences that exist at the statement of financial position date and that result in an obligation to pay more tax, or a right to pay less tax in the future. The deferred tax is measured at the rate expected to apply in periods in which the timing differences are expected to reverse, based on the tax rates and laws that are enacted or substantively enacted at the statement of financial position date. Unrelieved tax losses and other deferred tax assets shall be recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax assets and liabilities are not discounted.

Q Financial Instruments

Financial assets that are debt instruments including deposits and investments and financial liabilities including all loans are classified as basic instruments and held at amortised cost using the effective interest rate method or cost and are subject to an annual impairment review in accordance with FRS 102.

Other, more complex financial instruments and transactions are held at fair value, with changes in fair value taken direct to the statement of comprehensive income.

R 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.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing these Financial Statements, the Board and management have made judgements, estimates and assumptions that affect the application of the University's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the Financial Statements. Estimates and judgements are continually evaluated and are based on historical experience and other facts, including expectations of future events that are believed to be reasonable under the circumstances. However, given the judgemental nature of such estimates, actual results could be different from the assumptions used.

Key areas subject to judgement are as follows:

a. Leases classification (see note 28)

Determine whether leases entered into by the University and Group either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

b. Financial instruments

To determine whether an asset or liability that arises from a contract is a basic financial instrument and accounted for in accordance with FRS 102 Section 11 or Section 12 which applies to other, more complex financial instruments and transactions.

c. Impairment of tangible assets

Determine whether there are indicators of impairment of the University and Group's tangible assets. Factors taken into consideration in reaching such a decision

include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating activity, the viability and expected future performance of that activity. The University has further reviewed factors for impairment in the light of COVID-19 and determined that no impairment is considered appropriate.

Other key areas of estimation uncertainty are as follows:

a. Local Government Pension Scheme (LGPS) defined benefit pension scheme (see note 31)

Obligation to fund pensions

The University has obligations to pay pensions benefits under the defined benefit LGPS pension scheme. The cost of these benefits and the estimate of the present value of the obligation depend on a number of critical underlying assumptions including: longevity (member life expectancy), anticipated future salary increases, asset valuations and the discount rate on corporate bonds. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.

Sensitivity analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities calculated by a qualified independent actuary are set out below:

Change in financial assumptions at 31 July 2021:	Approximate % increase to defined benefit obligation	Approximate increase monetary amount (£'000)
0.1% decrease in the real discount rate for liabilities	2%	8,935
1 year increase in member life expectancy	4%	17,275
0.1% increase in the rate of increase in salaries	0%	944
0.1% increase in the rate of increase in pensions (CPI increases)	2%	7,855

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Change in demographic assumptions at 31 July 2021:

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes the actuary estimates that a one year increase in life expectancy would approximately increase the University defined benefit obligation by around 3% to 5%. In practice the actual cost of a one year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to member survival rates predominantly apply at younger or older age groups).

Funding deficit plan

The underlying assumptions in relation to the estimate of the present value of the obligation in respect of the funding deficit plan for the LGPS pension scheme such as the salary inflation over the period of the funding deficit plan and the discount rate to be used.

b. Pension enhancements on termination (see note 22)

The critical underlying assumptions in relation to the estimate of the pension enhancement obligation such as life expectancy and the discount rate on corporate bonds. Variations in these assumptions have the ability to

significantly influence the value of the provision for unfunded liabilities recorded and annual expense.

c. Tangible fixed assets depreciation (see note 14)

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

d. Trade and tuition fee debtors (see note 18)

The Group has a material level of exposure to collection of trade and tuition fee receivables. The estimate for receivables relates to the recoverability of the balances outstanding at the year end. Provisions in respect of these balances are calculated from a review performed on an accounts receivable aging method to determine whether debt is recoverable by aged group and a predetermined rate. Analysis of actual recovery compared with provisioning levels have not, to date, resulted in material variances.

3. TUITION FEES AND EDUCATION CONTRACTS

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Full-time home and EU students	105,686	104,825	106,129	105,347
Full-time international (non EU) students	39,747	31,739	41,865	34,429
Part-time students	3,053	3,053	3,611	3,611
Apprenticeship Programmes	2,448	2,448	1,051	1,051
Short courses and CPD training	8,550	8,550	9,087	9,087
NHS education contracts	204	204	908	908
	159,688	150,819	162,651	154,433

4. FUNDING BODY GRANTS

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Recurrent grant				
Office for Students (OfS)	9,463	9,463	10,208	10,208
Department for Education (DfE)	–	–	14	14
Specific grants				
Higher Education Innovation Fund	2,057	2,057	1,789	1,789
Research grants	4,906	4,906	4,993	4,993
Other grants	1,249	1,249	–	–
Capital grants released in year				
Buildings (OfS and Research England)	644	644	290	290
Fixtures, fittings and equipment (OfS and Research England)	1,064	1,064	798	798
	19,383	19,383	18,092	18,092

5. RESEARCH GRANTS AND CONTRACTS

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Research Councils	951	951	749	749
UK based research charities	398	398	262	262
UK central government	1,888	501	432	429
UK industry and commerce	181	140	244	15
European Commission	608	608	662	662
EU based research charities	21	21	205	205
EU other	91	91	84	84
Other overseas	241	241	652	652
Other sources	466	466	65	65
	4,845	3,417	3,355	3,123

Year ended 31 July 2021

6. OTHER INCOME

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Residences, catering and conferences	4,026	4,026	8,367	8,367
Other services rendered	1,739	1,739	4,265	4,265
Sports income	77	77	344	344
Childcare	363	363	396	396
Rent and room hire	384	382	1,381	1,381
Validation fees	7,699	7,699	6,165	6,165
Subsidiary companies trading income	6,432	5,303	6,526	3,845
Other income	937	496	942	629
Other government grants	66	66	93	93
	21,723	20,151	28,479	25,485

Other government grants represent the University's claim for staff salaries through the Coronavirus Job Retention Scheme for the period August 2020 to April 2021. The claim was for a small number of staff who were put on either full or flexible furlough due to falling University revenues because of COVID-19. All staff returned to work on 12 April 2021.

7. INVESTMENT INCOME

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Investment income on endowments	23	–	–	4	4
Other investment income		104	101	700	690
		104	101	704	694

8. DONATIONS AND ENDOWMENTS

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
New endowments	23	5	5	184	184
Unrestricted donations		3	3	1	1
		8	8	185	185

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000

Note: The source of grant and fee income, included in notes 3, 4, 5 and 6 is as follows:

Details of grant and fee income

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Grant income from the Office for Students (Ofs)	12,064	12,064	11,071	11,071
Grant income from other funding bodies	12,506	11,078	10,674	10,442
Fee income for taught awards*	152,309	143,963	154,985	147,340
Fee income for research awards*	1,503	1,503	1,714	1,714
Fee income from non qualifying courses*	5,600	5,077	5,747	5,174
Total grant and fee income	183,982	173,685	184,191	175,741

*amounts are exclusive of VAT

9. STAFF COSTS

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Staff costs					
Salaries		87,741	78,574	89,306	79,528
Social security costs		9,025	8,882	8,959	8,843
LGPS FRS 102 pension charge	31	7,499	7,499	5,396	5,396
Other pension costs	31	17,560	17,450	17,397	17,308
		121,825	112,405	121,058	111,075
Staff restructuring costs		412	412	417	417
Total		122,237	112,817	121,475	111,492

Other pension costs of the University represent the employer's contributions to the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS) shown at note 31.

Average group staff numbers by major category, expressed on a full-time equivalent basis, during the year were:	Year ended 31 July 2021	Year ended 31 July 2020
	Number	Number
Academic	992	945
Administration and senior management	774	775
Technical	92	88
Other (including Research)	40	38
	1,898	1,846

9. STAFF COSTS (continued)

	Year ended 31 July 2021	Year ended 31 July 2020		
	Professor Nic Beech £'000	Professor Nic Beech: 3 February 2020 – 31 July 2020 £'000	Interim Vice-Chancellor James Kennedy: 2 September 2019 – 2 March 2020 £'000	Former Vice- Chancellor Professor Tim Blackman: 1 August 2019 – 30 September 2019 £'000
Vice-Chancellor remuneration				
Basic salary	250	124	106	44
Payments in lieu of pension contributions	25	12	–	5
Contribution to relocation costs	10	10	–	–
	285	146	106	49
Pension contributions	–	–	20	–
Total remuneration	285	146	126	49

The Vice-Chancellor Nic Beech's annual total remuneration is £285k for the year ended 31 July 2021. The Vice-Chancellor received £10k in the form of earnings which represents the second half of a £20k one-off contribution to relocation expense that was ratified by the Remuneration Committee. No performance related pay has been awarded during the year 2020/21.

