



Annual Report & Financial Statements

Year ended 31 July 2021

2020–21 facts & figures



440 students enrolled at the start of the academic year.

41% of registered osteopaths in the UK are UCO graduates. ⁽¹⁾



150 donations totalling nearly £17,000 made to our clinic fire appeal.



191 potential applicants signed up to 10 virtual open days.



4 UCO student mentors supported 6 young people in Local Authority Care.

140 Learning Support appointments delivered.



260 Student Support cases managed.



12,868 clinic consultations delivered.



10 UCO-validated courses delivered by partner institutions.



148 students experiencing financial hardship as a result of COVID assisted through £27,416 additional OfS funding.

UCO clinical educators awarded mean score of 4.3/5 in student feedback.

£250 awarded to four recent graduates as their dissertations are published.

(1) General Osteopathic Council Register 2020

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University College of Osteopathy
 Registered Office: 275 Borough High Street, London SE1 1JE
 Company registration number: 146343 (England and Wales)
 Exempt Charity

Message from the Chair

The last 12 months has seen the University College of Osteopathy (UCO) taking the necessary steps to emerge from the COVID pandemic and lockdown situation as well as to recover from a fire that took place in the clinic building in November 2020.

To epitomise the resilience of the UCO we need look no further than HRH The Princess Royal, whose service to the nation and the institution has been resolute despite circumstances. In this regard, to a commensurate degree, the UCO moved back to a situation where more face-to-face activity takes place in a Covid-secure manner, with twice-weekly testing taking place as well as using appropriate PPE within clinical environments and for practical classes. We ensure that risk assessments and outbreak plans are kept up-to-date and that we are always in line with the latest guidance from HM Government and the public health authorities. In opening up, the UCO has tried to incorporate the best aspects of silver linings encountered during online delivery with a return to face-to-face teaching and practice with more hybrid delivery. Measures taken have included spending the capital grant given by the Office for Students (OfS) on a brand-new Audio-Visual suite where students can film their osteopathic practices from an array of different angles as well as equipping a couple of meeting rooms with excellent high-tech solutions to enable hybrid lectures and meetings to take place. This is only one example of extensive measures the UCO have taken to enhance student experience; another

is the creation of a Learning Hub to take the place of separate library and student support areas which allows students to have one point of contact to seek support rather than having to go to different areas for help on different issues.

The UCO also undertook the biggest Change Management project in the history of the institution to align staffing structures and contracts. This process also looked at encouraging staff to have a greater time commitment to the UCO and reduce the fractional element of a lot of our roles. This will improve our efficiency of managing these staff members and there are already green shoots of an improving the student experience.

The UK was in the midst of one of its pandemic national lockdowns when our Clinic building in Southwark Bridge Road (SBR) was ravaged by a fire. Although initial reports indicated smoke-only damage to the clinic floor itself, it was the complete destruction of the utilities that rendered the building uninhabitable. The UCO are extremely grateful to the way students and staff faced another challenge so positively. Within two weeks of the fire the Clinic, IT and Estates staff worked tirelessly getting 20 treatment rooms prepared for clinic to use in the

Borough High Street (BHS) teaching building. This ensured that our patients continued to receive treatment and that students were able to continue amassing their clinic hours with as short a period of disruption as possible. We are happy to say that this clinic move was only temporary with clinic returning to SBR in November 2021 following the refurbishment of the site. The UCO were humbled by the outpourings of sympathy and support from stakeholders around the world and also financial support following our Clinic Fire Appeal. We are especially grateful to our regular and generous donor, the Alan and Sheila Diamond Trust for their generous donation. We are also grateful to all the other donors who raised money for the UCO across a number of areas and also the legacies we received over the course of the year. One example was former Principal, Professor Martin Collins, who raised money for UCO's student hardship fund with a wonderful talk on his book, London From The Top Of A Bus. This is on top of hardship funds that were provided by the OfS to support students through such a difficult period and meant that we were able to provide funds to 148 students over the year.

While the COVID pandemic and reduced number of treatment rooms caused by the clinic fire have been financially challenging, it has been to the UCO's great achievement that we succeeded in achieving a surplus against the odds. We continue the work towards moving to a more suitable campus and are in the advanced stages of launching a capital appeal. Substantial progress and a final decision being expected in the coming year. As ever, we are happy to work with our partners Accademia Italiana Medicina Osteopatica (AIMO), Osteopathic Centre for Animals (OCA), the College of Integrated Chinese Medicine (CICM), the College of World Sport Holdings (CWS) and the Northern College of Acupuncture (NCA) as well as Sports Medicine Ultrasound Group (SMUG).

We continue to strengthen our Research presence with members of our research staff being appointed Director of the National Council for Osteopathic Research (NCOR), Chair of the Council for Allied Health Professions in Research (CAHPR)

strategy committee and to the expert review team working on the World Health Organisation's guidelines for the management of chronic primary low back pain in adults. The student in our joint PhD with Imperial College received the Institute for Osteopathy (iO)'s Community of Practice award and a few new graduates had their dissertations published in the International Journal of Osteopathic Medicine (IJOM). The UCO still have the long-term strategic aim to gain Research Degree Awarding Powers (RDAP) and have made a submission for the first time to the Research Excellence Framework (REF) 2021.

The Board has also strengthened its oversight and strategic support with the appointment of 4 new Non-Executive Directors (NED's) of extraordinary ability and experience. In turn, the entire Board would like to pay tribute to the excellent teaching and clinical faculty who are passionate about training the osteopaths of the future. Their contribution makes the UCO the high-quality institution it is, and we are grateful for their support. On behalf of the Board, I would like to end by thanking both staff and students for their extraordinary endeavours to overcome the extreme challenges thrown at them by the COVID pandemic and clinic fire. Without their hard work, and without the generosity of our donors, the extraordinary achievements of the University College of Osteopathy this year would not have been possible.

The year ahead brings new challenges, and indeed opportunities, including exploration of campus location, broadening of educational offering as well as delivery of enhanced outcomes in education, research, student experience and partnerships.



Professor Janusz Jankowski
Chair of the Board

Board Members Report (including Strategic Report)

Who we are and what we do

The University College of Osteopathy has been a leading provider of osteopathic education, research and healthcare for over 100 years, playing a significant role in championing osteopathy and furthering the profession both in the UK and internationally.

Formed in 1917 by John Martin Littlejohn, a former student of Andrew Taylor Still, the founder of osteopathy, the UCO has grown from a small school delivering basic professional training to a highly respected University College attracting students from around the world. Over the past century the UCO has relocated several times to accommodate its growth, settling in its current location on Borough High Street in London in 1997, and has continuously developed its academic provision to reflect the latest evidence and research and to adapt to osteopathy's evolving role in the healthcare arena.

Our Chancellor, HRH The Princess Royal, has been an advocate for the UCO since 1984, and continues to attend every graduation ceremony to this day. Today, our graduates make up approximately 41% of practicing osteopaths in the UK and occupy significant positions within the osteopathic and wider healthcare community, including leadership roles at the General Osteopathic Council, the Institute of Osteopathy and internationally.

In 2016, after an intensive period of review by the Quality Assurance Agency for Higher Education

(QAA), we became the only osteopathic education provider in Europe to be granted the power to award our own degrees and to apply for University College title, which is protected by law. This then led to a change of name to the University College of Osteopathy in 2017. Since then, we have gone from being validated by another institution to validating partner institutions programmes in our own right, both at home and abroad. We are also proud to have built links with osteopathic regulators in other countries across Europe and achieving Teaching Excellence Framework (TEF) Silver rating in 2018 when we were praised for a professionally focused curriculum and good levels of student satisfaction with teaching and support and well-above benchmark rates of full-time student progression to employment among other achievements.

Our teaching clinic, the UCO Clinic, delivers high-quality osteopathic healthcare for a wide range of patients through its main site on Southwark Bridge Road and several specialist clinics in the community. All treatment is subsidised, with some delivered free of charge.

What we do

The UCO:

- Provides accredited and validated osteopathic education programmes both at undergraduate and postgraduate level, as well as continuing professional development courses for qualified practitioners including:
 - » Access to Higher Education Diploma (Osteopathic Sciences & Healthcare)
 - » Integrated Masters in Osteopathy (M.Ost): full-time and part-time
 - » MSc in Osteopathy (Pre-Registration) for qualified healthcare professionals
 - » Postgraduate Certificate in Specialist Paediatric Osteopathic Practice
- In addition to delivering our own courses, UCO also validate courses for other institutions. The courses we validate are as follows:
 - » *Accademia Italiana di Medicina Osteopatica (AIMO) in Saronno, Italy*
BSc (Hons) Osteopathy (Conversion)
BSc (Hons) Osteopathic Sciences
MSc in Osteopathic Medicine
 - » *College of Integrated Chinese Medicine (CICM) in Reading, UK*
BSc (Hons) Acupuncture
 - » *Northern College of Acupuncture (NCA) in York, UK*
BSc (Hons) Acupuncture
MSc in Nutrition Science & Practice
Online MSc in Advanced Complementary Medicine (Research & Practice)
Online MSc in Advanced Oriental Medicine (Research & Practice)
Online MSc in Advanced Nutrition (Research & Practice)
 - » *Osteopathic Centre for Animals (OCA) in Wantage, UK*
PGCert in Animal Osteopathy
- Delivers practical training to enhance the quality and management of osteopathic care given to patients.
- Provides osteopathic treatment at affordable prices in our purpose built, fully accessible teaching clinic.
- Offers osteopathic healthcare free of charge to patients via our portfolio of award-winning community outreach clinics, serving members of the community who might otherwise not be able to access or afford osteopathic treatment, including homeless people or older people in their home environments.
- Maintains a commitment to support osteopathic research, to facilitate continuous improvement in professional practice and contribute knowledge to the wider community.

Our mission, vision and values

Our mission, vision and values guide how we make our decisions and how our staff, students and stakeholders work with each other.

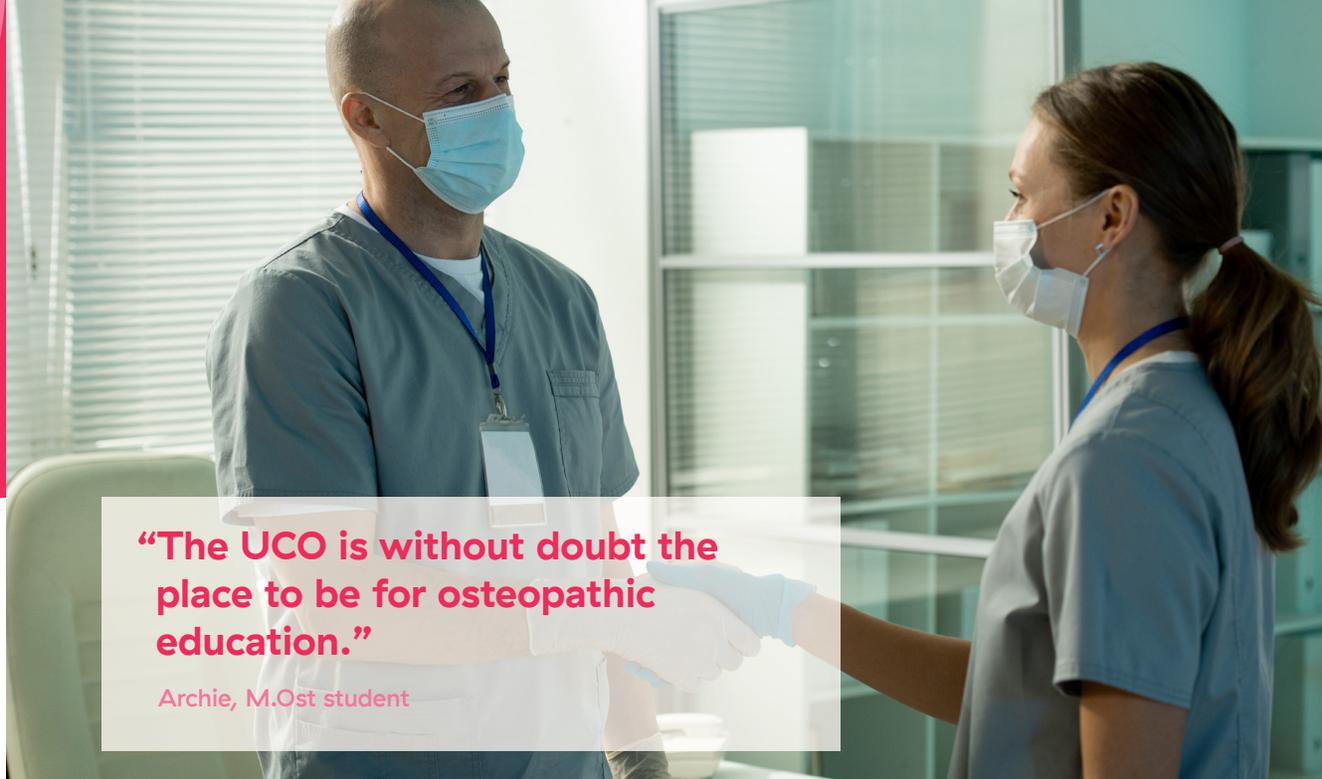
Our mission

“Continually provide the highest quality education and research for all and the very best care, for each patient, on every occasion.”

We interpret our mission with a renewed focus on excellence in learning, teaching, research and sustainability. Faithful to our founding principles, we remain committed to delivering education and healthcare to our communities. We will ensure that we remain accessible to all students with the potential to succeed.

Our vision

“By 2027, the University College of Osteopathy will be an internationally recognised university for both education and research in osteopathy and associated health care subjects; a vibrant community of staff and students keen to explore and exploit new ideas and challenge existing views, whose work will positively influence the quality of health care and shape future clinical practice locally, nationally and internationally.”



“The UCO is without doubt the place to be for osteopathic education.”