The Vice-Chancellor did not receive any pension contributions in the year. The Vice-Chancellor voluntarily withdrew from the LGPS on the date of his appointment (3 February 2020) and, in accordance with an understanding reached upon joining the University and ratified by the Remuneration Committee, has received, from that date, a monthly salary adjustment (shown within remuneration as 'payments in lieu of pension contributions') in the form of earnings as 10% of his annual basic salary. The 10% is below LGPS Employer's pension contribution of 20.7% for the year ended 31 July 2021.

Justification for the total remuneration package for the Vice-Chancellor

Processes and oversight of remuneration decision

The Vice-Chancellor's remuneration is set by the University's Remuneration Committee.

To establish basic salary the Remuneration Committee considers pay benchmarking data in respect of heads of institution provided annually by Universities and Colleges Employers Association (UCEA) and the Committee of University Chairs (CUC) for the UK Higher Education sector. Specific benchmarks includes median and mean comparisons as well as quartile pay and total pay data for all institutions, post-92 universities and universities within a similar institutional income bracket.

The University provides to the Vice-Chancellor only benefits in kind that simply flow from being an employee of University and that are available to all employees. The extra allowances are paid in the form of earnings.

Performance-related pay is awarded based on Vice-Chancellor's previous year's performance and is linked to the value delivered by the Vice-Chancellor.

Justification for the level of remuneration

The University is based in London and operates within a competitive employment market of the environment of higher education sector. The University aims to recruit and retain talented individuals in professional roles with appropriate skills, experience and performance in support of the University's strategic objectives. The remuneration packages are scrutinised by the Remuneration Committee to ensure the basic annual salaries and other earning allowances are appropriately set.

The latest official statistics published by Office for Students for the pay to the heads of higher education providers cover the academic year 2017/18. As per this data the average total remuneration of higher education providers in the revenue range from £150m to £250m was £301k. The Vice Chancellor's total annual remuneration of 285k in 2020/21 is below the

Year ended 31 July 2021

9. STAFF COSTS (continued)

average (£301k in 2017/18) and the Remuneration Committee considers this amount of remuneration to be an effective use of resources as it must attract the best leader possible in order to deliver the best outcomes for students, society and the economy.

Process for judging performance

The Remuneration Committee reviews the Vice-Chancellor's individual performance against targets agreed by Chair of Board of Governors, through a series of regular meetings, with a particular focus on the Vice-Chancellor's contribution to progress in achieving the University's strategic aims.

The consideration also includes assessment of the Vice-Chancellor's individual performance based on the University's Senior staff appraisal scheme where the level of pay awards to other senior staff is also taken into account.

Pay multiple

The relationship between the Vice-Chancellor's remuneration and that for all other staff, expressed as a pay multiple, during the year were:

University	Year ended 31 July 2021		Year ended 31 July 2020	
	Vice-Chancellor Professor Nic Beech		Vice-Chancellor Professor Nic Beech: 3 February 2020 - 31 July 2020	
	Basic Salary £'000	Total Remuneration £'000	Basic Salary £'000	Total Remuneration £'000
Vice-Chancellor pay (annualised amount)	250.0	285.0	250.0	295.0
Median pay for all other staff	43.9	53.0	42.7	51.1
Pay Multiple	5.7:1	5.4:1	5.9:1	5.8:1

University	Year ended 31 July 2020		Year ended 31 July 2020	
	Interim Vice-Chancellor James Kennedy: 2 September 2019 - 2 March 2020		Former Vice-Chancellor Professor Tim Blackman: 1 August 2019 - 30 September 2019	
	Basic Salary £'000	Total Remuneration £'000	Basic salary £'000	Total Remuneration £'000
Vice-Chancellor pay (annualised amount)	212.9	252.0	265.2	294.8
Median pay for all other staff	42.7	51.1	42.7	51.1
Pay Multiple	5.0:1	4.9:1	6.2:1	5.8:1

The pay multiple represents the Vice-Chancellor's pay (annualised amount) divided by the median pay for all other staff at the University (excluding subsidiary companies), on a full-time equivalent basis.

The median pay for all other staff is calculated using pay data in the year for all staff who are required to be included in Real Time Information (RTI) reporting to HM Revenue & Customs.

9. STAFF COSTS (continued)

Senior staff remuneration:

The number of senior staff (including the Vice-Chancellor) expressed on a full-time equivalent basis who received basic annual salaries in the following ranges were:

	Year ended 31 July 2021 Number	Restated Year ended 31 July 2020 Number
£100,000 to £104,999	2	–
£105,000 to £109,999	2	3
£110,000 to £114,999	1	3
£115,000 to £119,999	–	–
£120,000 to £124,999	–	2
£125,000 to £129,999	1	1
£130,000 to £134,999	2	1
£135,000 to £139,999	1	1
£140,000 to £144,999	1	1
£145,000 to £149,999	1	1
£150,000 to £154,999	1	1
£155,000 to £159,999	1	–
£160,000 to £164,999	–	1
£250,000 to £254,999	1	1
	14	16

The number of senior staff for the year ended 31 July 2020 has been restated to include the head of provider (Vice-Chancellor, Professor Nic Beech). This reflects the Office for Students (OfS) Regulatory Advice 9: Accounts direction: Clarification on the requirements of the accounts direction, in preparing Financial Statements for the year ended 31 July 2021.

Severance payments

The total amount of compensation for loss of office paid to all staff across the University during the year were:

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Compensation paid or payable	402	440
	402	440

The compensation pay for loss of office comprises of amounts paid or payable where a liability existed at 31 July 2021 to 12 employees (2020: 41) and was funded from general income. The compensation pay and benefits were approved by the University's Remuneration committee or the respective delegated authority as appropriate.

Year ended 31 July 2021

9. STAFF COSTS (continued)

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University. Staff costs include compensation paid to key management personnel. Middlesex University defines 'key management personnel' as members of the University Executive Team (UET) led by Vice-Chancellor Professor Nic Beech. Compensation consists of salary and benefits including any employer's pension contribution. No performance related pay has been awarded during the year 2020/21.

The pension contributions of key management personnel are in respect of employer's contributions to either the Teachers' Pension Scheme or the Local Government Pension Scheme and are paid at the same rate as for all other member employees.

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Total compensation paid to key management personnel	1,795	1,544

In December 2020 it was announced that the Executive team would be known as the University Executive Team (UET) and would be comprised of different roles. This transition took effect from the 1 January 2021.

The Executive Team up to 31 December 2020 comprised of the following roles: Vice-Chancellor, Deputy Vice-Chancellor Learning and Innovation, Chief Commercial Officer, Chief Operating Officer, Chief People Officer, Chief Financial Officer and three Pro Vice-Chancellor and Executive Deans.

From 1 January 2021 the UET comprises of the following roles: Vice-Chancellor, Deputy Vice-Chancellor, Provost, Deputy Vice-Chancellor Research, Knowledge Exchange and Engagement, Deputy Chief Executive Officer, Chief Officer for People and Culture, Chief Officer for Students and University Registrar. Information about the current members of the UET are detailed at page 10.