Archie, M.Ost student

Our ambitions are bold and challenging. We will pursue our vision with a determination to exceed expectations; this capability has been demonstrated in recent history with the award of taught degree awarding powers, designation and University College title. To achieve our vision, we must commit to proactively contributing to create a better future and not passively react to the world around us.

Our values

The University College of Osteopathy aspires to have a value driven organisational culture – thus empowering the institution to be the best it can be. Bringing about cultural change is an integral part of the UCO’s strategic plan for 2018-2023 and the values play an intrinsic part in this cultural change.

The values and conduct to which we aspire, and that we wish to foster and sustain are as follows:

- Students and patients will always come first.
- A culture of critical enquiry, scholarship and research.
- A respect for the heritage and values of osteopathy.
- A respect for creativity and innovation.
- A respect for equal opportunities.
- A celebration of diversity.
- A culture of openness and honesty.
- A culture of collaboration and teamwork.
- A desire for environmental sustainability.



Our aims, objectives and strategic priorities



“Challenging, rewarding and life-changing”

Holly, M.Ost student

The aims and objectives of the University College of Osteopathy as set out in our articles are to:

- Promote the general advancement of education, professional and otherwise.
- Organise and establish courses of instruction, clinical demonstration and research.
- Prepare and qualify those who wish to maintain and practise the system of osteopathy.
- Encourage and if necessary, provide means of disseminating information regarding osteopathy among the osteopathic profession, and to extend the advantages of the profession to the public.
- Provide facilities for the discovery, formulation and teaching of the system of osteopathy formulated as a system, science, or method of treatment.
- Systematise and place on a scientific basis the said system, and to impart instruction in the same to the profession and to the public.
- Provide excellent, affordable and accessible osteopathic healthcare to our communities, so promoting the benefits of osteopathy and improving clinical services and enhancing those communities' health.



Our strategic priorities are to deliver the ambition we have set ourselves. We have identified three strategic priorities to help us deliver our strategic position:

1. Be the institution of choice

In a more competitive fee environment, we must become the destination of choice – for staff, students and other institutions who we would want to collaborate with – because of the exceptional quality of everything that we do. Excellence will inform many of our strategic ambitions, from undergraduate curriculum innovation to increasing our market share of postgraduate education.

Being the destination of choice is about our ability to attract, develop and retain the highest quality students and staff from around the world, to be the University College that other higher education institutions compete to collaborate with.

2. Sustain our financial strength and use it purposefully

We will use our financial strength to invest in: improved academic performance, both research and teaching; our estate, facilities and infrastructure; our excellent professional services; partnerships with other higher education institutions and our community partnerships.

We will become better at taking difficult decisions to disinvest from those areas which do not support our strategic ambitions and take measures to support those areas which do but which are under performing.

3. Provide our students with a distinctive, high-quality experience

The University College of Osteopathy student experience is grounded in a distinctive combination of academic excellence in a small institution focused on osteopathy and associated subjects providing outstanding opportunities associated with studying in the capital city of the UK, London. Our teaching and learning focuses upon an approach that challenges and stretches our students and is infused with research, creating a culture of criticality, enquiry and investigation.

Statement on public benefit

In setting our objectives and planning our activities, our Board members considered the Charity Commission's guidance on public benefit as required by the Office for Students 'Regulatory advice 5: Exempt charities' (OFS 2018.15) and the Charities Act 2011. The UCO provides public benefit principally through the teaching of undergraduate and postgraduate students and providing osteopathic treatments to patients.

The Board ensures that this purpose is carried out for the public benefit by delivering services that are valued by students and patients and by providing services that are accessible to all through bursary and non-commercial fees for clinical treatment. The structure of the Annual Report allows the UCO to report on the strategic aims, to explain its activities and achievements during the year and to show how these demonstrate public benefit.

Our year

2020–21 has presented some considerable challenges for the UCO, most significantly the ongoing impact of the COVID pandemic, and a devastating fire at our UCO Clinic site on Southwark Bridge Road.

Despite the scale and complexity of these two events, over the past 12 months we have demonstrated the UCO's ability to adapt, respond and recover, and to continue doing what we do best: training the healthcare professionals of tomorrow and providing care for our patients. Alongside this work we also have much to celebrate, including enhancements to student-facing services and resources, new academic partnerships in development, interesting outreach projects and several professional achievements.

Responding to the COVID pandemic

The COVID pandemic has continued to influence the UCO's day to day activities. Regular monitoring and reviews of risk assessments, policies and protocols have continued to ensure the UCO remains a COVID secure environment for students, staff and visitors, and we have developed outbreak management policies.

The UCO has participated in regular meetings with local higher education institutions supported and facilitated by Southwark Public Health Team. With generous support from London Southbank University we have been able to deliver regular asymptomatic testing for our staff and students and

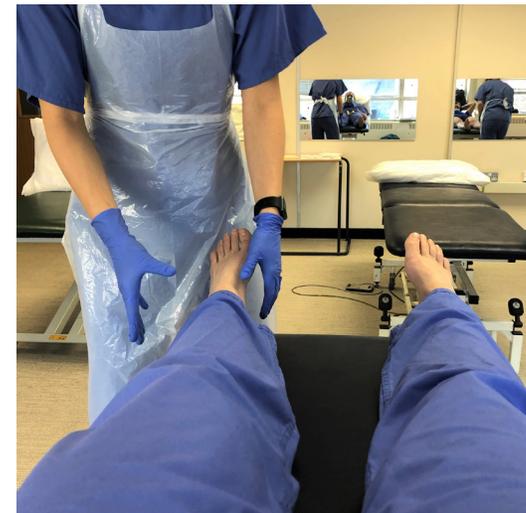
the collaboration with Southwark Public Health and South East London Clinical Commissioning Group has facilitated access to vaccinations for students and staff in clinical roles.

Aligned to guidance, students and staff attending the UCO have been asked to complete twice-weekly Lateral Flow Tests (LFTs) and to self-report this information to the UCO, along with PCR test results and vaccination status. This information is used to inform our response to COVID, support national and regional monitoring and ensure safe delivery of our teaching and clinical services. A privacy notice regarding the use of this data has been published.

Our estates team have worked hard to support the maintenance of a COVID secure environment, implementing a number of changes to improve the flow of footfall within the building and to reflect the way it is being used during the pandemic. This included making very rapid changes to our Borough High Street site to relocate our clinical service after a fire in our clinic site in November 2020.

Staff and students have demonstrated their flexibility and have adapted well to working remotely and to new expectations when on campus.

Left: Students wearing PPE to practice osteopathic technique.



Our year

During the early stages of the pandemic working practices and education delivery went online in a way which no-one could have previously foreseen. We have since facilitated a move to a blended learning environment and have invested in new Microsoft Teams specific hardware to transform several of the existing lecture rooms, providing students and staff with a far greater degree of collaboration and engagement when participating in online classes and meetings.

We have worked incredibly hard to adapt the delivery of our courses considering changing guidance and restrictions to ensure our students can, wherever possible, continue to participate in and progress with their studies, and receive the full timetable and learning outcomes for their course. Students continue to be supported with academic, financial and pastoral support, as well as additional learning opportunities to help them achieve their academic potential.

While we have largely returned to face-to-face teaching for all courses the pandemic has helped us to recognise the benefits to many of our students of learning flexibly and we are working towards providing the option for students to be able to attend some non-practical sessions online if they wish to.

We are hopeful that we will not see a return to tighter restrictions in the future but continue to monitor the situation and respond to changes in guidance. In the event of further restrictions we have contingency plans in place to ensure the continued delivery of our courses and these have been communicated to students and applicants.

Below: Lecture rooms are now equipped with technology to support synchronus in-person and remote learning.

Right: Appointment room at Borough High Street.



“I know the college will rise strong and once again be a great clinic for the local community and a strong teaching environment for all its students.”

“You’ve helped me through some difficult times, now here’s my chance to help you through one.”

Donors to the Clinic Fire Appeal

Fire at the UCO Clinic

In November 2020 a fire in the underground car park at our Southwark Bridge Road site that caused extensive damage to the building infrastructure closed the UCO Clinic with immediate effect. Thanks to a collaborative effort from departments across the UCO we were able to relocate the clinic to our teaching site and reopen to patients within just three weeks.

The new backup and disaster recovery solutions, procured in 2019, proved effective, and the patient management system was restored and back online at our teaching site within a matter of hours of the fire.

The Clinic and Estates teams worked incredibly hard to transform an area of our teaching site into a functioning clinic environment within a very short space of time. While some of the existing set up lent itself to a clinical setting, other areas needed to be reconfigured, and further enhancements to the flow of people around the building were required.

To support the relocation effort a fundraising campaign was also launched. Over 150 donations totalling nearly £17,000 were received. We wish to extend our warmest appreciations to all who gave, shared a kind word, and helped us to respond so quickly. In particular, we are grateful to Allan and Sheila Diamond Charitable trust who have been long term supporters of the UCO and gifted £10,000 towards the fire appeal.

The first phase of the relocation was completed in early December, allowing us to welcome back limited numbers of priority patients, before slowly expanding bookings over the following few weeks as later phases were completed. The temporary relocation had resulted in a reduced number of treatment rooms compared to the 34 available at our Southwark Bridge Road site. However, it also provided some benefits, including facilitating collaborative working across teams and providing easy access to practical teaching spaces to students and staff working within clinic. This additional resource provided valuable opportunities for practical and clinical discussions and helped further support the development of students during COVID-related disruption.

The UCO Clinic reopened at the Southwark Bridge Road site in November 2021 following completion of repairs.



Our year



Academic Development

Existing partnerships

This year the UCO is pleased to continue to strengthen existing collaborations while working with new partners to widen our portfolio of activity across healthcare and related fields.

Our longest collaboration with Accademia Italiana Medicina Osteopatica (AIMO) continues to strengthen its approach to quality and institutional development and we have worked together to validate their Postgraduate Certificate in Healthcare Education to underpin its staff development strategy. We have also supported development of their Bachelor's Osteopathy course ready for periodic review next year.

The College of Integrated Chinese Medicine based in Reading has successfully progressed its first cohort of Year 1 UCO students.

Our newest partner, the Northern College of Acupuncture based in York, offering a range of pre-qualifying and post-graduate healthcare courses, similarly progressed its first cohorts of UCO students, while also running out students with its other university validators.

The Osteopathic Centre for Animals continues to provide post-graduate training for osteopaths and have been preparing for their institutional and periodic review scheduled for next academic year.

The UCO Team worked closely with all partners in supporting them as they successfully adapted their teaching, learning and assessment processes to meet evolving COVID challenges.

The Dean has also led the development and validation of a BSc (Hons) Nutrition with Professional Practice course and an application has been made for accreditation with the Association for Nutrition.

New and emerging validation opportunities

Early discussions have started with a French animal osteopathy pre-qualifying education provider keen to develop and expand their academic offer and strengthen educational processes by collaborating with UCO. Should this come to fruition, it will lend strength to our existing animal osteopathy collaboration, whilst opening new possibilities in France.

COVID impacted the College of World Sport Holdings (CWS), our existing partner's launch with its UCO validated sports management and leadership courses due to this year's funding restrictions. We have worked with them to develop specialised leadership and management courses focusing on the esports industry and CWS plans to take in its first student cohort early next year on this innovative course.

Student recruitment

Despite the challenges presented by 2020, the 2020-21 academic year began with 440 enrolled students, broken down as follows:

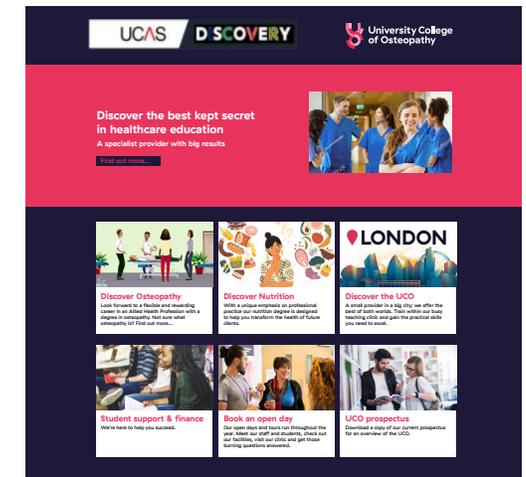
Access to Higher Education Diploma	20
M.Ost undergraduate programme (full and part-time)	391
Postgraduate programmes	29

It has been an interesting year for student recruitment at the UCO, with most recruitment activity taking place virtually, and the higher education sector adopting several different tactics to secure applicants for 2021, many of which are beyond the reach of the UCO as a small provider.

UCO courses continue to be actively marketed via the website and digital media platforms, email marketing and virtual recruitment events. Recruitment activity largely moved away from traditional media, with resources instead focused on video content, including the production of several short animations, online interactions and organic and paid social campaigns. Throughout the year the student recruitment and course teams delivered 10 virtual open day events, combining recorded elements with live presentations and Q&As. These were supplemented by one-to-one tours of the UCO in the summer months, once it became possible to do so within UCO COVID

protocols, and this return to physical visits was positively received by applicants.

The UCO also participated in its first virtual higher education fair – UCAS Discover – offering an alternative way for applicants, teachers, parents and advisors to engage with the UCO and find out more about higher education pathways into healthcare.



Above: The UCO's 'virtual stand' for UCAS Discover.

Our year

Student ambassadors were engaged to enhance the student voice in recruitment communications and to monitor an askastudent@uco.ac.uk mailbox, offering direct access to applicants who may be interested in a student perspective on studying at the UCO.

Student recruitment for the UCO's new BSC (Hons) Nutrition with Professional Practice undergraduate degree was impacted by delays to course accreditation from the Association for Nutrition and challenges within the wider HE environment, and despite securing a small number of applicants, the decision was taken to withdraw the course for 2021 entry. However, activity undertaken throughout the year has generated a range of resources and applicant leads for any future recruitment plans.