10. OTHER OPERATING EXPENSES

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Premises and maintenance costs	10,700	9,328	11,865	10,473
Marketing and recruitment	11,578	12,639	12,132	13,344
Catering, accommodation and partners	12,073	12,035	16,669	16,658
General expenses	2,533	2,368	3,864	3,764
IT equipment and maintenance	7,547	7,522	6,916	6,871
Other central costs	10,382	9,739	11,460	10,730
Outsourcing and professional advisors	7,224	6,000	6,747	6,472
Learning resources	4,512	4,409	4,957	4,833
Staff development	368	328	710	694
	66,917	64,368	75,320	73,839

	Notes	31 July 2021	31 July 2020
		£'000	£'000
Other operating expenses (consolidated) include:			
Auditors' remuneration			
BDO LLP external auditors' remuneration in respect of:			
Audit of Middlesex University (including group Financial Statements)		141	148
Audit of UK subsidiary company directors report and Financial Statements		14	10
External auditors' remuneration in respect of audit of overseas subsidiary company annual Financial Statements		33	36
External auditors' (BDO LLP) remuneration in respect of non-audit services		19	18
Other including internal auditor remuneration		155	156
		362	368
Operating lease rentals			
Land and buildings		1,794	2,252
Equipment		303	184
		2,097	2,436
Finance lease rentals			
Equipment		967	967
		967	967
Grant to Students' Union (MDXSU)	35	1,091	1,074

11. INTEREST AND OTHER FINANCE COSTS

Notes	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Interest on bank loans not wholly repayable within 5 years	3,931	3,931	4,562	4,562
Exchange differences	(52)	–	(27)	–
Interest charge on pension enhancement provision	22 80	80	70	70
Interest charge on net LGPS pension scheme deficit	31 2,339	2,339	2,389	2,389
	6,298	6,350	6,994	7,021

12.a. ANALYSIS OF TOTAL EXPENDITURE BY ACTIVITY

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Academic Faculties	86,277	75,822	90,259	79,082
Academic services	45,815	45,878	45,496	45,466
Research grants and contracts	4,845	3,419	3,361	3,121
Residences, catering and conferences	7,754	7,754	10,830	10,830
Premises	24,151	24,151	27,788	27,788
Central services and administration*	36,679	36,667	35,992	35,992
Other expenses	2,708	2,554	2,681	2,609
	208,229	196,245	216,407	204,888
Staff restructuring costs	412	412	417	417
	208,641	196,657	216,824	205,305

*Central services and administration expenditure includes costs of student and staff facilities and amenities, and general education expenditure.

12.b. ACCESS AND PARTICIPATION PLAN EXPENDITURE

	Year ended 31 July 2021	Year ended 31 July 2020
University	£'000	£'000
Access investment	819	735
Financial support provided to students	1,639	639
Disability support for students (excluding expenditure included in the two categories above)	1,718	1,717
Research and evaluation of access and participation activities	246	272
	4,422	3,363

The total of the approved expenditure in the University's Access and Participation Plan for the year ended 31 July 2021 was £1,762k (2020: £6,008k). The reason for the reduction in the approved expenditure Plan is because investments in student success and progression are no longer being included in the Plan following changes in requirements from the Office for Students (OfS) 2021.38 Regulatory notice 1 – Access and participation plan guidance/Financial monitoring/Paragraph 66, 9 September 2021.

The categories included in the Plan submitted to OfS do not fully correlate with the expenditure recorded in note 12b above, due to expenditure category Disability support for students being excluded from the Plan but included in the reporting as required under the OfS Regulatory Advice 9: Accounts direction: Clarification on the requirements of the accounts direction.

Excluding Disability support for students, the expenditure recorded in note 12b is approximately £900k above the University's planned spend of £1,762k for the year ended 31 July 2021 due to additional financial support provided to our students during the COVID-19 pandemic.

Details of the approved plan can be found at:

<https://www.officeforstudents.org.uk/advice-and-guidance/the-register/search-for-access-and-participation-plans/#/AccessPlans/accessplans/10004351>

<https://www.officeforstudents.org.uk/data-and-analysis/access-and-participation-plan-data/data-from-access-and-participation-plans/>

13. TAXATION

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Recognised in the consolidated statement of comprehensive income		
Foreign taxes	111	74
Total tax expense	111	74

The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011, and, as such, is a charity within the meaning of Section 506 (1) of the Income and Corporation Taxes Act 1988. The University is recognised as a charity by HM Revenue & Customs (Ref. XN92247). It is therefore a charity within the meaning of Paragraph 1 of Schedule 6 to the Finance Act 2010. Accordingly, the University is potentially exempt from UK taxation in respect of income or capital gains received within categories covered by Section 287 Corporation Tax Act 2009 (CTA 2009) and sections 471, and 478-488 of CTA 2010 (formerly enacted in section 505 of the Income and Corporation Taxes Act 1988 (ICTA)), or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes. The University receives no similar exemption in respect of Value Added Tax (VAT) and any tax incurred is either expensed or capitalised according to the nature of the underlying expenditure.

The foreign tax expenses arise from the activities of certain overseas trading subsidiary companies within their local regions during the year.

Year ended 31 July 2021

14. FIXED ASSETS

	Freehold Land £'000	Leasehold Buildings £'000	Freehold Buildings £'000	Fixtures, Fittings and Equipment £'000	Assets in the Course of Construction £'000	Total £'000
Consolidated						
Cost or valuation						
At 1 August 2020	32,125	12,229	214,449	30,247	1,568	290,618
Exchange Revaluation	-	-	-	(70)	-	(70)
Additions at cost	-	50	396	2,533	809	3,788
Transfers of completed construction into use	-	118	92	180	(390)	-
Disposals	-	(219)	(427)	(3,869)	-	(4,515)
At 31 July 2021	32,125	12,178	214,510	29,021	1,987	289,821
Consisting of:						
Valuation as at 31 July 2014	29,101	-	145,099	-	-	174,200
Cost	3,024	12,178	69,411	29,021	1,987	115,621
	32,125	12,178	214,510	29,021	1,987	289,821
Depreciation						
At 1 August 2020	-	7,067	60,188	14,165	-	81,420
Exchange Revaluation	-	-	-	(60)	-	(60)
Charge for the year	-	1,065	6,246	5,878	-	13,189
Disposals	-	(219)	(427)	(3,868)	-	(4,514)
At 31 July 2021	-	7,913	66,007	16,115	-	90,035
Net book value						
At 31 July 2021	32,125	4,265	148,503	12,906	1,987	199,786
At 31 July 2020	32,125	5,162	154,261	16,082	1,568	209,198

14. FIXED ASSETS (continued)

	Freehold Land £'000	Leasehold Buildings £'000	Freehold Buildings £'000	Fixtures, Fittings and Equipment £'000	Assets in the Course of Construction £'000	Total £'000
University						
Cost and valuation						
At 1 August 2020	32,125	12,229	214,449	29,280	1,568	289,651
Additions at cost	-	50	396	2,481	809	3,736
Transfers of completed construction into use	-	118	92	180	(390)	-
Disposals	-	(219)	(427)	(3,583)	-	(4,229)
At 31 July 2021	32,125	12,178	214,510	28,358	1,987	289,158
Consisting of:						
Valuation as at 31 July 2014	29,101	-	145,099	-	-	174,200
Cost	3,024	12,178	69,411	28,358	1,987	114,958
	32,125	12,178	214,510	28,358	1,987	289,158
Depreciation						
At 1 August 2020	-	7,067	60,188	13,326	-	80,581
Charge for the year	-	1,065	6,246	5,811	-	13,122
Disposals	-	(219)	(427)	(3,583)	-	(4,229)
At 31 July 2021	-	7,913	66,007	15,554	-	89,474
Net book value						
At 31 July 2021	32,125	4,265	148,503	12,804	1,987	199,684
At 31 July 2020	32,125	5,162	154,261	15,954	1,568	209,070

14. FIXED ASSETS (continued)

Disposals include the write off of historical tangible fixed assets that are fully depreciated. The gross cost of these assets amounted to £4,514k (2020: £2,840k).

A full valuation of the University's land, academic, research, ancillary and support buildings was carried out on 31 July 2014 by Jones Lang LaSalle Limited, Chartered Surveyors.

The basis of the valuation was as follows:

- Land was valued at market value.
- Educational assets, be that academic/research or ancillary/support buildings, were valued using the direct comparison method. This method considers recent sales and letting transactions of appropriate properties, which are adjusted to reflect differences in size, location, physical characteristics, local demand/supply and tenure.
- 'Trophy' educational assets, which include the College Building, The Grove, Hatchcroft and the Sheppard Library which are considered of iconic value to the University. These property assets incorporate significantly higher levels of fit-out and so the method for valuation applicable to educational assets was further adjusted to reflect the unique nature of the building space and/or specialised equipment fit-out.

The net book value of land and buildings assets comprises:

	At 31 July 2021 £'000	At 31 July 2020 £'000
University		
Freehold Tenure:		
Land, at valuation	29,101	29,101
Buildings, at valuation	114,605	118,788
	143,706	147,889
Land, stated at cost	3,024	3,024
Buildings, stated at cost	33,898	35,473
	36,922	38,497
	180,628	186,386
Leasehold Tenure:		
Buildings, stated at cost	4,265	5,162
Net book value	184,893	191,548

14. FIXED ASSETS (continued)

The net book value of freehold tenure land and building assets includes £168,061k (2020: £169,602k) in respect of assets charged as securities on the bank loan facilities detailed at note 21.

The net book value of fixtures, fittings and equipment assets includes the following amounts in respect of assets held under finance leases:

	At 31 July 2021 £'000	At 31 July 2020 £'000
University		
Cost	3,862	4,827
Charge for year	(965)	(965)
Net book value	2,897	3,862

15. SERVICE CONCESSION ARRANGEMENTS

The University has one service concession arrangement.

Hendon Campus – Student Accommodation

In April 2006 the University entered into a project agreement with a third-party property operator Middlesex First Limited for the refurbishment, financing, maintenance, managing and servicing of student accommodation on the Hendon Campus.

The student accommodation consists of three halls of residence (Usher, Platt and Writtle) where Middlesex First Limited will manage them for 35 years until 2039/40, at which point the facilities will revert back to University ownership for nil consideration.

Under the project agreement, the University does not incur a minimum guaranteed payment and instead nominates a number of rooms on an annual basis thereby incurring the demand risk on those rooms only.

Therefore the University has no infrastructure asset or liability to recognise on the statement of financial position for its obligations under the service concession arrangement as defined by FRS 102.

This arrangement has been accounted for as follows:

- The net book value of the three halls land and property assets are recognised on the statement of financial position, as no disposal of assets is deemed to have taken place. At 31 July 2021 these assets had a net book value of £8,757k (2020: £9,060k) included in note 14.
- The premium that was received by the University under the agreement was treated as payment for the right to access the property over the period of the agreement and is included as deferred income and is being amortised over the life of the arrangement with an amount of £374k being recognised as income each year.
- The costs and fees associated with the project agreement incurred by the University were treated as a prepayment and is being amortised over the life of the arrangement with an amount of £62k being recognised as expenditure each year.
- The annual rental income received by the University from students in the three halls and the amounts paid by the University to Middlesex First Limited as a unitary charge are both accounted for in the statement of comprehensive income.

16. NON-CURRENT INVESTMENTS

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Investment in subsidiary companies	a.	–	25	–	25
Other investments	b.	36	36	36	36
		36	61	36	61

a. Investment in subsidiary companies

The Board believe that the carrying value of the investments in trading subsidiary companies is supported by the subsidiary company net assets and/or their business plans. Investments in the subsidiary companies are stated at cost less impairment. The University holds a £2m provision against MU Ventures Limited (2020: £2m) and a £4k provision against Middlesex University (Malta) Limited (2020: £4k). Details of the subsidiary companies are shown in note 30.

b. Other investments

Other investments have been valued at historical cost value and consist of:

	Consolidated and University £'000
Shares in CVCP Properties plc	36
	36

CVCP Properties plc is a company owned by all UK university institutions, whose executive heads (vice-chancellors or principals) are members of Universities UK, and Universities UK itself. Universities UK is the representative organisation for the United Kingdom's universities.

17. STOCK

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Research grants and contracts – work in progress	10	10	3	3
	10	10	3	3

18. TRADE AND OTHER RECEIVABLES

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Amounts falling due within one year:				
Trade debtors	3,322	3,221	3,207	3,096
Tuition fees	11,027	10,340	13,742	12,741
Other receivables	2,525	1,064	2,140	734
Prepayments and accrued income	7,741	5,740	7,201	5,279
Amounts due from subsidiary companies	–	4,071	–	3,307
	24,615	24,436	26,290	25,157
Amounts falling due after more than one year:				
Prepayments	1,122	1,122	1,185	1,185
	25,737	25,558	27,475	26,342

19. CURRENT INVESTMENTS

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Short term deposits	12,537	12,537	5,030	5,030
	12,537	12,537	5,030	5,030

Deposits are held with Lloyds Bank plc operating in the London market and licensed by the Prudential Regulation Authority with a maturity date of more than three months maturity at the date of deposit. The funds are held in a notice account where the interest rate for the deposit is linked to the Bank of England base rate plus Lloyds Bank basis points (BPS).

Year ended 31 July 2021

20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Secured loans	21	4,044	4,044	3,862	3,862
Obligations under finance leases	28	967	967	967	967
Research grants received on account		6,962	6,962	5,574	5,574
Other liabilities due within one year		11,696	10,988	10,982	10,174
Trade payables		3,973	2,634	7,863	6,487
Social security and other taxation payable		2,946	2,826	3,244	3,041
Accruals and deferred income		23,511	21,231	21,969	20,055
		54,099	49,652	54,461	50,160

21. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Notes	Year ended 31 July 2021		Year ended 31 July 2020	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
Deferred income		6,742	6,742	7,116	7,116
Other liabilities due after one year		14	14	38	38
Obligations under finance lease	28	1,930	1,930	2,895	2,895
Secured loans		64,006	64,006	68,049	68,049
		72,692	72,692	78,098	78,098
Analysis of secured loans:					
Due within one year or on demand (note 20)		4,044	4,044	3,862	3,862
Due between one and two years		4,242	4,242	4,044	4,044
Due between two and five years		14,023	14,023	13,351	13,351
Due in five years or more		45,741	45,741	50,654	50,654
Due after more than one year		64,006	64,006	68,049	68,049
Total secured loans		68,050	68,050	71,911	71,911
Secured loans repayable to Barclays Bank plc by 2030		23,274	23,274	25,315	25,315
Secured loans repayable to Lloyds Bank plc by 2037		44,776	44,776	46,596	46,596
		68,050	68,050	71,911	71,911

21. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

(continued)

The secured bank loan facilities are repayable over the terms shown below. Interest is charged at the rates shown and all rates are fixed until their rate is renewed at a fixed future date or at the end of the loan term.

The loans are secured against the University campus properties to which they relate.

Lender	Borrower	Property name	Loan amount £'000	Draw down amount £'000	Amount outstanding at 31 July 2021 £'000	Term	Fixed Until	Interest rate %	Expiry date
Barclays Bank plc	University	Part of Hendon Campus	43,000	43,000	23,274	25 Years	2030	6.0300%	2030
Lloyds Bank plc	University		12,000	12,000	9,743	28 Years	2037	6.5950%	2037
Lloyds Bank plc	University		15,000	15,000	12,126	27 Years	2037	6.4250%	2037
Lloyds Bank plc	University		10,000	10,000	8,108	26 Years	2037	6.5450%	2037
Lloyds Bank plc	University	Part of Hendon Campus, 1 Burroughs Parade and Ivy Hall	5,000	5,000	3,559	26 Years	2026	6.7050%	2037
Lloyds Bank plc	University		5,000	5,000	4,070	26 Years	2016	Variable (from 7 June 2016) 3 month LIBOR	2037
Lloyds Bank plc	University		10,000	10,000	7,170	25.5 Years	2017	Variable (from 7 June 2017) 3 month LIBOR	2037
			57,000	57,000	44,776				
			100,000	100,000	68,050				

22. PROVISIONS FOR LIABILITIES

Consolidated and University

	Obligation to fund deficit on LGPS Pension £'000	Pension enhancements on termination £'000	Total Pension Provisions £'000	Restructuring Provision £'000	Leasehold Dilapidation £'000	Total Other Provisions £'000
At 1 August 2020	163,516	5,015	168,531	309	1,000	1,309
Utilised in year	-	(462)	(462)	(225)	-	(225)
Additions in 2020/21	(21)	80	59	46	-	46
At 31 July 2021	163,495	4,633	168,128	130	1,000	1,130

22. PROVISIONS FOR LIABILITIES (continued)

Pension enhancements on termination

A pension provision in respect of pension enhancements payable to staff who left the University during the 1990's as part of an early retirement scheme. Currently there are 161 people (2020: 163 people) in the Scheme. This provision will be utilised over the period of retirement. The provision is based upon the full actuarial valuation at 31 July 2018 by a qualified independent actuary and updated to 31 July 2021.

The assumptions used by the actuary that comply with FRS 102 for calculating the provision for pension enhancements on termination at 31 July 2021 are as follows:

<i>Financial assumptions:</i>	Consolidated
Discount rate for liabilities	1.60%
Consumer price inflation (CPI increases) – Pension increase rate	2.85%

Longevity assumptions:

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% per annum for women and men.

Restructuring provision

The restructuring provision is an estimated liability from the agreement to offer staff voluntary redundancy or be subject to redundancy where activities have been re-organised or discontinued as a result of restructuring.

The amounts provided include the final settlement of unfunded pension costs of former staff specified in the University's voluntary redundancy scheme and the estimated future costs of lump sum redundancy payments and unfunded pensions payable to staff who have agreed terms at 31 July 2021.

It is estimated that the provision will be fully utilised or released in the statement of comprehensive income in 2021/22 dependent upon the agreed departure date of the relevant employees.