Improving access and participation

The UCO continues to monitor and deliver its Access and Participation Plan (APP) to support and enhance access to the UCO courses, student success and progression.

Funding granted during 2020-21 included three Access to Osteopathy Scholarships, covering full course fees for applicants from low-income households, one Excellence Scholarship for a low-income learner who demonstrated academic potential and £7,320 awarded from our Access to Learning Fund to 12 students.

Outreach opportunities with schools and partners have remained limited throughout the year as schools recover from disruption due to COVID, and many of the UCO's collaborative partners have used this time to reflect and reconfigure their outreach programmes. The UCO has remained involved in discussions with collaborative partnership such as AimHigher London and has contributed to plans for 2021-22. We have also continued our membership of other networks, including NNECL (National Network for the Education of Care Leavers) and NEON (National Education Opportunities Network).

The UCO also partnered with AimHigher London on the Map of Me Mentoring programme, with five UCO students applying to become mentors to young learners in local authority care. All five students received mentoring training, with four going on to mentor six young people over the course of six months.

Further work to support care leavers has included the development of a Care Covenant pledge and package of support which we hope to launch early in the next academic year. Work is also underway on additional pledges to support other underrepresented groups at the UCO.



New technology brings new ways of learning

State of the art equipment has now been installed in several of our lecture rooms to support blended learning. The technology enables lectures and meetings to be held with a mixture of in-person and remote attendees without compromising the learning experience. It enables us to support students who may not be able to attend lectures in person and offers students more flexibility to attend elements of their course remotely should they wish to.

In addition to these upgrades a further teaching space has been transformed into a practical video suite. This was built thanks to the capital grant from Office for Students (OfS) and allows students to practice and record their technique skills, using four state of the art BirdDog 1080p cameras, controlled with a simple touchpad. The resulting material is then saved into the student's secure office 365 account and can then be shared with tutors for appraisal and comments. Academic staff can use the same hardware to record digital classes either live or for later use.

Above: New technology being installed to create a practical video suite.

Student services

The COVID pandemic created challenges for many of us during the academic year 2020-2021. The Student Services team was no exception to this. However, there were also some positives and lessons learnt, with the team creating new ways of communicating and supporting students which are likely to continue.

There were 140 appointments for Learning Support throughout the year of which 34 were for essay/academic writing, 45 sessions were on time management, 23 appointments were for learning difficulties and 38 were for other learning support. From January, we trialed an 'Accountability' process wherein students were given a weekly or fortnightly appointment with the Learning Advisors (LAs) to discuss ongoing progress. Four students benefited from this which led to 15 appointments. Students gave very positive feedback so this is something we will roll out further in 2021/22.

Through our Dyslexia screening service, we diagnosed seven students with dyslexia who were subsequently able to access the Disabled Students Allowance (DSA) for additional support. Where students did not meet the criteria for dyslexia, we developed study plans and worked with these students throughout the year.

Our year



We were also able to assist with 75 proofreading requests, mainly for mature students and often for those whose English is an Additional Language (EAL).

Student support offers advice and support to the UCO student population on issues that they face academically or within their personal lives; during 2020-21 we managed 260 cases. Of these, only 50 were seen face-to-face, with remote support delivery becoming 'the norm' very quickly.

The most common reasons for accessing student support services were for wellbeing and emotional support, including anxiety, family, relationships, mental health, abuse and COVID (95 cases), disability support (23 cases) and financial support (7 cases).

Several new ideas and processes were introduced this year, including:

- Self-referral forms for clinic and students
- Improved triaging through the Senior Practice Educator-Student Support (SPE-SS) concern log and monthly check-ins
- A feedback form included in the teams' signatures
- The introduction of 'Wellbeing Wednesdays' as a trial run throughout May and June
- Virtual classes for Mental Health Awareness Week – which was extended to a full month of activities.



Above: Activity to support Mental Health Awareness Week 2021

Top right: The Learning Hub

Financial assistance for students

We are pleased that the UCO can assist students who find themselves in financial need. During 2020-21, we assisted as follows:

- Hardship Loan – £900 awarded to 3 students
- Access to Learning Fund (ALF) - £7,320 to 12 students
- Access to Osteopathy Scholarship - 3 awards made (covers full cost of course fees)
- UCO Student Fund – £13,500 to 6 students
- UCO Bursary Fund - £43,450 to 99 students

During the year the OfS granted the UCO £27,416 in funds to assist students who have experienced financial hardship as a result of the pandemic and were able to assist 148 out of the 150 students who applied for help under this funding. As well as the money from OfS, the Vice Chancellor agreed to top up the funds so that we could spread the support more widely.

Library becomes The Learning Hub

The 'Library' reopened fully in September 2020 to support students who had already returned to the classroom. Over the last 12-18 months we have reviewed and observed how the library is being used by students. Since the refurbishment, the library is generally used as a flexible and collaborative learning space that students have been able to adapt to suit their needs. Not many use the library in the traditional library sense: quiet study, use of reference books and requesting guidance on research.

In response the library has been rebranded The Learning Hub and we have created several new Learning Advisor (LA) roles. These roles combine elements of the former Librarian and Student Learning Advisor positions. The objective is to develop a new way to support student learning, enhance the library resources in relation to that learning, and introduce students to research and referencing in the early stages of their journey at UCO.

The National Student Survey (NSS) provided positive feedback for the support and guidance provided by library staff, and we hope to continue and enhance this work in The Learning Hub, collaborating with research and teaching teams and bringing learning support to life in the Hub. E-books have not been as well used as previously; therefore, we will do some work in increasing awareness of this resource throughout the next year.

Students' Union

The UCO Students' Union (SU) consists of two Presidents, and two Student Entertainment and Engagement Officers. A review of the SU roles indicated that a Bar Manager is outdated and limited in its scope.

As a result of the pandemic it has not been possible to open the Student Bar this year. Instead a small number of events were held, including online escape Rooms and quizzes, and an in-person sports day. From September 2021, the bar will be able to reopen and normal activities will resume.

Our year

Providing quality healthcare and a positive student experience

Following the re-opening of the UCO clinic in June 2020, after the lifting of the first national lockdown, we have remained open throughout 2020-21, with the exception of a three-week closure following a significant fire at our Clinic site on Southwark Bridge Road (SBR). During this brief closure the Clinic was relocated to our teaching site on Borough High Street (BHS) where clinical services resumed.

Maintaining our clinical services has been vital for our diverse service users, ensuring they have access to high quality, affordable osteopathic healthcare, and for the clinical progression of UCO students.

While the pandemic clearly had an impact on patient numbers, across the year we still delivered 12,868 consultations in our General and Associate clinics, generating an income of £274,000.



We continue to welcome a diverse patient base, including older people, people with persistent pain, expectant mothers, people living with HIV and people with sports injuries, as well as younger patients through our Paediatric Clinic. Many of our community clinics were suspended as a result of the pandemic, either due to necessary changes resulting from COVID or to allow NHS colleagues to be redeployed elsewhere. Work has begun to relaunch some of these community clinics, including the ones based at East Street GP Practice and Royal Free Hospital.

The Sports Medicine Ultrasound Group (SMUG) continues to run their mentoring program with the UCO. The program offers dual benefits: patients have access to Musculo-Skeletal (MSK) Ultrasound diagnostic services through the UCO Clinic, while students gain a better understanding of this area of MSK medicine, as well as how to refer patients, follow up on reports and make integrated clinical decisions.

Left: Clinic reception ready to welcome patients at our Borough High Street site.

Right: Physiotherapy students from LSBU and St George's visit the UCO for a five-week clinical observation placement.

“Great place to go for osteopathic treatment. You are seen by students supported by their tutors. They are always keen to help and [it is] great value for money as well as helping others to learn.”

Toni, UCO Clinic patient, 2021



This year we also welcomed our first and second group of physiotherapy students from London South Bank University and St. George's, University of London for a five-week clinical observation placement at the UCO clinic. The placements, which are part of a Health Education England initiative, are a fantastic opportunity for osteopathy and physiotherapy students to learn from one another and to foster closer working relationships between the Allied Healthcare Professions.

We invited our senior students to feedback on their clinical educators at the end of the Summer term 2021. This is an important tool for students to communicate their thoughts on their clinical education. The feedback enables us to identify where we can make improvements and to highlight some of the excellent work by clinical staff. In summary, 230 questionnaires were returned, covering 34 educators. The mean score from the sum of all 13 items in the questionnaire was 4.3 (out of 5). This demonstrates excellent work by the clinical educator team in a time of significant challenges.

Clinic fees

Clinic fees were reviewed at the end of the financial year and whilst they continue to remain heavily subsidised compared to those seen in private practice, we took the decision to make a small increase across all fees, primarily to cover the additional cost of PPE. Fees range from £32 for a standard appointment to £15 for a concessionary appointment. We also offer a discounted rate of £24 to Community Partners. These are local organisations that we work with to promote osteopathic services and cover a wide range of industries such as emergency services, theatre and dance groups, care groups, local charities and more. The fees for children's clinic have also been aligned with the general clinic.

Appointments in the Associates Clinic, delivered by qualified UCO graduates, are now set at £50 which is a slightly higher rate, reflecting the alternative service that this provides to patients. The Associates clinic continues to provide a valuable opportunity for our recent graduates to begin their professional practice within a familiar, supportive and professional environment.

Our year

COVID and the workings of clinic

To enable the clinic to continue to function safely and effectively, we have continued to operate in line with government and professional COVID guidance. We have made numerous adaptations across the year to ensure best practice and to make sure that our novice practitioners and staff are supported to work in this challenging environment.

Examples of some of the adjustments we have made include changes to the clinic uniform to incorporate the wearing of scrubs; the introduction and expectations of PPE and social distancing measures; the reorganisation of the clinic environment and appointment times to facilitate enhanced cleaning and hygiene processes; and the development of COVID guidance and training for staff and students.

Our policies, guidance, risk assessments and outbreak management plans have been routinely revised and updated as necessary, including being reviewed and signed off from our local Public Health Director. We have also been attending seminars and regular updates from our local Public Health Team, which has been an important arena to discuss emerging issues with others in the higher education sector.



“The Board of Trustees and UCO staff have done an enormous amount of work to create the foundation for a successful campaign, both in terms of planning and fundraising.”

Charles Hunt, Vice-Chancellor, on the capital appeal launch.

Our community partners

The UCO Clinic continues to run its successful Community Partnership Scheme, offering community organisations and groups discounted rates on appointment fees at the clinic. The scheme provides a valuable way for the UCO to promote the clinic and our services to wider audiences, while also supporting our aim to ensure that healthcare is affordable and accessible to all. Members include charities, public service organisations, educational institutions, arts institutions and commercial enterprises amongst others.

While much of the UK workforce continued to work from home the scheme was not actively recruiting new members. However, in recent months several organisations have enquired about the scheme, with plans to fully relaunch in 2021-22.

Fundraising and sponsorship

For much of the past year, we have been adapting and adjusting to the ongoing pandemic and focusing on the difficult practical issues involved in continuing courses for students whilst also ensuring our Clinic is a secure environment for patients. Unsurprisingly this has had an impact on our fundraising efforts.

Despite a challenging year, we have seen numerous successes and experienced the rallying around the UCO by staff, students, alumni, and patients.

Capital appeal launch

The UCO has moved several times in its history to accommodate growing student numbers. Our most recent move took place in 1997 to Borough High Street. Since that time, we have seen a significant ramping up of our activities and external validation. In 2015 we were granted powers to award our own degrees becoming the only specialist osteopathic school throughout Europe to be allowed to do so. In 2017 we were given the ‘university college’ title from the Privy Council, and that year we changed our name to coincide with our 100th anniversary. Additionally, in the same year osteopathy was recognised as an Allied Health Profession by the National Health Service, putting it on equal footing with paramedics, radiographers and a range of other health professionals working alongside and with the NHS.

Due to our growing success, we have spent the last three years exploring opportunities for a new home in central London. Our Board has invested considerable time and energy looking at a new site in Canning Town, which will be purpose built for our needs, at a fixed cost and with a lease of 250 years (the lease on our current site expires in 38 years).

As part of the move, we have launched the early stages of a Capital Appeal to help fund the new building. The building site at Canning Town has already passed Stage 1 and the new home will allow the UCO to adapt and modernise to its fullest potential.

Our year



The UCO participated in a number of national and international awareness campaigns, including International Women's Day.

Graduation

Having had successful graduation ceremonies for as many years as can be remembered, staff at the UCO were sorry to have to disappoint the graduands of 2020 by cancelling the Graduation ceremony due to the COVID pandemic. It had been due to take place at Central Hall Westminster and would have welcomed staff, students, friends, family and esteemed guests including UCO Chancellor HRH The Princess Royal.

The UCO plan to host an event to celebrate the achievement of both 2020 and 2021 graduands in a joint ceremony on 11 November 2021.

New alumni platform

Our alumni community matters to us, acting as ambassadors for the UCO and reinvesting in future cohorts as teachers, mentors and employers. Keen to strengthen our connection with recent and historical graduates this year we reached out to the alumni community to ask what they would like from their ongoing relationship with the UCO.

This information was used to build a new, bespoke online platform for our former students which can be found at alumni.uco.ac.uk.

In addition to reconnecting with former classmates and finding mutual support, members can:

- Browse CPD course listings and other events
- Get exclusive discounts
- Join the new mentoring programme
- Post jobs and apply for roles on our Jobs Board
- Find a Peer Discussion Review Buddy
- Create and join special interest groups
- Get career support with guides, tips, and advice
- Discover volunteering opportunities and other ways to get involved
- Get regular updates from the UCO

The new platform launched in March 2021 and is now a vibrant and engaging community of alumni supporting each other at every stage of their careers after UCO.