Leasehold dilapidation

The current estimated cost of dilapidations relating to Building 2 of the former New Southgate Campus in returning the property to the lessor when the lease was surrendered on 7 June 2020. It is estimated that the provision will be fully utilised or released in the statement of comprehensive income in 2021/22 dependent upon the building works completion.

23. ENDOWMENT RESERVES

Restricted net assets relating to endowments are as follows:

	Notes	Restricted permanent endowments £'000	Expendable endowments £'000	2021 Total £'000	2020 Total £'000
Balances at 1 August 2020					
Capital value		400	260	660	610
Accumulated income		–	9	9	8
		400	269	669	618
New endowments	8	–	5	5	184
Investment income	7	–	–	–	4
Expenditure		–	(89)	(89)	(137)
Total endowment comprehensive (expense)/income for the year		–	(84)	(84)	51
At 31 July 2021		400	185	585	669
Represented by:					
Capital value		400	178	578	660
Accumulated income		–	7	7	9
		400	185	585	669
Analysis by type of purpose:					
Prize funds, scholarships and bursaries		400	58	458	540
General		–	127	127	129
		400	185	585	669
Analysis by asset:					
Cash and cash equivalents				585	669
				585	669

24. CASH AND CASH EQUIVALENTS

	At 1 August 2020 £'000	Cash flows £'000	At 31 July 2021 £'000
Consolidated			
Cash and cash equivalents	94,183	3,994	98,177
	94,183	3,994	98,177
	At 1 August 2020 £'000	Cash flows £'000	At 31 July 2021 £'000
University			
Cash and cash equivalents	88,249	3,241	91,490
	88,249	3,241	91,490

The University cash represents £43.3m (2020: £50.1m) of funds held in operating bank accounts.

Cash equivalents of the University represent £48.2m (2020: £38.1m) of funds deposited for short term (with maturity of three months or less at the date of deposit) investment purposes with two other parties as follows:

£35.6m (2020: £13.1m) is deposited with Royal London Asset Management Limited. A further £12.6m (2020: £25m) in funds is held with Lloyds Bank plc which operates in the London market and is licensed by the Prudential Regulation Authority. Deposits comprise a mixture of day notice and fixed term trades, therefore interest rates may be variable and/or fixed for the duration of the deposit at the time of placement depending on the deposit type.

Cash and cash equivalents of the University include £433k (2020: £436k) in respect of net monies held on behalf of third parties as disclosed in notes 32 to 34.

25. RECONCILIATION OF NET DEBT

	At 1 August 2020 £'000	Cash flows £'000	Foreign exchange translation loss £'000	At 31 July 2021 £'000
Consolidated				
Analysis of changes in net funds/(debt):				
Cash and cash equivalents	94,183	4,144	(150)	98,177
Obligations under finance lease	(3,862)	965	-	(2,897)
Secured loans	(71,911)	3,861	-	(68,050)
Net funds	18,410	8,970	(150)	27,230

26. CAPITAL AND OTHER COMMITMENTS

Provision has not been made for the following capital commitments at 31 July 2021:

	31 July 2021		31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Commitments contracted for at 31 July	1,129	1,129	1,714	1,714
Authorised by the Board but not contracted for at 31 July	20,146	20,146	25,210	25,210
	21,275	21,275	26,924	26,924

27. CONTINGENT LIABILITIES

Middlesex University (Malta) Limited

The University will be closing its Malta campus in September 2022 but remains fully committed to its long-term relationship with Malta. It will be refocusing activities in Malta to work collaboratively with partners rather than through a small campus model.

A contingent liability exists in relation to campus closing activities aimed at providing the best student experience possible. In the unlikely event of the campus not having sufficient assets to meet its liabilities, those liabilities would fall to be met by the University as a whole. The Group has therefore given a written undertaking of support to its subsidiary Middlesex University (Malta) Limited.

At 31 July 2021, the date of its latest audited balance sheet, Middlesex University (Malta) Limited had total net assets of £471k (2020: £487k). The maximum value of future operating losses recognised at present value using a discount rate is £819k for the financial years ending 31 July 2023.

28. LEASE OBLIGATIONS

Lessee – operating leases

At 31 July the Group was committed to making the following future minimum lease rental payments in respect of non-cancellable operating leases:

Total rentals payable under operating leases:

	31 July 2021		31 July 2020	
	Land and Buildings £'000	Equipment £'000	Total £'000	Total £'000
Future minimum lease payments due:				
Not later than 1 year	2,140	316	2,456	1,933
Later than 1 year and not later than 5 years	12,757	298	13,055	5,413
Later than 5 years	181,240	-	181,240	8,065
Total lease payments due	196,137	614	196,751	15,411

Rental commitments in respect of land and buildings leases include leases arising from non-cancellable arrangements where a development agreement for a lease has been signed, however individual lease agreements have not been signed. As the development agreement is non-cancellable and specifically includes a provision that the properties on completion of the development shall be leased by Middlesex University, these have been included within building rental commitments as at 31 July 2021.

Lessee – finance leases

At 31 July the University was committed to making the following future minimum lease rental payments in respect of finance leases:

Total payment under finance leases:

	31 July 2021	31 July 2020
	Equipment £'000	Equipment £'000
Future minimum lease payments due:		
Not later than 1 year	967	967
Later than 1 year and not later than 5 years	1,930	2,895
Total lease payments due	2,897	3,862

29. EVENTS AFTER THE REPORTING PERIOD

There have been no material events after the reporting date which would require disclosure or adjustment to the Financial Statements for the year ended 31 July 2021.

30. SUBSIDIARY UNDERTAKINGS

Principal trading subsidiary	Parent interest in ordinary shares voting rights	Principal activity	Country of incorporation
MU Ventures Limited	100% owned	Contract research and consultancy services	England and Wales
MU Services Limited	100% owned	Staffing services to Middlesex University	England and Wales
Middlesex Services Limited (Hong Kong)	100% owned	Student recruitment and marketing services	Hong Kong
Middlesex Uni (SEA) SDN BHD	100% owned	Student recruitment and marketing services	Malaysia
Middlesex International (Dubai) FZ-LLC	100% owned	Training and development, academic staff provision	Dubai/United Arab Emirates
Middlesex University (Malta) Limited	100% owned	Education services and campus administration	Malta

MU Ventures Limited has ownership of the following companies overseas:

- 100% of Middlesex Educational Consulting (Beijing) Co., Ltd., a company incorporated and registered in China providing student recruitment and marketing services to the University in that region.
- 99.99% of MU Ventures India Private Limited, a company incorporated and registered in India on 5 November 2019 which commenced trading in May 2020. It provides student recruitment and marketing services to Middlesex University in that region. The remaining 0.01% of MU Ventures India Private Limited is owned by Middlesex International (Dubai) FZ-LLC.
- 100% of Middlesex Education Private Limited, a company incorporated and registered in India that had ceased trading in 2019/20 will be dissolved in the period ending 31 July 2022.

MU Services Limited commenced trading in May 2021 providing staffing services to Middlesex University.

Middlesex International (Dubai) FZ-LLC owns 51% of Middlesex International (Mauritius) Limited with 49% owned by Medine Limited.

Middlesex University Higher Education Corporation - Dubai Branch does not have share capital disclosed above, but the results, assets and liabilities for the year ended 31 July 2021 are included in the consolidated Financial Statements by virtue of the fact that the University has dominant influence over financial and operating policies. The company is incorporated and registered in Dubai/UAE providing student recruitment and marketing services to the University in that region overseas.

The Board believe that the carrying value of the investments in the trading subsidiary companies as disclosed at note 16 is supported by the subsidiary company net assets and/or business plans.

31. PENSION SCHEMES

The University's employees belong to two principal pension Schemes, the Teachers' Pension Scheme (TPS) for most academic staff and the Local Government Pension Scheme (LGPS) for all other staff. The Schemes are defined benefit schemes providing benefits based on career average design. Benefits accrued prior to the Schemes transition to career average arrangements are protected, providing benefits based on a final pensionable salary. The University's pension costs and charges for the year in respect of these two Schemes, included within note 9 staff costs, were:

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Total defined benefit pension cost for the year within staff costs:		
Contributions paid by the University	17,450	17,308
FRS 102 pension charge:		
LGPS - current and past service costs	15,646	13,975
LGPS - employer contributions	(8,147)	(8,579)
	7,499	5,396
Total pension costs (note 9)	24,949	22,704

Middlesex University Defined Contribution Pension Scheme

The Middlesex University Defined Contribution Pension Scheme provided by Scottish Widows is a defined contribution plan, a post employment benefit plan under which MU Services Limited pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the statement of comprehensive income in the year during which services are rendered by MU Services Limited employees. The pension contributions for the year in respect of the Scheme, included within note 9 consolidated staff costs, totalled £3k (2020: £Nil).