Public relations and profile raising

Several UCO colleagues have taken on prestigious new roles in the past year, contributing to the advancement of osteopathy in the UK and further afield. These include Dr Jerry-Draper Rodi, Research Fellow, who was appointed as Director of the National Council for Osteopathic Research (NCOR) and Dawn Carnes, Professorial Research Fellow, who has been appointed the Chair of the Council for Allied Health Professions in Research (CAHPR) strategy committee. Steven Vogel, Deputy Vice-Chancellor (Research), has been appointed to the expert review team working on the World Health Organisation's guidelines for the management of chronic primary low back pain in adults.

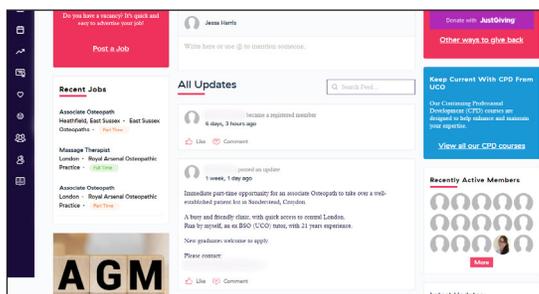
At the 2020 Institute of Osteopathy (iO) awards recent graduate Sanja Maretic received a Rising Star Award, recognising newly qualified osteopaths who have demonstrated a passion for osteopathic practice and outstanding academic achievement, clinical skill and patient care.

At the same ceremony UCO alumnus and PhD student David Hohenschurz-Schmidt received the iO's Community of Practice award in recognition of his work responding to the COVID-19 pandemic. Realising the impact lockdown would have on osteopaths and patients David, in collaboration with colleagues from across the sector, developed a webinar to train osteopaths in remote assessment and management of their patients, which has been

accessed by health professionals across the globe.

Four new graduates had their dissertations published in the International Journal of Osteopathic Medicine (IJOM) and were awarded £250 each from the UCO in recognition of this achievement.

In 2020-21, we also published 42 news items on our websites, ranging from important developments at the UCO to blogs on health and wellbeing, and approximately 1,000 posts across our social media platforms. We participated in several national and international awareness raising campaigns, including Black History Month, International Women's Day and Mental Health Awareness Week.



Above: New online platform for the alumni community at alumni.uco.ac.uk



Our year



Research education and scholarly activities

Research teaching resources have focused on successfully adapting the delivery of research teaching to the undergraduate and pre-registration students within the constraints imposed by the pandemic.

Steven Vogel, Deputy Vice Chancellor (Research) and Dr Oliver Thomson, Doctoral Programme Leader remain closely involved in editorial management of the International Journal of Osteopathic Medicine (IJOM) whose 2020 impact factor increased to 2.149.

UCO staff have presented research work and keynotes at various national and international virtual events and published in peer reviewed journals including IJOM, Journal of Orthopaedic & Sports Physical Therapy, PAIN, BMC Health Services Research, BMJ open, PLOS one, and Chiropractic and Manual Therapies.

As part of long-term plans to gain Research Degree Awarding Powers (RDAP) and to develop research knowledge and capacity the UCO made a submission for the first time to the Research Excellence Framework (REF) 2021. As part of this process led by Dr Hilary Abbey, Head of Research, we delivered equality, diversity and inclusivity training within the UCO. Our two REF impact cases focussed on the research teams' work to promote awareness of evidence-informed practice

and guidelines and the promotion of the scope and skills in implementing biopsychosocial models of healthcare. We were delighted to submit research outputs from all our eligible research staff as part of the REF submission and are looking forward to capitalising from our experience as part of a wider review of research strategy and practice at the UCO.

The Crying, Unsettled and disTressed Infants: Effectiveness Study (CUTIES) was paused for a period during than pandemic but has since restarted. The trial is led by Professor Dawn Carnes, Director of the National Council of Osteopathic Research (NCOR) and Professorial Research Fellow at the UCO. This multi-centred international study is funded by NCOR and sponsored by the UCO and is being delivered in collaboration with the European School of Osteopathy and osteopathic university-based colleagues in Australia and Switzerland. Osteopath training and parent and infant recruitment is ongoing.



CRYING, **U**NSETTLED, **D**IS **T**RESSED **I**NFANTS: **E**FFECTIVENESS **S**TUDY

Work has started a new study to develop e-learning to promote biopsychosocial osteopathic management for patients with persistent pain, to be assessed using an innovative Single Case Experimental Design (SCED), which is being evaluated as a feasible research method for use by osteopaths in practice. This study is being led by Dr Draper-Rodi, assisted by Dr Abbey and Mr Vogel, and has received approval from the UCO Research Ethics Committee. Dr Draper Rodi has also led the successful application for funding for the "UrGEnT study" - Underrepresented Groups' Experiences in osteopathic Training. We will invite students from all osteopathic educational institutions in the UK to explore their cultural competence and to investigate and describe experiences of students from underrepresented groups during their osteopathic studies. The research team is composed of Dr Jerry Draper-Rodi, Dr John Hammond (St George's University of London), Mr Steven Vogel, Dr Hilary Abbey, Mr Andrew MacMillan, Dr Kevin Brownhill, and Ms Yinka Fabusuyi; and the funding has been secured from the Osteopathic Foundation, the UCO, the General Osteopathic Council and the Institute of Osteopathy.

The Deputy Vice-Chancellor (Research) has been part of an international multidisciplinary team who has published a framework for the examination of the cervical region for potential vascular pathologies of the neck prior to manual therapy interventions. This work is convened by the International

Federation of Orthopaedic Manipulative Physical Therapists (IFOMPT). He has also recently been appointed to an expert review group for the World Health Organisations forthcoming low back pain guidelines.

The Osteopathic International Alliance (OIA) commissioned Professor Dawn Carnes to update the 2013 Global review report and provided £10K of funding for the project. This has been successfully completed and published. The work consisted of three parts. Part one involved a survey of OIA member countries, to describe the status of osteopathic care around the world in terms of numbers and regulation. Part two involved a review of literature profiling osteopathic practice. Part three consisted of an evidence overview, looking at relevant research that supports osteopathic care. Professor Carnes has also been leading an evaluation of physiotherapy student placements in osteopathic educational settings and is continuing to be Chair of the Council of Allied Health Professions in Research (cahpr.csp.org.uk).

Our year



PhD studentship

David Hohenschurz-Schmidt is making good progress with an exciting and innovative PhD project at Imperial College London. He is jointly supervised by renowned pain researcher Professor Andrew Rice at Imperial College and Dr Jerry Draper-Rodi, Senior Research Fellow at the University College of Osteopathy.

The PhD studentship is funded through a generous grant from the Alan and Sheila Diamond Charitable Trust. The aim of the PhD project is to improve care for patients suffering from neuropathic (nerve) pain and the studentship is already leading to the submission of manuscripts to high impact journals.



Continuing Professional Development (CPD)

The CPD department has successfully adapted to the pandemic and has delivered a full range of CPD online to osteopathic delegates and a range of rehabilitation and allied health professions. This has extended the reach of the UCO CPD offering to a wider geographical and international audience.

We also held a successful collaborative online conference with the National Council for Osteopathic Research featuring 21 speakers from around the world of osteopathic research and practice presenting their work.

Despite the constraints of the pandemic some key face-to-face courses were delivered with practical elements in a COVID-secure manner.

Protecting the UCO infrastructure

Additional resource has been deployed in the ongoing task of keeping the UCO infrastructure safe and secure from cyber-attack. The JISC resolver service has been configured to help prevent unsafe websites and phishing attacks and additional anti-phishing services configured as part of the UCO anti-spam service. A move to deploying multi factor authentication is underway and will be completed by the end of the year.

Left: First aid training delivered as part of the UCO's CPD offering.

Our commitment to sustainability

The UCO sets targets and goals for improved environmental performance and reducing the institution's carbon footprint. In 2020-21, 20,650 kgs (75%) of UCO waste was recycled from our teaching centre, offsetting 29 tonnes of CO2. Our teaching centre received a good D rating (87) in the Display Energy Certificate which was very similar to the previous year. The clinic also received a D (89).

Gender pay gap

The UCO voluntarily publishes gender pay gap data. In 2020-21, its gender pay gap stands at 17.4%, compared to the national benchmark of 15.5% and increasing from 11.9% in 2019-20.

The increase has been driven by a change management process resulting in pay rises for clinical and academic staff who are currently predominantly male. The UCO continue to review pay in other areas which we hope will reduce the gap for future years.

The UCO is committed to pay equality and whilst we do not meet the statutory requirement to publish gender pay gap data, we see this as a key performance indicator for gender equality. We work hard to ensure consistency and fairness in our pay structure and to ensure that our staff have the opportunity to work in a way that suits their career aspirations and home life.

Key management personnel

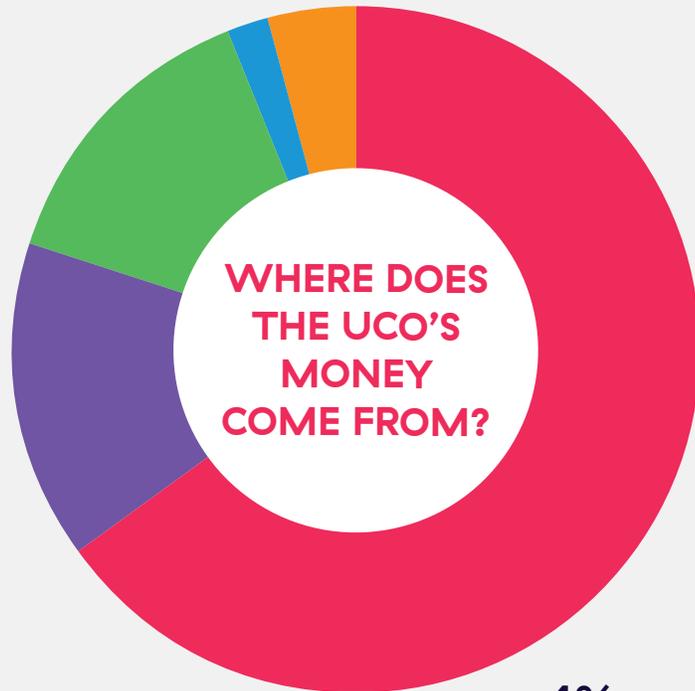
The UCO has several key management personnel which includes the Vice-Chancellor, Deputy Vice-Chancellor (Education), Deputy Vice-Chancellor (Research), Finance Director, Dean of Academic Development and Head of Clinical Practice.

The Vice-Chancellor's, Deputy Vice-Chancellors' and Finance Director's remuneration, including any performance related pay, is evaluated and decided by the Remuneration Committee of the Vice-Chancellor's Group which is a sub-committee of the Board. Salaries and benefits for other key management personnel is decided by the Remuneration Committee which is made up of members of the Vice-Chancellor's Group. Factors influencing any pay and reward decisions for all staff include exceptional performance; contribution to the UCO's mission, values and strategic aims; relevant qualifications and areas of skills shortage.

Value for money

Where the UCO's money comes from and what it is spent on.

TOTAL INCOME
£5.2M



65%
COURSE FEES
£3.4M

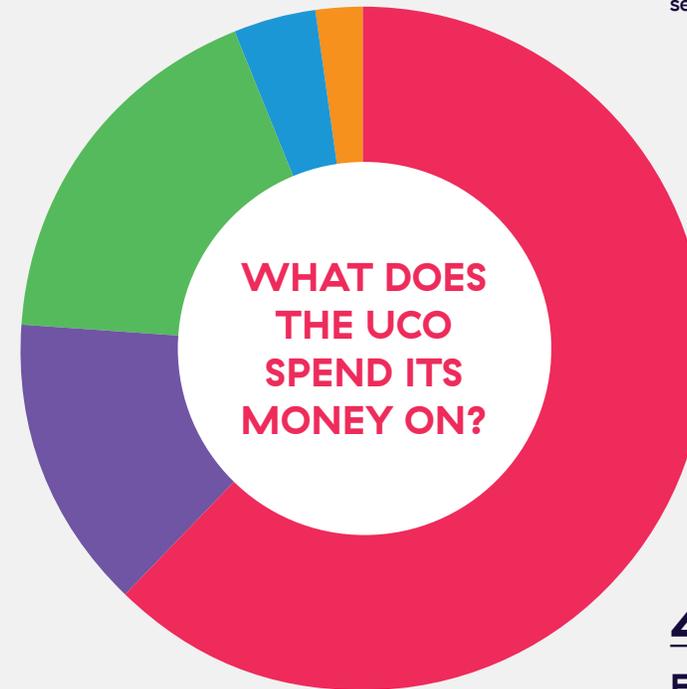
15%
FUNDING BODY GRANTS
£0.8M

14%
OTHER OPERATING INCOME
£0.7M e.g. clinic patient fees, charges for services.

2%
RESEARCH GRANTS
£0.1M

4%
DONATIONS AND ENDOWMENTS
£0.2M

TOTAL EXPENDITURE
£5.1M



63%
STAFF
£3.2M i.e. wages and salaries, social security costs, pension costs.

14%
OTHER OPERATING EXPENSES
£0.7M i.e. staff related costs, teaching materials, ICT, marketing, professional fees, bursaries etc.

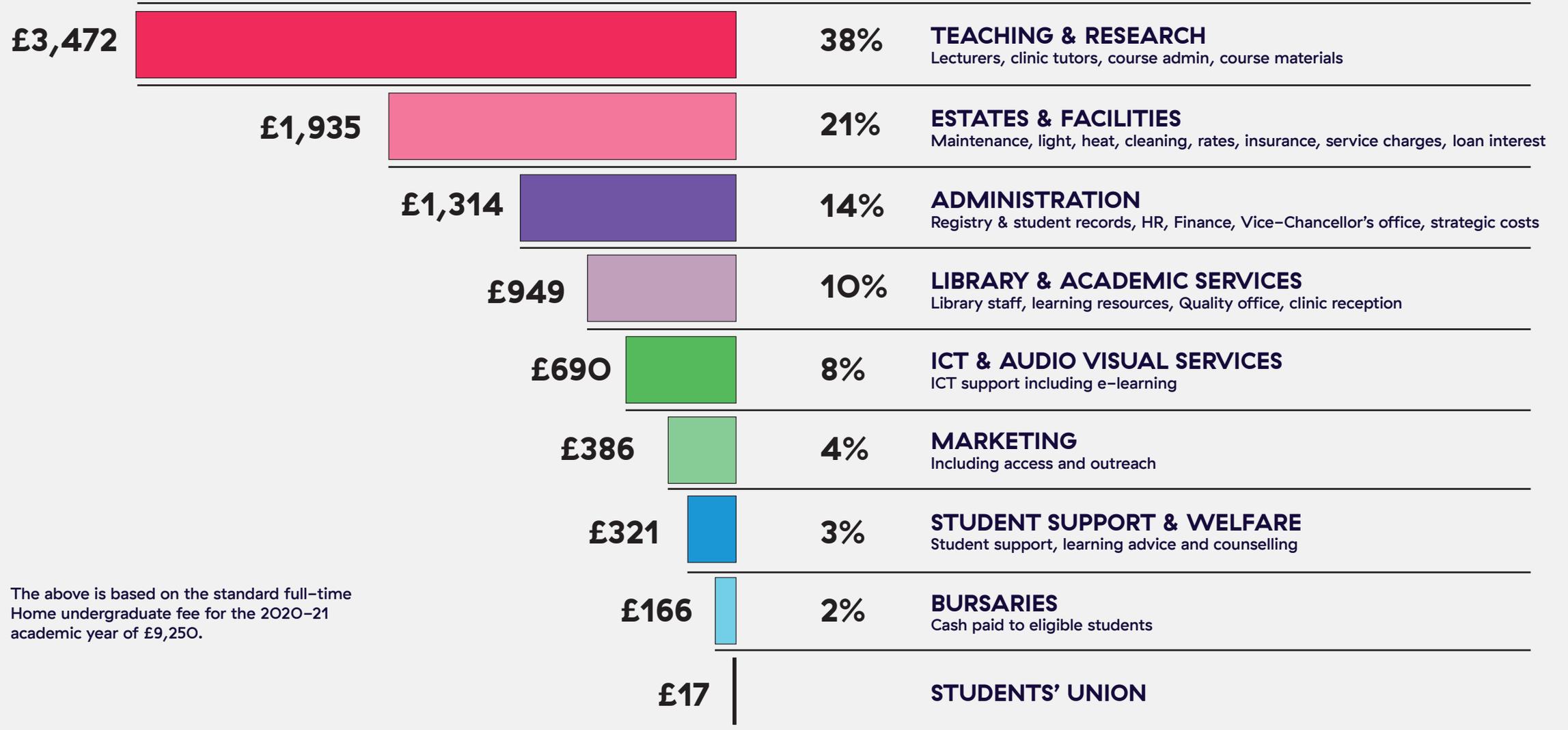
17%
BUILDINGS & EQUIPMENT
£0.9M e.g. costs of acquisition, utilities, premises costs etc.

4%
FINANCE COSTS
£0.2M incl. loan interest for our clinic building.

2%
ESTATES STRATEGY
£0.1M e.g. design, professional and legal fees

Value for money

Where does the student fee go each year?



The above is based on the standard full-time Home undergraduate fee for the 2020-21 academic year of £9,250.

Financial review

The UCO emerges stronger than expected with a surplus of £229,000.

Impact of COVID and the fire at our clinic on our 2020–21 performance and year end position

In June 2021, the UCO forecasted an income of £5.1m for the 2020-21 year, however the higher than anticipated fee income from our undergraduate courses, decrease in bad debt provisions and increase in fundraising opportunities has led to a positive variance of £0.1m with the UCO achieving an actual income of £5.2m for the year.

Total income increased by nearly 3% (£0.2m) from £5.0m to £5.2m, compared to a decrease of 10% in 2019-20. Course fee income remained at a similar level to 2019-20 and donations increased by £91,000. COVID and the fire at our clinic, continued to have a negative impact on clinic income which decreased by 32% from £404,000 in 2019-20 to £274,000 in 2020-21.

Expenditure decreased by 6% from £5.4m to £5.1m, with staff costs continuing to account for the majority of the expenditure. We spent £97,000 (2020: £156,000) on redundancies as we implemented the second phase of our change programme and £77,000 on our estate strategy, with the latter partially funded by a restricted fund legacy received by the UCO in 2017. The UCO reduced staff costs by 4.9% (2020: 4.7% reduction) and operating expenses by 3.5% (2020: 5.8%) which has mitigated the effect of COVID and the clinic fire on our income.

The statement of financial position (balance sheet) shows total assets were maintained at £10m. Current liabilities decreased by £36,000. Overall net assets increased by £0.2m from £6.1m to £6.3m. Capital expenditure amounted to £98,000 which was spent on new audio-visual and recording equipment to improve our teaching and student learning experience and a cloud-based clinic back-up system that has replaced equipment written off after the clinic fire.

Due to the increase in income and reduction of costs, the UCO had a net cash inflow for operating activities of £533,000 (2020: outflow of £105,000). During the year repayments of our borrowings were £216,000 and the UCO paid loan interest of £148,000. As at 31 July 2021, cash and bank balances held on short-term deposit amounted to £2.6m (2020: £2.5m).

The UCO continues to maintain healthy reserves of £6.3m (2020: £6.1m). £5.8m (2020: £5.6m) are held as unrestricted reserves mainly in fixed assets (£2.8m, after taking loans into account) with the remaining reserves amounting to £3m. These reserves ensure cover for working capital requirements (£0.4m), manage major unmitigated risks (£0.5m) and also provide resources for investment in our estate strategy or reduction of borrowings.

The Board's policy, in view of the short-term nature of most of the funds currently available, is that any cash that is surplus to current operational needs may

go on short or longer-term investment, as may be appropriate in accordance with the Board's approved investment guidelines. Investments must be ethical as defined by the Board by reference to the UCO's declared objectives. The ethical policy states that there should be no direct holding of investments in pharmaceutical or tobacco companies, and that the percentage of these industry types in managed funds should not exceed 5% of the managed fund total. The policy provides the terms by which the investment managers must operate and the performance benchmarks against which they are reviewed. The Board takes professional advice on investments from Rathbones, a leading investment manager for charities and not-for-profit organisations in the UK. The 2020-21 performance of our investment portfolio resulted in realised losses on investments during the year amounting to £2,000 (2020: £118,000) and unrealised gains of £188,000 (2020: £298,000 loss).

Impact of COVID on our financial strategy

The Board reconsidered our financial strategy in the light of COVID and has implemented some short-term measures as well as focussing on medium and long-term goals.

Immediate cost mitigation measures were put in place to reduce non-essential spending including capital expenditure. We continue to focus on reducing student non-payment of fees by negotiating flexible payment plans, dedicating more time contacting students and improving communication.

Additional income was secured by raising £50,000

through the UK Government's Coronavirus Job Retention Scheme and our insurance claim income of £145,000 included £81,000 to cover expenditure on fire damaged items and setting up a temporary clinic, £36,000 of compensation for loss of capital items written off and £29,000 to cover loss of clinic income. We are continuing to increase income from our course validations, which totalled £230,000 (2020: £123,000).

In July 2020, we reduced the number of staff by 19 by implementing a voluntary severance scheme, as the first phase to start adjusting the staffing levels to fit the current circumstances. During 2020-21, we implemented the second phase as a change management plan to reduce staff numbers and FTEs and reduced the workforce by a further 25 staff. This allows more flexibility enabling us to adapt to change more quickly in the future. In the longer term the UCO is developing new courses and increasing the number of course validations so staffing should increase in line with this growth.

Following COVID lockdowns, we reopened the clinic at the end of June 2020, but it was closed for three weeks in November 2020 due to a major fire, reopening in December 2020 in our teaching building with fewer treatment rooms whilst extensive repair work was undertaken in our clinic building. This work and the refurbishment of the clinic was completed in September 2021. Patient numbers remain below pre-COVID, they are steadily increasing and will increase further with the increase in treatment rooms at our refurbished clinic which opened in November 2021.

Financial review

Principal risks and uncertainties

As part of the Board's consideration of the appropriateness of adopting the going concern basis in preparing the Annual Report and Financial Statements, our financial plans and forecasts have been reviewed with assumptions based on the estimated continued potential impact of COVID and the clinic fire, along with our proposed responses over the course of the next 12 months. Our financial forecasts are most sensitive to the assumptions made on patient numbers and their effect on income.

As at 31 July 2021, the statement of financial position (balance sheet) reflects a net asset position of £6.3m and the liquidity of the UCO remained strong with a net cash inflow of £117,000, so meeting its current covenant requirements for the year ended 31 July 2021.

The Board has also considered whether it believes that the UCO can continue to operate and meet its liabilities, in view of its current position and principal risks. It has also focussed on the longer term and is now more actively involved in risk management and internal controls. In assessing financial viability, the Board considered several key factors, including our strategy, estate, risk appetite and our principal risks and uncertainties.

The Board is required by the OfS to assess its financial viability over a period of three years and feels this is appropriate for strategic planning and measuring performance. In assessing viability, the Board considered the position presented in the budget and three-year plan approved at their

meeting in June 2021, updated for changes in the first quarter of 2021-22. The voluntary severance scheme implemented in July 2020 and the change management plan implemented in 2020-21 has resulted in an on-going saving of 9% on actual 2018-19 salary costs. This budget and plan will continue to be reviewed by the Board regularly to assess the financial impact of the UCO's principal risks and uncertainties, and the specific risks associated with COVID and the uncertain higher education and university environment. Given the above risks as well as the UK's exit from the EU, our expected financial performance in 2021-22 is net income and net cash flow surpluses which will meet our loan covenant requirements.

Scenarios have been prepared to reflect uncertainty in our income due to COVID, the re-opening of the clinic and the timing of receipt of donations. Under each scenario, viable mitigating actions have been assessed and can be initiated as and when required so supporting the UCO continuing to operate as a going concern.

The Board continues to pursue diversification of income streams, whilst also reducing costs and improving process efficiencies relating to staff costs. As we currently only offer osteopathic courses, we are developing new non-osteopathic undergraduate courses in allied health. We are also gradually increasing the number of course validations for partner organisations in the fields of osteopathy, acupuncture and other health sciences. Our commitment to financial sustainability reinforces the need to take difficult decisions to disinvest from those

areas that do not support our strategic ambitions and take measures to support those areas which do but which are underperforming.

The Board reviewed our estate and has been working on a strategy to provide a high-quality environment for students, staff and stakeholders which will ensure a sustainable future for the UCO. Our current premises in Borough High Street has a diminishing lease which expires in 2059. The Board identified an opportunity for a new site as part of major regeneration scheme in London. This would combine the teaching and clinical sites and create a modern and more environmentally friendly building commensurate with the quality of the institution. The Board signed Heads of Terms in November 2019. This project is reliant on the sale of our two current sites in the London Borough of Southwark and the practical completion date for this project would currently be October 2023. Whilst the COVID pandemic, has created volatility in the property market and may lead to values of the UCO's properties decreasing, there is current off-market interest expressed in our sites. The Board is mitigating the risk of not achieving the asset values it requires by implementing a capital appeal which was launched in April 2021, to support the purchase of the new building and to meet our funding targets. The Board is also mindful that, as the value of our current lease continues to diminish, this will have a detrimental effect on the long-term financial profile of the organisation.

Liquidity is reviewed monthly on a 12-month rolling basis. The UCO maintains healthy cash and cash equivalents which at 31 July 2021 amount to £2.6m (2020: £2.5m). The UCO manages liquidity risk on long-term borrowings by have one loan with a fixed interest rate and a second loan with a variable rate interest which increases the level of predictability of the loan repayments and interest whilst allowing the UCO to take up the opportunity of current lower interest rates on a proportion of its borrowings.

Statement of corporate governance and internal control

The UCO aims to achieve the highest standards of governance and the Board continually reviews its governance arrangements to ensure that they are in line with the Higher Education Code of Governance as issued by the Committee of University Chairs (CUC). The UCO is committed to following best practice in all aspects of corporate governance and has adopted the core values and principles set out in the Code.

The University College of Osteopathy (formerly the British School of Osteopathy) was founded on 7 March 1917 and is a charitable company limited by non-equity share capital (company no. 146343), authorised to omit the word 'limited' from its name by licence granted under Section 60(1) of the Companies Act 2006.

On 24 July 2017, in pursuance of section 129B of the Education Reform Act 1988 as amended, the Privy Council approved the revised Articles of Association of the UCO. This included the new name of the University College of Osteopathy which took effect from 1 September 2017. The UCO's Chancellor is HRH The Princess Royal, Princess Anne.

The only benefits attributed to share ownership, as stated in the Articles of Association, are membership voting rights and the return of paid-up share capital in the unlikely event of the company's liquidation by the membership. The liability of members is limited to £1 per share.

The company was registered with the Charity Commission for England and Wales on 18 June 1963 (charity no. 312873) and became an exempt charity registered with the Higher Education Funding Council for England (HEFCE) in November 2015. Since the replacement of HEFCE in 2018, UCO has been regulated by the Office for Students (OfS).

The Board of Directors

The Board of Directors is the UCO's governing body and is responsible for the finance and property of the organisation. It meets four times a year and is responsible for determining the mission and the strategic direction, delegating the day-to-day operations of the organisation to the Vice-Chancellor, the Vice-Chancellor's Group and the Senior Management Team. The Board also has overarching responsibility for the UCO's system of internal control and for reviewing its effectiveness.