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is operated by the Department for Education (DfE) and is governed by statutory regulations. Under the definitions set out in Financial Reporting Standard 102 (FRS 102), the TPS is a multi-employer pension scheme. As the TPS pension benefits are underwritten by central government and the University has no future obligation to make contributions to the Scheme, this is effectively a defined contribution scheme in so far as it affects the University. As a result, contributions to this Scheme are accounted for as if the Scheme was a defined contribution scheme.

The TPS is a statutory, contributory, unfunded, defined benefit scheme. The regulations under which the TPS operates are the Teachers' Pensions Regulations 1997, as amended. Contributions are credited to the government exchequer on a "pay as you go" basis under arrangements governed by the Superannuation Act 1972. A notional asset value is ascribed to the Scheme for the purposes of determining contribution rates.

31. PENSION SCHEMES (continued)

Teachers' Pension Scheme (continued)

The University has set out below the information available on the latest Scheme funding valuation and the employer's contribution rate.

The Scheme is subject to a full actuarial valuation usually every four years with the most recent funding valuation carried out as at 31 March 2016. The funding valuation report was published by the Government Actuary's Department on behalf of the DfE on 5 March 2019. The key highlights from this report are as follows:

Whole Scheme valuation of balance sheet	At 31 March 2016 £bn
Aggregate Scheme liabilities	(218.1)
Aggregate Scheme notional assets	196.1
Notional past service deficit	(22.0)

The employer's contribution rate determined by the valuation at 31 March 2016 and applicable from 1 September 2019 (to 31 March 2023) was 23.68% of pensionable salaries (inclusive of the administrator levy of 0.08%). The Scheme will next be subject to actuarial valuation as at 31 March 2020, the results of which are expected to take effect from September 2023.

The total of all contributions into the TPS for the year ended 31 July 2021 was £13,593k (2020: £13,176k) of which employers' contributions totalled £9,513k (2020: £9,110k) and employees' contributions totalled £4,080k (2020: £4,067k).

More information about the TPS can be obtained from www.teacherspensions.co.uk

Local Government Pension Scheme

The Local Government Pension Scheme (LGPS) is a funded defined benefit scheme, with assets held in separate trustee administered funds. It is administered locally by the London Borough of Barnet and is a multi-employer scheme. The total of all contributions into the LGPS for the year ended 31 July 2021 was £10,308k (2020: £10,701k) of which employers' contributions totalled £8,147k (2020: £8,579k) and employees' contributions totalled £2,161k (2020: £2,122k).

For the period to 31 July 2021 (date extended from period to 31 March 2021 under an arrangement with the Scheme administrators) the overall 'effective' employer contribution rate was 25.9% (2020: 27.4%).

From 2014, the University entered into a funding deficit recovery plan with the Scheme administrators. This treatment required the employer's cost of providing pension benefits to be broken down into two distinct contribution elements: the employer's current Scheme funding (known as the 'primary rate') and a deficit reduction contribution. Contributions under the plan are set for three years and renewed as part of the results of the full actuarial valuation of the Fund. The latest full actuarial valuation was carried out for the period as at 31 March 2019 and became effective from 1 August 2020 (date extended from 1 April 2020 under an arrangement with the Scheme administrators).

Under the current three year funding deficit recovery plan, for the period from 1 August 2020 to 31 July 2021, the employer's primary rate is 20.7% (2020: 18.4%) of pensionable salaries and the deficit reduction contribution is £1,663k (2020: £2,829k).

The total employer contributions expected to be paid into the Scheme during the year ended 31 July 2022 is £7,874k. This is based on the primary rate from 1 August 2021 of 20.7% of pensionable salaries for current Scheme funding and a deficit reduction contribution of £1,714k

For the period to 31 March 2016 the Scheme was contracted out of the State Additional Pension (S2P) of pension provision. Contracting out on a defined benefit basis ended in April 2016, when the government's state pension reforms came into force.

More information about the LGPS can be obtained from www.lgpsmember.org/.

31. PENSION SCHEMES (continued)

Local Government Pension Scheme (continued)

Financial Reporting Standard 102 (FRS 102)

The following information is based upon a full actuarial valuation of the Fund at 31 March 2019 updated to 31 July 2021 by a qualified independent actuary, using financial assumptions in accordance with the requirements of FRS 102.

Basis for estimating assets and liabilities

The liabilities have been assessed using the projected unit method, an estimate of the pensions that will be payable in future years are dependent on the following major assumptions:

Longevity assumptions:

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% per annum for women and men.

Based on these assumptions the average future life expectancies assuming retirement at age 65 (years) are:

		At 31 July 2021	At 31 July 2020
Current pensioners (retiring today)	Males	21.9	21.7
	Females	24.4	24.0
Future pensioners (retiring in 20 years)*	Males	23.3	22.9
	Females	26.4	25.7

*Figures assume members aged 45 as at the last formal valuation date (31 March 2019).

Historic mortality

Life expectancy for the prior period end are based on the fund's VitaCurves. The allowance for future life expectancies are shown below:

Period ended	Prospective Pensioners	Pensioners
31 July 2021	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.

The mortality assumptions used to value the obligations in the University's closing position are different to those used to value the obligations in the University's opening position.

Commutation

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

31. PENSION SCHEMES (continued)

Local Government Pension Scheme (continued)

Financial assumptions:

The default financial assumptions are summarised below:

	At 31 July 2021	At 31 July 2020
Consumer prices inflation (CPI increases)	2.85%	2.20%
Rate of increase in pensions (CPI increases)	2.85%	2.20%
Rate of increase in salaries	3.55%	2.90%
Discount rate for liabilities	1.60%	1.40%

As at the date of the most recent valuation (31 March 2019) the duration of the University funded liabilities is 21 years.

Investment Returns:

The return on the fund in market value terms for the period to 31 July 2021 is estimated based on actual fund returns as provided by the Scheme administering authority and index returns where necessary. Details are set out below:

Actual returns from 1 July 2020 to 30 June 2021	20.3%
Total returns from 1 August 2020 to 31 July 2021	22.7%

Share of plan assets by major category:

The estimated share of plan assets as a percentage of total plan assets as at 31 July 2021 is set out below:

Major asset category:	At 31 July 2021	At 31 July 2020
Equities	64%	55%
Bonds	28%	31%
Property	4%	5%
Cash	4%	9%
Total	100%	100%

31. PENSION SCHEMES (continued)

Local Government Pension Scheme (continued)

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Analysis of the amount shown in the statement of financial position:		
Fair value of Scheme assets	268,378	216,080
Present value of Scheme liabilities	(431,873)	(379,596)
Deficit in the Scheme – Net pension liability recorded within Pension Provisions (note 22)	(163,495)	(163,516)
Amounts included in Staff Costs (note 9):		
Current service costs	15,349	13,773
Past service cost (including curtailments)	297	202
Total operating charge	15,646	13,975
Analysis of the amount charged to interest payable (note 11):		
Interest cost on Scheme liabilities	5,383	7,072
Interest income on Scheme assets	(3,044)	(4,683)
Net charge to interest payable	2,339	2,389
Total charged to statement of comprehensive income before deduction for tax	17,985	16,364
Analysis of amounts recognised in other comprehensive income:		
Return/(loss) on fund assets in excess of interest	46,311	(12,771)
Changes in financial assumptions	(36,845)	(38,654)
Change in demographic assumptions	(4,795)	(6,164)
Experience gain on liabilities	5,188	12,697
Remeasurements of net defined benefit pension liability	9,859	(44,892)

31. PENSION SCHEMES (continued)

Local Government Pension Scheme (continued)