The Board's rolling agenda is reviewed annually and seeks to:

- Approve the strategic plan and the key performance indicators of the organisation.
- Monitor and evaluate the performance and effectiveness of the UCO against approved key performance indicators.
- Ensure the establishment and monitoring of systems of internal controls and risk assessment.
- Ensure that proper accounts are kept, to approve the annual budget and financial statements, and to have overall responsibility for the UCO's assets, property and estate.
- Monitor and evaluate the Board's effectiveness.
- Safeguard the reputation and values of the UCO.

Board committees

The Board has various sub-committees which operate under specific terms of reference approved by the Board. The Board annually reviews the committees and their members to ensure there is a balanced range of skills.

The following committees act in an advisory capacity to the Board:

- Audit and Risk Committee
- Board Nominations Committee
- Finance and Estates Committee
- Fundraising Committee
- Remuneration Committee of the Vice-Chancellor's Group

The Audit and Risk Committee (ARC) meets four times a year. It is responsible for advising the Board on the appointment or dismissal of internal and external auditors; to review the effectiveness of internal control mechanisms; to consider audit reports from the internal and external auditors and management's response to those reports; to review the arrangements for the identification and management of risk and to review the UCO's annual report and financial statements before their submission to the Board. The Committee submits an annual report to the Board.

The Board Nominations Committee meets as required each year to review the composition of the Board and recommend the appointment of members via the Annual General Meeting (AGM) or through co-option.

Statement of corporate governance and internal control

The Finance and Estates Committee (FEC) meets four times a year and monitors financial performance, investment performance, sustainability, financial viability and estates strategy.

The Fundraising Committee (FRC) normally meets four times a year and reviews the fundraising strategy to ensure that the direction accords with the UCO's wider strategic objectives. It also identifies individuals, trusts and organisations that may support the organisation's fundraising objectives.

The Remuneration Committee of the Vice-Chancellor's Group is made up of Board Members (and does not include the Chair of the Board during proceedings discussing the Vice-Chancellor's salary).

It meets once or twice a year and is responsible for reviewing and agreeing the remuneration of the Vice-Chancellor and members of the Vice-Chancellor's Group (see page 68). The committee evaluates the annual performance assessment of the Vice-Chancellor against the strategic plan and corporate objectives and in relation to the remuneration of heads of comparatively sized institutions to inform the setting of the Vice-Chancellor's total remuneration and benefits, including any performance related pay.

It also receives a personal development plan for the Vice-Chancellor for the year ahead. The remuneration for members of the Vice-Chancellor's Group is agreed following recommendations by the Vice-Chancellor. When making any decisions the committee considers the impact on the

remuneration policy on the organisation as a whole; public interest and safeguarding of public funds.

The committee follows the 'Higher education senior staff remuneration code' published by the CUC.

- The Vice-Chancellor's basic salary is 3.4 times the median pay of staff (2020: 4.1 times), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the UCO to its staff.
- The Vice-Chancellor's total remuneration is 3.4 times the median total remuneration of staff (2020: 4.1 times), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the UCO to its staff.

Due to the financial uncertainty, the Vice Chancellor, Deputy Vice Chancellors and Finance Director took a voluntary pay cut of 3% for six months with the Vice Chancellor also voluntarily declining his bonus of 5%. This and a pay increase of to staff teaching on our undergraduate courses contributed to reducing the pay difference between the Vice Chancellor and other UCO staff.

A temporary sub-committee has been established, the Board Effectiveness Working Group. It is a time-limited group to examine the cohesiveness of the Board and its sub-committee structure and to examine how the committees and the Board could work more effectively. It is due to report its finding and present an action plan to the Board during 2021-22.

Academic Council

The Academic Council is chaired by the Vice-Chancellor and is the ultimate academic authority for the UCO. It is responsible for ensuring the academic standards of the Higher Education Institution (HEI) and promoting, regulating and directing the academic work of the UCO, including teaching and research. It oversees academic management and all aspects of quality and standards associated with the UCO. The Academic Council is the forum in which the strategic academic development of the organisation is debated, critically reviewed and proposed to the Board for approval. Membership of the Academic Council is representative of the whole organisation and includes elected student representatives and elected staff representatives. Two members of the Academic Council are external; they are not employed by the UCO and their membership provides an external higher education perspective that is valuable for a small specialist institution. There is also one independent Board member who regularly attends meetings.

Risk management and statement of internal controls

The key objective of the UCO's risk management activities is to ensure that policies and procedures are always in place to manage risks and

opportunities and therefore enable it to meet its strategic objectives.

Risks are considered as occurrences or opportunities that would impact on the delivery of the UCO's core business, the quality of its outputs, the achievement of its strategic goals or the excellence of its reputation.

The UCO considers risk under the following categories:

1. Major Threats e.g. unethical dealings, failure to comply with legal and regulatory obligations;
2. Strategic/Commercial Risks e.g. under performance of a service, insufficient capital investment;
3. Economical/Financial Risks e.g. failure to meet revenue targets, shortage of working capital;
4. Legal and Regulatory Risks e.g. failure to obtain appropriate approval, loss of intellectual property rights;
5. Organisation/Management/Human Factors Risks e.g. Management incompetence, poor leadership;
6. Political Risks e.g. change of government policy, adverse public opinion;
7. Environmental Risks e.g. transport problems;
8. Technical/Operational/Infrastructure Risks e.g. human error, professional negligence; and
9. Operational Risks e.g. lack of clarity of service requirement, inadequate incident handling.

Statement of corporate governance and internal control

The Audit and Risk Committee provides impartial advice to the Board on the discharge of the Board's responsibilities for the effectiveness of risk management, internal control and management systems, and for the economy, efficiency and effectiveness with which the UCO's activities have been discharged.

All significant risks inherent to the UCO's business are identified, assessed and managed as part of this process. The objectives of the Risk Management policy are to ensure a consistent basis for the identification, measurement, control, monitoring, follow-up and reporting of risk across the institution, based on the UCO's agreed appetite for risk.

The Board is ultimately responsible for the identification and management of risk and views it as an ongoing process linked to the achievement of institutional objectives. Each department is required to produce its own risk register and the Head of Department is responsible for ensuring that the register is produced, regularly monitored and updated for the Senior Management Team in accordance with the Risk Management Cycle. A consistent methodology for measuring and scoring risks is applied throughout the organisation and risks are recorded in the standard template.

The UCO has undertaken a lot of work over recent years to develop and revise their approach to risk management. This has primarily been led by the Deputy Vice-Chancellor (Education) and is fully supported by the Audit and Risk Committee (ARC).

Further work was undertaken with respect to the risk register after seeking input from the Senior Management Team, ARC and internal audit. High Level risks are identified by the Vice-Chancellor's Group in consultation with the Senior Management Team and are presented at each ARC meeting with an accompanying update to key changes and action required. This is then reported to the Board. The register is used as one of the main drivers in the development of the internal audit programme ensuring that audit work, where applicable is aligned with key strategic risks.

Risks facing the institution are actively discussed at ARC meetings and various members of the Senior Management Team have been invited to meetings during the year to discuss relevant operational risks in their area in more detail. This included presentations by the IT Director on the risks of working from home and on CyberEssentials and cybersecurity at a subsequent meeting. The Head of Clinical Practice also attended to discuss risks around clinic income and student experience. This not only helps to ensure that ARC is aware of key operational risks, but increases the visibility of ARC, and risk management in general, across the organisation.

The internal auditors provide an opinion on the adequacy and effectiveness of the UCO's internal control, risk management and governance arrangements; the arrangements for ensuring the accuracy of data returns to external bodies; and whether the UCO's activities are conducted economically, efficiently and effectively.

The internal audit plan is based on the UCO's risk register and discussions with the Audit and Risk Committee (ARC). The internal auditors also undertake several benchmarking exercises across the sector which facilitates sharing of best practice and value for money indicators.

The internal auditors undertook the following audit reviews during the year:

- Student Complaints
- HR Processes
- Student Debt Collection
- Access and Participation Plan

These audits resulted in the opinion of the Audit and Risk Committee that internal control is mostly adequate and effective. The audits identified some opportunities to enhance design of and the implementation of internal control. These included:

- Training and mentoring to be provided to additional staff so that there is an increased resource to investigate complaints as well as map the Complaints Policy to QAA (Quality Assurance Agency) Code of Practice and OIA (Office for the Independent Adjudicator) Guidelines.
- Allow senior UCO managers access to the HR consultancy's advisory resources and allow staff access to E-learning resources of the same as part of their management development.

- For student debt, the inclusion of the students' status for fees on their VLE or via automatic email to serve as a reminder for payment of fees pre-empting debt collection procedures.

The Board recognises that the application of risk management processes cannot eliminate all risk exposure, especially during a time of enormous change in the HE Sector and within the UCO. The COVID-19 pandemic presented some major risks to the institution on an unprecedented scale. The staff all rose to the challenge of delivering the majority of course content online, modifying assessments to ensure that students were not disadvantaged and we are delighted to report that all final year students who completed pre-registration course were eligible to register with the General Osteopathic Council. The Board keeps the risks related to this under review.

As already identified, Brexit has also created an uncertain environment in which all higher education institutions are striving to improve their competitive performance including their intake and retention of students.

This statement of internal controls covers the financial year to 31 July 2021 and the period to the date of approval of the financial statements on 16 November 2021.

Statement of corporate governance and internal control

Legal and administrative details

The members of the Board who served during the year and up to the date of signing these financial statements are listed below:

Independent Board Members

Professor Janusz Jankowski	Chair of the Board, Chair of Nominations Committee, Remuneration Committee of the Vice-Chancellor's Group
Alex Bols	Vice-Chair of the Board, Audit & Risk Committee, Board Nominations Committee, Remuneration Committee of the Vice-Chancellor's Group
Isabel Nisbet	Vice-Chair of the Board, Audit & Risk Committee, Board Nominations Committee, Remuneration Committee of the Vice-Chancellor's Group (Resigned June 2021)
Jackie Westaway	Vice-Chair of the Board, Board Nominations Committee, Finance & Estates Committee, Remuneration Committee of the Vice-Chancellor's Group
Raffaella Bush	Fundraising Committee, Remuneration Committee of the Vice-Chancellor's Group
Dr Jo-anne Carlyle (Appointed June 2021)	
Christopher Costigan (Appointed June 2021)	Audit & Risk Committee
Richard Eastmond (Appointed June 2021)	Finance & Estates Committee
Charles Hindson	Finance & Estates Committee (until June 2021), Chair of Audit & Risk Committee (appointed June 2021)
Professor Raymond Lee (Resigned June 2021)	
David Leppard	Chair of Finance & Estates Committee
Dr Monika Nangia (Appointed June 2021)	
Jeremy Olsen	Audit & Risk Committee
Richard Salter	Audit & Risk Committee

Patient Members

Gael Dundas Fundraising Committee (Independent Member)

Osteopathic Board Members

Jayne Morley Audit & Risk Committee, Osteopathic Representative (Independent Member)

Rob McCoy Academic Council Representative

Vice-Chancellor (Ex-officio Board Member)

Charles Hunt Vice-Chancellor, Finance & Estates Committee, Fundraising Committee, Board Nominations Committee

Student Board Members

Laura Forrest Board Member (Student)
(Appointed July 2020)

Kaitlin Coulson Board Member (Student)
(Resigned July 2020)

Other Advisors regularly in attendance

Sean Bonnington Chair of Fundraising Committee

Carol Reid Chair of Audit & Risk Committee (resigned June 2021)

Company Secretary and Clerk to the Board

Allan Scott

Statement of corporate governance and internal control

Vice Chancellor's Group and Senior Management Team

The Vice-Chancellor's Group and Senior Management Team (SMT) are responsible for the day-to-day operation of the institution. The members of the Vice-Chancellor's Group during the year were as follows:

Charles Hunt	Vice-Chancellor
Sharon Potter	Deputy Vice-Chancellor (Education)
Joanna Smith	Finance Director
Steven Vogel	Deputy Vice-Chancellor (Research)

The members of SMT during the year include the Vice-Chancellor's Group and the following people:

Allison Balsamo	Trusts and Foundations Manager
Tony Arpino	Interim Head of Estates
Heather Batten	Head of Quality
Dmitry Feoktistov	Finance Manager
Jessa Harris	Head of Marketing and Communications
Richard Pierce	IT Director
Ian Sanderson	Registrar
Elizabeth Sharma	Head of Estates
Graham Sharman	Dean of Academic Development
Jas Verdi	Head of Student Services
Francesca Wiggins	Head of Clinical Practice

Professional advisors

External Auditors	Buzzacott LLP, 130 Wood Street, London, EC2V 6DL
Internal Auditors	UNIAC, 4th Floor St James' Building, Oxford Street, Manchester, M1 6FQ
Bankers	Barclays Bank Plc, 1 Churchill Place, London, E14 5HP
Solicitors	Russell-Cooke LLP, 2 Putney Hill, Putney, London, SW15 6AB Shakespeare Martineau LLP, No 1 Colmore Square, Birmingham, B4 6AA
Investments	Rathbone Investment Management, 28 St Andrew Square, Edinburgh, EH2 1AF

Statement of primary responsibilities of the Board

The Board is responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations. Company law requires the Board to prepare financial statements for the University College of Osteopathy for each financial year.

The financial statements must be prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) and are required to give a true and fair view of the state of affairs of the institution and of the income and expenditure of the institution for the year.

In preparing the financial statements the members of the Board are required to:

- select the most suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019; and of the Office for Students Accounts direction;
- make judgments and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the institution will continue in business.

The Board is responsible for ensuring that the institution has appropriate systems of controls, financial and otherwise. The Board is also responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the institution and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and regulations made thereunder. The Board is also responsible for safeguarding the assets of the institution and ensuring their proper application under charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the financial information included on the institution's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions. The Board have confirmed that so far as they are aware, there is no relevant audit information of which the institution's auditors are unaware, and that they have taken all the steps that they ought to have taken as members of the Board to make themselves aware of any relevant audit information.