	Notes	At 31 July 2021 £'000	At 31 July 2020 £'000
Movement in deficit during the year			
Deficit at beginning of year		(163,516)	(110,839)
Movement in the year:			
Contributions or benefits paid by the University		8,147	8,579
Current service costs		(15,349)	(13,773)
Past service cost (including curtailments)		(297)	(202)
Other finance charge		(2,339)	(2,389)
Gain/(loss) recognised in other comprehensive income		9,859	(44,892)
Deficit at end of year	22	(163,495)	(163,516)
		Year to 31 July 2021 £'000	Year to 31 July 2020 £'000
Movement in present value of the Scheme liabilities			
Opening present value of the defined benefit obligation		379,596	331,747
Movement in the year:			
Current service costs		15,349	13,773
Interest cost		5,383	7,072
Past service cost (including curtailments) recorded within other comprehensive income		297	202
Member contributions (including unfunded pension payments)		2,161	2,122
Actuarial loss arising from changes in financial and demographic assumptions		41,640	44,818
Other experience gain		(5,188)	(12,697)
Estimated benefits paid		(7,365)	(7,441)
Present value of liabilities at the end of year		431,873	379,596

31. PENSION SCHEMES (continued)

Local Government Pension Scheme (continued)

	Year to 31 July 2021 £'000	Year to 31 July 2020 £'000
Analysis of movement in the fair value of Scheme assets		
Opening fair value of Scheme assets	216,080	220,908
Movement in the year:		
Interest income on assets	3,044	4,683
Return on assets excluding amounts included in net interest	46,311	(12,771)
Contributions paid by the University	8,147	8,579
Member contributions	2,161	2,122
Estimated benefits paid	(7,365)	(7,441)
Fair value of Scheme assets at end of year	268,378	216,080
	Year to 31 July 2021 £'000	Year to 31 July 2020 £'000
Actual return on Scheme assets		
Interest income on assets	3,044	4,683
Return on assets excluding amounts included in net interest	46,311	(12,771)
	49,355	(8,088)

32. DEPARTMENT FOR EDUCATION — TEACHER TRAINING BURSARIES

	At 31 July 2021 £'000	At 31 July 2020 £'000
Balance brought forward	(36)	118
Funds received	1,754	1,247
	1,718	1,365
Disbursed to students	(1,716)	(1,401)
Balance carried forward at 31 July	2	(36)

The Department for Education (DfE) training bursaries are a financial incentive to attract and retain high quality graduates into the teaching profession.

The DfE bursaries received as detailed in this note are available solely for students; the University acts only as a paying agent. All of the funding and related disbursements are therefore excluded from the statement of comprehensive income and shown within note 20, other liabilities due within one year.

Year ended 31 July 2021

33. MILLIONPLUS

	At 31 July 2021 £'000	At 31 July 2020 £'000
Balance brought forward	366	290
Subscriptions received from affiliated universities	545	521
	911	811
Campaign expenses	(480)	(445)
Balance carried forward at 31 July	431	366

MillionPlus is a university think-tank seeking to solve complex problems in the higher education sector. It is funded by subscriptions received from its affiliated member universities.

The University acts as a paying agent for MillionPlus. All of the funding and related disbursements are therefore excluded from the statement of comprehensive income and shown within note 20, other liabilities due within one year.

34. COLLABORATIVE RESEARCH FUNDS

	At 31 July 2021 £'000	At 31 July 2020 £'000
Balance brought forward	106	2
Partner funds received	116	700
	222	702
Distributions to partners	(222)	(596)
Balance carried forward at 31 July	-	106

The University is the lead partner-coordinator for a number of European Commission and UK Government Research funding agreements involving other named collaborative partners.

Where the University receives funding as the lead coordinator in a collaborative research agreement it acts as paying agent for the funding of the other participants with no discretion over how the funds received are distributed and used, acting only in accordance with the instructions and directions of the funder. The funds received by the University as agent are not recognised as assets in its statement of financial position as the funds are not within its control. The receipt of the funds is not recognised as income, nor is the distribution to another named partner recognised as expenditure and as such excluded from the statement of comprehensive income and shown within note 20, other liabilities due within one year.

The proportion of the grant funding that is attributable to the University for delivering its component of the grants purpose is recognised in note 5 dependent on the performance related conditions being met.

35. RELATED PARTY TRANSACTIONS

During the year ended 31 July 2021 the University had transactions with a number of organisations which fell within the definition of Related Parties under FRS 102. Transactions are disclosed where members of the Board of Governors and senior management disclose an interest in a body with whom the University undertakes transactions.

The University has taken advantage of the exemption within FRS 102 Section 33 'Related Party Disclosures' and has not disclosed transactions with other wholly owned subsidiary companies.

A Register of Interests is maintained for members of the Board of Governors and senior management, and included within the Financial Statements are the following transactions with related parties:

	Year ended 31 July 2021			Year ended 31 July 2020		
	Income £'000	Expenditure £'000	Balance at 31 July 2021 due to/(from) the University £'000	Income £'000	Expenditure £'000	Balance at 31 July 2020 due to/(from) the University £'000
Senior manager Company director of MURTC Limited (Company reg no 06834218)	-	2	-	18	6	6
Senior manager Governor of Abingdon and Witney College	10	-	10	-	-	-
Senior manager Director/Trustee of Education Higher (Company reg no 05731255)	-	33	-	-	-	-
Senior manager Company director of UCAS Media Limited (Company reg no 02737300)	-	22	-	-	81	-
Independent Governor LLP member at CMS Cameron McKenna Nabarro Olswang LLP (Company reg no 0C310335)	-	82	(41)	-	312	(59)
Independent Governor Company director of Wonkhe Ltd (Company reg no 08784934)	-	6	-	-	4	-
Independent Governor Trustee of Committee of University Chairs (Charity reg no 1189481)	-	2	-	-	-	-
Independent Governor Non-executive director of Barnet, Enfield and Haringey Mental Health NHS Trust Charity (Charity reg no 1103407)	3	34	4	-	-	-

35. RELATED PARTY TRANSACTIONS (continued)

Nature of Transactions

All income and expenditure disclosed relates to fee and supplier invoices processed through the accounts receivable and payable system received and payable in the normal course of business.

Students' Union (MDXSU)

Middlesex University considers the Students' Union at Middlesex University (MDXSU) to be a related party due to the level and nature of the transactions between the organisations.

During the year the Board agreed to pay MDXSU a grant of £1,091k (note 10) for the year ending 31 July 2021 (2020: £1,074k). MDXSU (Charity registration number 1140254) is represented on the University's Board of Governors. The grant was provided in accordance with the University's normal policies and procedures. Although MDXSU receives an annual grant and the University works closely with them, they are an independent organisation which represents student interests on a local, regional and national level.

Middlesex University Real Tennis Club (MURTC)

There is a contractual arrangement dated 11 September 2017 whereby Middlesex University and MURTC Limited undertake an economic activity of managing a Middlesex University Real Tennis Club (MURTC) that is subject to joint control. This joint venture takes the form of a jointly controlled operation. Middlesex University and MURTC Limited recognise in their Financial Statements the asset that they control, the liabilities and the expenses that they incur and their share of the income that they earn. Middlesex University also owns 50% of shares of MURTC Limited and this is disclosed in note 15.

Board of Governors Expenses

The University Board of Governors members are the trustees for charitable law purposes. No Independent Governor has received any remuneration or waived payments from the University during the year in respect of their services as a trustee (2020: nil).

No expenses were paid to Independent or Staff Governors during the year (2020: £1,269 to 3 Independent Governors and 1 Staff Governor).

36. US FEDERAL LOANS FINANCIAL RESPONSIBILITY SUPPLEMENTAL SCHEDULE

Students who are US citizens or US nationals studying at undergraduate or postgraduate level at Middlesex University may apply for US federal student loans for educational related costs. The University by participating in the US Federal Student Loan Program and in undertaking its role to disburse loan funding of US \$637,286 for the award year 2020/21 (2019/20: US \$399,488) is required to publish information in the audited financial statements in a manner specified by the US Department of Education. The table of financial data detailed in this note is the US Federal loans Financial Responsibility Supplemental Schedule for the reporting period 1 August 2020 to 31 July 2021 required by the US Federal Regulations - Federal Register/Vol. 84, No. 184 / Monday, September 23, 2019 / Rules and Regulations. The financial data is prepared in accordance with 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, UK GAAP) and does not include any adjustments that would be required to comply with US GAAP (United States Generally Accepted Accounting Principles).

Reference to primary statement or note presented in the financial statements	Heading in the US Federal Regulations	Heading in United Kingdom Accounting Standards (UK GAAP)	Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
	Expendable Net Assets					
Consolidated and University Statement of Financial Position – Unrestricted reserves	Statement of Financial Position – Net assets without donor restrictions	Income and expenditure reserve + Revaluation reserve		(39,177)		(32,672)
Consolidated and University Statement of Financial Position – Restricted reserves	Statement of Financial Position – Net assets with donor restrictions	Income and Expenditure restricted reserve + Income and Expenditure endowment reserve		(585)		(669)
-	Statement of Financial Position – Related Party receivable and Related party note disclosure	-	-	-	-	-
-	Statement of Financial Position – Related party receivable and Related party note disclosure	-	-	-	-	-
Consolidated and University Statement of Financial Position – Fixed Assets	Statement of Financial Position – Property, Plant and equipment, net	Tangible fixed assets	199,786		209,198	
Consolidated and University Statement of Financial Position – Fixed Assets	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – pre-implementation	(Freehold/Leasehold Land & Buildings, Equipment) Balance at 1 August 2020 – disposals, depreciation and Exchange Revaluation in the year to 31 July 2021		196,068		202,110
-	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – post-implementation with outstanding debt for original purchase			-		-
Note of the Financial Statements – 14. Fixed Assets	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – post-implementation without outstanding debt for original purchase	Additions (Freehold/Leasehold Land & Buildings + Equipment)		9,083		6,061
Note of the Financial Statements – 14. Fixed Assets	Note of the Financial Statements – Statement of Financial Position – Construction in progress	Additions (Construction in Progress)		809		1,027
-	Statement of Financial Position – Lease right-of-use assets, net	-	-	-	-	-

Year ended 31 July 2021

**36. US FEDERAL LOANS FINANCIAL RESPONSIBILITY
SUPPLEMENTAL SCHEDULE** (continued)

Reference to primary statement or note presented in the financial statements	Heading in the US Federal Regulations	Heading in United Kingdom Accounting Standards (UK GAAP)	Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
	Expendable Net Assets					
-	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset pre-implementation	-	-	-	-	-
-	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset post-implementation	-	-	-	-	-
-	Statement of Financial Position – Goodwill (and other intangibles)	-	-	-	-	-
Consolidated and University Statement of Financial Position – Pension provisions	Statement of Financial Position – Post-employment and pension liabilities	Pension provision		168,128		168,531
Note(s) of the Financial Statements – 20. Creditors: amounts falling due within one year and 21. Creditors: amounts falling due after more than one year	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process	Bank loans	68,050		71,911	
Note(s) of the Financial Statements – 20. Creditors: amounts falling due within one year and 21. Creditors: amounts falling due after more than one year	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process	Bank loans		68,050		71,911
-	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process	-	-	-	-	-
-	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process	-	-	-	-	-
Note(s) of the Financial Statements – 20. Creditors: amounts falling due within one year and 21. Creditors: amounts falling due after more than one year	Statement of Financial Position – Lease right-of-use asset liability	Lease right of use creditor	2,897		3,862	
Note(s) of the Financial Statements – 20. Creditors: amounts falling due within one year and 21. Creditors: amounts falling due after more than one year	Statement of Financial Position – Lease right-of-use asset liability pre-implementation	Lease right of use creditor		2,897		3,862
-	Statement of Financial Position – Lease right-of-use asset liability post-implementation	-	-	-	-	-
-	Statement of Financial Position – Annuities	-	-	-	-	-

**36. US FEDERAL LOANS FINANCIAL RESPONSIBILITY
SUPPLEMENTAL SCHEDULE** (continued)

Reference to primary statement or note presented in the financial statements	Heading in the US Federal Regulations	Heading in United Kingdom Accounting Standards (UK GAAP)	Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
	Expendable Net Assets					
-	Statement of Financial Position – Term endowments	-	-	-	-	-
-	Statement of Financial Position – Life Income Funds	-	-	-	-	-
Consolidated and University Statement of Financial Position – Restricted reserves	Statement of Financial Position – Perpetual Funds	Income and Expenditure endowment reserve		(585)		(669)
	Total Expenses and Losses					
Consolidated and University Statement of Comprehensive Income	Statement of Activities – Total Operating Expenses (Total from Statement of Activities prior to adjustments)	Total expenditure		208,641		216,824
Consolidated and University Statement of Comprehensive Income	Statement of Activities – Non-Operating (Investment return appropriated for spending), Investments, net of annual spending gain (loss), Other components of net periodic pension costs, Pension-related changes other than net periodic pension, changes other than net periodic pension, Change in value of split-interest agreements and Other gains (loss) – (Total from Statement of Activities prior to adjustments)	Investment income + Actuarial gain on Defined Benefit pension scheme + Foreign exchange translation loss on foreign currency net investment in subsidiaries		(9,813)		44,356
Consolidated and University Statement of Comprehensive Income	Statement of Activities – (Investment return appropriated for spending) and Investments, net of annual spending, gain (loss)	Investment income		(104)		(704)
-	Statement of Activities – Pension related changes other than periodic pension	-	-	-	-	-
	Modified Net Assets					
Consolidated and University Statement of Financial Position – Unrestricted reserves	Statement of Financial Position – Net assets without donor restrictions	Income and expenditure reserve + Revaluation reserve	-	(39,177)	-	(32,672)
Consolidated and University Statement of Financial Position – Restricted reserves	Statement of Financial Position – total Net assets with donor restrictions	Income and Expenditure restricted reserve + Income and Expenditure endowment reserve	-	(585)	-	(669)
-	Statement of Financial Position – Goodwill (and other intangibles)	-	-	-	-	-
-	Statement of Financial Position – Related party receivable and Related party note disclosure	-	-	-	-	-
-	Statement of Financial Position – Related party receivable and Related party note disclosure	-	-	-	-	-

36. US FEDERAL LOANS FINANCIAL RESPONSIBILITY
SUPPLEMENTAL SCHEDULE (continued)

Reference to primary statement or note presented in the financial statements	Heading in the US Federal Regulations	Heading in United Kingdom Accounting Standards (UK GAAP)	Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
	Modified Assets					
Consolidated and University Statement of Financial Position	Statement of Financial Position – Total Assets	Non-current assets + Current assets		336,283		335,925
Note of the Financial Statements – 14. Fixed Assets	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset pre-implementation	Lease right of use asset		2,897		3,862
Note(s) of the Financial Statements – 20. Creditors: amounts falling due within one year and 21. Creditors: amounts falling due after more than one year	Statement of Financial Position – Lease right-of-use liability pre-implementation	Lease right of use creditor		2,897		3,862
-	Statement of Financial Position – Goodwill (and other intangibles)	-		-		-
-	Statement of Financial Position – Related party receivable and Related party note disclosure	-		-		-
-	Statement of Financial Position – Related party receivable and Related party note disclosure	-		-		-
	Net Income Ratio					
Middlesex University Consolidated and University Statement of Changes in Reserves – Consolidated Total comprehensive income/ (expense) for the year	Statement of Activities – Change in Net Assets Without Donor Restrictions	Income and expenditure reserve		6,792		(48,543)
Consolidated and University Statement of Comprehensive Income	Statement of Activities – (Net assets released from restriction), Total Operating Revenue and Other Additions and Sale of Fixed Assets, gains (losses)	Total income – investment income		205,647		212,762

MIDDLESEX UNIVERSITY
PRINCIPAL ADDRESS AND PROFESSIONAL ADVISORS

CORPORATE OFFICE

Middlesex University The Burroughs, Hendon, London NW4 4BT

EXTERNAL AUDITORS

BDO LLP 2 City Place, Beehive Ring Road, Gatwick, West Sussex RH6 0PA

INTERNAL AUDITORS

PricewaterhouseCoopers LLP 1 Embankment Place, London WC2N 6RH

BANKERS

Lloyds Bank plc 4th Floor, 25 Gresham Street, London EC2V 7HN
 Barclays plc 1 Churchill Place, Canary Wharf, London EC14 5HP

TAXATION ADVISORS

KPMG LLP 1 St Peter's Square, Manchester M2 3AE

LEGAL ADVISORS

Multiple legal Services:

Veale Wasborough Vizards LLP Narrow Quay House, Narrow Quay, Bristol BS1 4QA
 JG Poole & Co LLP E-space South, 26 St Thomas Place, Ely CB7 4EX

SPECIALIST LEGAL SERVICES:

Financial law

Weightmans LLP 100 Old Hall Street, Liverpool L3 9QJ

Estate Planning law

CMS Cameron McKenna Nabarro Olswang LLP Cannon Place, 78 Cannon Street, London EC4N 6AF

Employment and Immigration law

Eversheds LLP Franciscan House, 51 Princes Street, Ipswich IP1 1UR
 SA Law LLP Gladstone Place, 36-38 Upper Marlborough Road, St Albans, Hertfordshire AL1 3UU

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