Appointment of auditors

A resolution for the appointment of Buzzacott LLP was agreed at the adjournment meeting of the Annual General Meeting held on 15 June 2021. The Board Members Report (including the Strategic Report) were approved and authorised for issue by the Board of Directors on 16 November 2021 and signed on behalf of the Board.



Professor Janusz Jankowski
Chair of the Board
16 November 2021

Independent auditor's report to the members

We have audited the financial statements of the University College of Osteopathy (the 'Institution') for the year ended 31 July 2021 which comprise the statement of comprehensive income, the statement of changes in reserves, the balance sheet, the 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).

In our opinion:

- the financial statements give a true and fair view of the state of the Institution's affairs as at 31 July 2021 and of its income and expenditure, gains and losses, changes in reserves and cash flows for the year then ended. They take into account relevant statutory and other mandatory disclosure and accounting requirements, and the requirements of the OfS;
- the financial statements have been properly prepared in accordance with the financial reporting standards (FRS102) and the Statement of Recommended Practice Accounting for further and higher education and relevant legislation;
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006;
- in all material aspects, funds received for specific purposes administered by the Institution have been applied only for the purposes for which they were received and managed in accordance with relevant legislation;
- in all material respects, 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; and
- the requirements of the Office for Students' accounts direction to higher education institutions have been met.

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

- Grant and fee income, as disclosed in the note to the accounts, has not been materially misstated; and Expenditure on access and participation activities for the financial year has not been materially misstated.

Basis for opinion

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

Conclusions relating to going concern

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 charitable company'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 members are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we

Independent auditor's report to the members

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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Board members' report, which is also the directors' report for the purposes of company law, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Board members' report, which is also the directors' report for the purposes of company law, including the Strategic Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Institution and its environment obtained in the course of the audit, we have not identified material misstatements in the Board members' report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the statement of internal control included as part of the Corporate Governance Statement is inconsistent with our knowledge of the Institution;
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Board members' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Board members

As explained more fully in the Board members' responsibilities statement, the Board members (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board members are responsible for assessing the Institution'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 members either intend to liquidate the Institution or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of financial statements

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

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

Independent auditor's report to the members

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Institution through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Institution, including the Further and Higher Education Act 1992, Companies Act 2006, funding agreements with the OfS and associated funding rules, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to investigate the rationale behind any significant or unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of Board members' meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Board members and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the Institution's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Institution's members 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 Institution and the Institution's members as a body, for our audit work, for this report, or for the opinions we have formed.



Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6DL
22 November 2021

Statement of comprehensive income

	Notes	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Income			
Course fees	1,2	3,447	3,434
Funding body grants	1,2	834	884
Research grants and contracts	3	31	54
Other income	4	717	628
Investment Income	5	52	31
Donations and endowments	6	106	15
Total Income		5,187	5,046
Expenditure			
Staff costs	7	3,116	3,275
Fundamental restructuring costs	8	97	156
Other operating expenses	10	1,474	1,528
Depreciation	12,13	290	310
Interest and other finance costs	9	148	165
Total expenditure		5,125	5,434
Surplus (Deficit) before other gains, losses and share of operating surplus		62	(388)
(Loss) on disposal of fixed assets		(19)	-
Gain (loss) on investments		186	(180)
Total comprehensive income for the year		229	(568)
Represented by:			
Endowment comprehensive income for the year		-	-
Restricted comprehensive income for the year		(48)	(218)
Unrestricted comprehensive income for the year		277	(350)
		229	(568)

56 All items of income and expenditure arise from continuing operations.

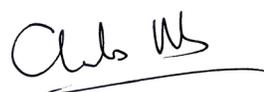
Statement of changes in reserves

	Income and expenditure account			Share Capital	Total
	Endowment £'000	Restricted £'000	Unrestricted £'000	£'000	£'000
Balance at 1 August 2019	12	765	5,901	1	6,679
(Deficit) from the income and expenditure statement	-	(218)	(350)	-	(568)
Total comprehensive income for the year	-	(218)	(350)	-	(568)
Balance at 1 August 2020	12	547	5,551	1	6,111
(Deficit)/Surplus from the income and expenditure statement	-	(48)	277	-	229
Total comprehensive income for the year	-	(48)	277	-	229
Balance at 31 July 2021	12	499	5,828	1	6,340

Statement of financial position

	Notes	2021 £'000	2020 £'000
Non-current assets			
Intangible assets	12	46	32
Tangible fixed assets	13	5,995	6,220
Investments	14	1,113	866
Social Investments	15	33	54
		7,187	7,172
Current assets			
Trade and other receivables	16	214	378
Cash and cash equivalents	20	2,624	2,507
		2,838	2,885
Less: Creditors: amounts falling due within one year	17	644	680
Net current assets		2,194	2,205
Total assets less current liabilities		9,381	9,377
Creditors: amounts falling due after more than one year	18	3,041	3,266
Total net assets		6,340	6,111
Share capital	19	1	1
Restricted Reserves			
Income and expenditure – endowment reserve	20	12	12
Income and expenditure – restricted reserve	21	499	547
Unrestricted Reserves			
Income and expenditure reserve – unrestricted		5,828	5,551
Total Reserves		6,340	6,111

The financial statements of the University College of Osteopathy, company registration number 146343 were approved by the Governing Body on 16 November 2021 and were signed on its behalf by:



Charles Hunt
Vice-Chancellor



Professor Janusz Jankowski
Chair of the Board

Statement of cash flows

	Notes	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Cash flows from operating activities			
Surplus (deficit) for the year		229	(568)
Adjustment for non-cash items			
Amortisation of intangible assets	12	15	10
Depreciation of tangible fixed assets	13	275	300
Loss on disposal of fixed assets		19	–
(Gain) loss on investments		(186)	180
Decrease in social investments	15	21	25
Decrease in debtors	16	164	(96)
Decrease in creditors	17	(45)	(46)
Adjustment for investing or financing activities			
Investment income	5	(52)	(31)
Interest payable	9	148	165
Capital grant income		(55)	(44)
Net cash flow provided by operating activities		533	(105)
Cash flows from investing activities			
Capital grant receipts		55	44
Proceeds from the disposal of non-current asset investments		100	1,138
Investment income		52	31
Purchase of intangible assets		(29)	(27)
Purchase of tangible fixed assets		(69)	(15)
Purchase of non-current asset investments		(161)	(1,242)
		(52)	(71)
Cash flows from financing activities			
Interest paid		(148)	(165)
Repayments of amounts borrowed	18	(216)	(206)
		(364)	(371)
Increase in cash and cash equivalents in the year		117	(547)
Cash and cash equivalents at beginning of the year	22	2,507	3,054
Cash and cash equivalents at end of the year	22	2,624	2,507

Statement of principal accounting policies

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 and in accordance with Financial Reporting Standards (FRS 102). The institution 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, except for investments which are stated at market value.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Basis of consolidation

As the subsidiary company has been dormant for the current and preceding years and has no material assets or liabilities, the UCO is not presenting consolidated financial statements.

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

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires members to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include the estimation of the useful economic life of tangible fixed assets and intangible assets for the depreciation and amortisation charge, and the estimation of the provision of bad and doubtful debts in relation to student debtors and loans issued.

Assessment of going concern

The Board assess whether the use of going concern is appropriate, i.e., whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the UCO to continue as a going concern. The Board make an assessment in respect of a period of at least one year from the date of authorisation for the issue of the financial statements. It has concluded that the long-term impact of COVID for the UCO's activities, including the effect on students, patients, staff, funders and the wider economy remains relatively uncertain. The UCO has steps in place to mitigate adverse impacts, as highlighted in the Financial review section. The surplus and increase in cashflow achieved in the year ended 31 July 2021 meant that the UCO met its current covenant requirements for the year.

As part of the Board's consideration of the appropriateness of adopting the going concern basis in preparing the Annual Report and Financial Statements, our financial plans and forecasts have been reviewed with assumptions based on the estimated continued potential impact of COVID and the clinic fire, along with our proposed responses over the course of the next 12 months. Our expected financial performance in 2021-22 is net income and net cash flow surpluses which will meet our loan covenant requirements.

Financial forecast scenarios have been prepared to reflect uncertainty in our income due to COVID, the re-opening of the clinic and the timing of receipt of donations. Under each scenario, viable mitigating actions have been assessed and can be initiated as and when required so supporting the UCO continuing to operate as a going concern.

In March 2020, the Board agreed a variation to its loan agreement to reduce the term of its variable rate loan from 31 August 2032 to 31 August 2022. The capital repayments remain as per the loan agreement signed August 2007 until 31 August 2022 with the outstanding balance of £1,061,000 repayable on this date. During the financial year 2021-22, the UCO and Barclays will engage in discussions on the refinancing of this facility. The Board will then decide whether it wishes to refinance or repay the loan. The UCO can also approach other lenders to request a refinance. Although the rate on this loan is likely to increase,

the Board believes it will have adequate incoming resources to cover the increase in interest payable should it decide to refinance. If the decision is to repay the loan, the UCO anticipates having adequate cash and investment asset resources within its unrestricted reserves to repay the loan in full.

The Board therefore judges it is appropriate for UCO to continue to prepare its financial statements on the going concern basis and that the uncertainty noted above does not cast significant doubt on that conclusion. The Board also judges that the UCO has adequate resources to continue in operational existence for the foreseeable future and thus it continues to adopt the going concern basis of accounting in preparing these financial statements.

Income recognition

Income from the sale of goods or services is credited to the statement of comprehensive income and expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

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

Statement of principal accounting policies

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

Grant funding

Funding Council grants are received direct from the Office for Students and are recognised in income over the periods in which the institution recognises the related costs for which the grant is intended to compensate. Where part of the grant is deferred, it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

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

Clinic income

Income from the clinic is recognised on successful delivery of an appointment. Payment is only made on the day of an appointment and therefore income is recognised on receipt.

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 institution is entitled to the funds. Income is retained within the restricted reserve until such time 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 institution 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 applied to the individual endowment fund.

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

Restricted donations

The donor has specified that the donation must be used for a particular objective.

Restricted permanent endowments

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

Capital grants

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

Pension scheme

The UCO operates a defined contribution group personal pension plan whereby it pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

Employment benefits

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

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.

Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

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

Land and buildings

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

Leasehold land and buildings are depreciated over 50 years.

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

Statement of principal accounting policies

Equipment

Equipment, including computers and software, costing less than £500 per individual item is recognised as expenditure.

All other equipment is capitalised.

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

Computer Equipment	4 years
General Equipment	5 years
Furniture and Fittings	5 years

Depreciation methods and useful lives are reviewed at the date of preparation of each balance sheet.

Borrowing costs

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

Intangible assets

Intangible assets are amortised over 5 years representing the remaining estimated economic life of the assets. They are subject to periodic impairment reviews as appropriate.

Investments

Investments are stated at market value at the balance sheet date. Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the Statement of Comprehensive Income and Expenditure and are credited (or debited) in the year in which they arise.

Social investments

Social investments are investments made directly in pursuit of the charitable purposes of the entity. These are in the form of loans to students and are held at cost, less any provisions to reflect non-recoverability.

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.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Taxation

The institution is an exempt charity within the meaning of Part 3 of the Charities Act 2011. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the institution is potentially exempt from taxation in respect of income or capital gains received within the categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section

256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The institution receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

Reserves

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

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

Notes to the financial statements

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
1. Sources of grant and fee income		
Grant income from the OfS	834	884
Fee income for taught awards (exclusive of VAT) (see note 2)	3,309	3,325
Fee income from non-qualifying courses (exclusive of VAT) (see note 2)	138	109
	4,281	4,318
2. Course fee income		
UK domicile full-time undergraduate students	1,824	1,673
UK domicile full-time postgraduate taught students	18	1
UK domicile part-time undergraduate students	1,057	878
UK domicile part-time postgraduate taught students	36	53
Total UK fees	2,935	2,605
EU domicile full-time undergraduate students	138	260
EU domicile full-time postgraduate taught students	-	29
EU domicile part-time undergraduate students	56	211
EU domicile part-time postgraduate taught students	4	11
Total EU fees	198	511
Non-EU domicile full-time undergraduate students	172	184
Non-EU domicile full-time postgraduate taught students	-	7
Non-EU domicile part-time undergraduate students	4	18
Total non-EU fees	176	209
Non-credit bearing course fees	111	92
FE course fees	27	17
	3,447	3,434

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
3. Research grants and contracts		
UK-based Charities	26	40
Other	5	14
	31	54
4. Other income		
Subcontracted in course fees	230	123
Clinic income	274	404
Insurance claims	145	-
Coronavirus job retention scheme	50	59
Other income	18	42
	717	628

Insurance claims include £80,917 to cover expenditure on fire damaged items and setting up a temporary clinic in our Borough High Street building, £35,838 of compensation for loss of capital items such as IT equipment and computers written off, and £28,568 to cover loss of clinic income.

5. Investment Income		
Interest on cash deposits	1	6
Dividends and interest on listed investments	51	25
	52	31
6. Donations and endowments		
Donations with restrictions	58	2
Unrestricted donations	16	13
Legacy income - unrestricted	32	-
	106	15

Notes to the financial statements

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
7. Staff costs		
Salaries	2,767	2,927
Social security costs	250	248
Pension costs	99	100
	3,116	3,275

A staff change management scheme was undertaken in the year ended 31 July 2021 and details of this can be seen in note 8 below. These costs have therefore been excluded above.

Total remuneration of the Vice-Chancellor who is employed full-time:	£	£
Salary	130,046	132,700
Bonus	-	-
Taxable Benefits	218	149
Pension Contributions	5,202	5,308
	135,466	138,157

Average staff numbers by major category:	No.	No.
Academic	48	59
Clinic	44	53
Research	8	8
Management and Fundraising	11	11
Property management	2	1
ICT	4	4
Facilities	1	1
	118	137

Average staff FTE numbers by major category:

	FTE	FTE
Academic	28	30
Clinic	22	25
Research	5	5
Management and Fundraising	10	10
Property management	2	1
ICT	4	4
Facilities	1	1
	72	76

Except for the Vice-Chancellor, noted above, no other employee received remuneration of £100,000 or more during the financial year.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the institution. They include the Vice-Chancellor, Deputy Vice-Chancellor (Education), Deputy Vice-Chancellor (Research), Dean of Academic Development, Head of Clinical Practice and Finance Director.

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Salary and benefits of key management personnel including employer's NIC and pensions.	523	535

Notes to the financial statements

Board members

Due to the nature of the institution's operations and the composition of the Board, being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Board may have an interest. All transactions involving organisations in which a member of the Board may have an interest, including those identified below are conducted at arm's length and in accordance with the institution's financial regulations and procurement procedures. Transactions totalling £18,255 (2020: £10,700) for GuildHE membership of which a board member is the Deputy CEO.

The trustees received no remuneration in respect of their services as board members. Certain members of the institution's staff served as board members and received remuneration (including pension contributions) for teaching and management amounting to £7,877 (2020: £7,814).

No board member has received any waived payments from the institution during the year (2020: none).

The total expenses paid to or on behalf of 2 board members was £60 (2020: £1,242 to 4 board members). This represents travel and subsistence expenses incurred in attending committee meetings and events in their official capacity. Expenses incurred by the Vice Chancellor were in the course of his duties.

8. Fundamental restructuring costs

In July 2020, a voluntary severance scheme was implemented and 19 staff were made redundant. The total cost was £156,000. In August 2020, a staff change management plan was implemented and completed in June 2021, at a total cost of £97,000. The UCO followed 'Guidance on decisions taken about severance payments in HEIs' published by the CUC, as per section 15 of the OfS accounts direction.

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
9. Interest and other finance costs		
Loan interest	148	165

10. Analysis of other operating expenses

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Staff related costs	176	225
Facilities & Estates	570	589
IT	135	117
Materials and consumables	58	30
Services	38	94
Stationery and printing	14	17
Marketing and communications	52	63
Professional fees and subscriptions	167	131
Student awards and bursaries	94	69
Bank charges	12	17
	1,316	1,352
Design and professional fees for potential new building	77	176
Expenditure related to the fire in clinic	81	-
	1,474	1,528
The above includes:		
External auditor's remuneration in respect of audit services	19	18
Operating lease rentals: Land and buildings	20	20
11. Access and Participation expenditure		
Access investment	149	190
Financial support provided to students	72	72
Support for disabled students	14	6
Research and evaluation	16	7
	251	275

The access investment expenditure for the year ended 31 July 2021 includes staff costs of £165,911 (2020: £174,720). The Access investment expenditure for the year ended 31 July 2020 has been restated to include all expenditure on the Access and Participation plan (APP) rather than the £90,000 APP countable expenditure disclosed last year. uco.ac.uk/life-uco/student-support/access-and-participation

Notes to the financial statements

12. Intangible assets

	Year ended 31 July 2021 £'000
Software	
Cost	
At 1 August 2020	68
Additions	29
At 31 July 2021	97
Amortisation	
At 1 August 2020	36
Amortisation charge for the year	15
At 31 July 2021	51
Net book value	
At 31 July 2021	46
At 31 July 2020	32

13. Tangible fixed assets

	Leasehold property £'000	Computers and video equipment £'000	Furniture, fixtures & equipment £'000	Total £'000
Cost				
At 1 August 2020	8,516	617	344	9,477
Additions	-	69	-	69
Disposals	-	(84)	(19)	(103)
At 31 July 2021	8,516	602	325	9,443
Depreciation				
At 1 August 2020	2,530	459	268	3,257
Charge for the year	170	81	24	275
Written off on disposal	-	(65)	(19)	(84)
At 31 July 2021	2,700	475	273	3,448
Net book value				
At 31 July 2021	5,816	127	52	5,995
At 31 July 2020	5,986	158	76	6,220

Analysis of leasehold property:

	2021 £'000	2020 £'000
Long leasehold	3,050	3,142
Improvements to the long leasehold property	2,766	2,844
	5,816	5,986

The leasehold properties are charged as security for the bank loan as disclosed in note 18.

On 7 November 2020, the long leasehold property was subject to damage due to a fire in the basement car park underneath the clinic. This resulted in some damage to the property and extensive repair work to the cabling which was undertaken during the year. This work and the refurbishment of the clinic was completed in September 2021 and the clinic reopened in November 2021.

Notes to the financial statements

14. Non-current investments

	Subsidiary Company	Other fixed assets investments	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000	£'000	£'000
Market value at 1 August 2020	1	865	866	942
Additions at cost	-	161	161	1,242
Disposal proceeds	-	(100)	(100)	(1,138)
Realised (loss) gain	-	(2)	(2)	118
Disposals at book value	-	(102)	(102)	(1,020)
Unrealised gain (loss)	-	188	188	(298)
Market value at 31 July 2021	1	1,112	1,113	866
Cost of listed investments	1	1,048	1,049	976

Equity

	Market Value Year ended 31 July 2021 £'000	Market Value Year ended 31 July 2020 £'000
- UK Investment Grade Bonds	28	28
- Emerging Market Credit Bonds	21	22
- Telecommunications Service Providers	25	25
- Investment Banking & Brokerage	26	18
- Life Assurance & Non-life Insurance	64	48
- Real Estate Investment Trusts	83	57
- Household Goods & Home Construction	41	33
- Beverages	24	18
- Industrial Transportation, Metals & Mining	116	12
- Oil, Gas & Coal, Water & Multi-utilities	71	132
- UK Investment Companies	195	137
- European Investments	136	104
- North American Investments	-	53
- Asia Pacific Investments	96	83
- Global Investments	110	96
Diversifiers		
- Infrastructure Funds	77	-
	<u>1,113</u>	<u>866</u>

Investment in subsidiary company

On 20 May 1999, the UCO invested £1,000 in the BSO Trading Company Limited, a company registered in England and Wales. This investment represents 1,000 ordinary shares of £1 each, being the whole of the issued share capital of the company.

These shares were fully paid up on 9 March 2000.

During prior years as well as the year ended 31 July 2021 the company did not trade. Its reserves at 31 July 2021 were £15 (2020: £15).

Notes to the financial statements

15. Social investments

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Amounts due from loans to students	33	54

UCO Student Loans are repayable in 60 monthly instalments within five years following graduation, or immediately on leaving without graduating.

16. Trade and other receivables

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Amounts falling due within one year:		
Trade receivables	13	160
Other receivables	-	12
Prepayments	171	187
Accrued income	30	19
	214	378

17. Creditors: amounts falling due within one year

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Secured loans (see note 18)	225	216
Trade payables	120	128
Other payables	54	74
Social security and other taxation payable	64	62
Accruals	181	202
	644	680

Other payables include £8,000 received in advance from the insurers to cover expenditure in the next financial year not yet incurred. This expenditure resulted from the fire at our clinic building in Southwark Bridge road in November 2020 and includes compensation for the loss of fire damaged items and relocation costs. The total amount estimated in 2021-22 is £150,000 - £200,000.

18. Creditors: amounts falling after more than one year

	Year ended 31 July 2021	Year ended 31 July 2020
	£'000	£'000
Secured loans	3,226	3,482
Analysis of secured loans:		
Due within one year (see note 17)	225	216
Due between one and two years	1,203	225
Due between two and five years	477	1,510
Due in five years or more	1,361	1,531
Due after more than one year	3,041	3,266
Total secured loans	3,266	3,482

The amount above comprises of the following loans:

- A loan in the sum of £3,100,000 from Barclays to finance the acquisition of the long leasehold property in Southwark Bridge Road in August 2007, repayable over 25 years at a fixed interest of 6.38%.
- A second loan in the sum of £2,069,000 from Barclays Bank PLC to finance the fit-out to the long leasehold property in August 2007 repayable on 31 August 2022 at a rate of 0.75 above LIBOR.

The total capital loan repayments during the year amount to £215,897 (2020: £206,455). Both loans are secured on the properties 275 Borough High Street and 98-118 Southwark Bridge Road.

In October 2021, the Board agreed a letter of variation with Barclays related to the cessation of LIBOR and the transition to a new rate for its loan with a variable rate of interest based on the Bank of England base rate. This does not have a material effect on the rate or interest payable.

Notes to the financial statements

19. Share capital

	2021	2020
	£	£
Ordinary shares	482	482
“B” shares (with no voting rights)	94	94
Share Premium	396	396
Total	972	972

	Authorised		Allotted, issued and fully paid	
	2021	2020	2021	2020
	£	£	£	£
Ordinary shares of £1 each	4,906	4,906	482	482
“B” shares of £1 each	94	94	94	94
Total	5,000	5,000	576	576

20. Endowment reserves

Restricted net assets relating to endowments are as follows:

	Restricted permanent endowments	2021 Total	2020 Total
	£'000	£'000	£'000
R K Hardy Prize Fund	12	12	12

This is a memorial fund established on 7 May 1993. The interest on the capital, which is used to give a graduation prize to one student annually, is recognised as income within restricted reserves.

The R K Hardy Prize Fund was registered on 23 August 2002 as a subsidiary charity, registration number 312873-1, with a permanent endowment fund and linked to the UCO. For the purpose of these accounts the charity is accounted for as a restricted permanent endowment on the basis that the management of its assets is undertaken by the institution.

21. Restricted reserves

Reserves with restrictions are as follows:

	Donations	2021 Total	2020 Total
	£'000	£'000	£'000
Balances at 1 August 2020	547	547	765
Research grant	-	-	10
New donations	58	58	2
Expenditure	(106)	(106)	(230)
Total restricted comprehensive income for the year	(48)	(48)	(218)
At 31 July 2021	499	499	547

Donations include £17,000 towards loss of clinic income and costs of the clinic fire which was spent during the year.

	2021	2020
	£'000	£'000
Analysis of restricted reserves balances by type of purpose:		
Research grant	50	86
UCO Student fund	223	239
Scholarships and bursaries	42	-
Prize funds	184	190
Community clinics' funds	-	3
Capital fund	-	24
Other	-	5
	499	547

Notes to the financial statements

Research grant

The Alan and Sheila Diamond Charitable Trust generously provided funding for research into the prevention, treatment and cure of the effects of Peripheral Neuropathy. This project is a 3-year fully funded PhD programme in collaboration with Imperial College London and started in September 2019.

UCO Student fund

This was established on 7 April 1992. The fund provides funding to students who demonstrate the ability to qualify as osteopaths but have limited resources to pay their fees.

Scholarships and bursaries

Scholarships and bursaries include £1,690 raised by Professor Martin Collins who organised a virtual London bus tour and £40,000 donated by the Birmingham and District Osteopathic clinic to create The Vaughan McDermott Bursary fund to provide financial assistance to a promising student who preferably has resided in or has a connection to the West Midlands.

Prize funds

Prize funds consist of the following:

- the Sven Svenson Bursary Fund which was set up by Dame Beryl Grey DBE in memory of her late husband who was an osteopath to provide an award to a final year student who demonstrates exceptional promise.
- the Lutchman Naidoo Practical Skills Prize Fund which was part of a legacy bequeathed to the UCO in the sum of £200,000. A prize is awarded annually to a student at graduation.

Community clinics' funds

These funds enabled the UCO to deliver free treatment to older people, children and homeless people in the local community. Each of the UCO's outreach community clinics provide excellent osteopathic care to some of the most vulnerable people within our society. Currently, these clinics have stopped running due to COVID and we will monitor how we can return care in these settings in a safe environment. The clinics are funded through donations and these have reduced significantly so we may have to review our ability to continue to support them. We are hoping to seek donations in the coming year which will enable us to reopen these clinics in the future.

Capital Fund

As part of the Lutchman Naidoo legacy, £200,000 is to be spent on costs associated with a new building or in the improvement or redevelopment of the existing building. During the year £24,000 of this fund has been spent on the design and professional fees for a potential new building.

22. Cash and cash equivalents

	At 1 August 2020	Cash flows	At 31 July 2021
	£'000	£'000	£'000
Cash and cash equivalents	2,477	132	2,609
Investment bank account	30	(15)	15
	2,477	117	2,624

23. Students' Union

The institution holds £7,082 in separate bank accounts on behalf of the UCO Students' Union (2020: £4,520).

24. Lease obligations

Total rentals payable under operating leases:	Land and Buildings	Total 31 July 2021	Total 31 July 2020
	£'000	£'000	£'000
Payable during the year	20	20	20
Future minimum lease payments due:			
Not later than 1 year	20	20	20
Later than 1 year and not later than 5 years	80	80	80
Later than 5 years	660	660	680
	760	760	780

The University College of Osteopathy has two properties, both purchased under long leasehold arrangements. The Clinic at 98-118 Southwark Bridge Road is subject to a £350 per annum peppercorn rent until the lease expires in the year 3000 whilst the Teaching Centre at 275 Borough High Street is subject to a £20,000 per annum rental charge (liable for a review in 2026) until the lease expires in 2059, which has been disclosed above.

25. Pension scheme

The institution operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the institution in independently administered funds. Contributions paid by the institution to this scheme, on behalf of 116 staff (2020: 112 staff) amounted to £98,439 (2020: £99,891).

26. Ultimate controlling party

The members do not believe there is an ultimate controlling party of the University College of Osteopathy in the year ended 31 July 2021 or 31 July 2020.

University College of Osteopathy
Registered Office: 275 Borough High Street, London SE1 1JE
Company registration number: 146343 (England and Wales)
Exempt Charity

For further information, please contact:

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