

Registered Charity No. 1141998

Students' Union Royal Holloway University of London

Annual Report and Accounts

For the Year Ending 31 July 2018

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2018

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REPORT OF THE TRUSTEES
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1. Trustees & Students' Union Information

Charitable Status

Students' Union Royal Holloway University of London (known as Royal Holloway Students' Union 'RHSU') is an unincorporated charity established under the Education Act 1994 and registered with the Charity Commission (No. 1141998) since 19th May 2011, when Students' Union connected with exempt higher/further education institutions were removed by section 11(9), Charities Act 2006, from the list of exempt charities in Schedule 2 to the Charities Act 1993.

Principal Address

Students' Union Royal Holloway University of London
Egham Hill
Egham
Surrey
TW20 0EX

The Trustee Board 2017/18:

President (Chair)	Natasha Barrett
Vice-President Education	Clement Jones
Vice-President Welfare & Diversity	Yi Thong Wong
Vice-President Societies & Media	Pippa Gentry
Vice-President Sports & Development	Stephanie Milne

Student Trustee 1	Josip Martincic
Student Trustee 2	Rochelle Jiongco
Student Trustee 3	Luke Tibbetts

External Trustee 1	Andrew McMenamin
External Trustee 2	Kirsten Thompson
External Trustee 3	Zhoufang Wei
External Trustee 4	Peter Elliot
External Trustee 5	Jane Broadbent

The Trustee Board 2018/19:

President (Chair)	Clement Jones
Vice-President Education	Jack O'Neill
Vice-President Welfare & Diversity	Yi Thong Wong
Vice-President Societies & Media	Holly Hughes
Vice-President Sports & Development	Dominic Brown

Student Trustee 1	Jordan Robins
Student Trustee 2	Marco Benedettelli
Student Trustee 3	Priyanga Sivagnanam

External Trustee 1	Andrew McMenamin
External Trustee 2	Kirsten Thompson
External Trustee 3	Zhoufang Wei
External Trustee 4	Peter Elliot
External Trustee 5	Jane Broadbent

Auditors

Crowe U.K. LLP
Aquis House
49-51 Blagrove Street
Reading
Berkshire
RG11 1PL

Bankers

Barclays Bank PLC
46 High Street
Egham
Surrey
TW20 9EP

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RHSU employed a Chief Executive Officer to work closely with the Trustee Board and ensure effective management of the charity as head of a senior management team, listed below:

Chief Executive	Tom Flynn
Head of Trading Services (Deputy CEO)	Max Ross
Head of Membership Support & Engagement	Abi Jesson
Head of Finance & Business Reporting	Rob Scully
Head of Marketing & Communications	Michael Bailey (from 1 April 2018)

External Affiliations

Under the Education Act 1994, the Union is required to report to its members, on an annual basis, all current external affiliations. As at 31 July 2018, the Union was affiliated to the following organisations:

- The National Union of Students
- British Universities and Colleges Sport (BUCS)
- London Universities Sport Leagues (LUSL)
- London Nightline
- National Council of Volunteer Organisations (NCVO)

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2. Structure, Governance & Management

The Trustees submit their annual report and financial statements for the year ended 31 July 2018. In preparing this report, the Trustees have complied with the Charities Act 2006, the Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005) ('the Charity SORP') and the constitution of RHSU. The Trustee Board present their Annual Report for the year ended 31 July 2018, which includes the administrative information set out on page 1, together with the audited accounts for that year.

Structure of RHSU

RHSU is an unincorporated association and a registered charity, registration number 1141998. RHSU is a membership organisation that is governed by a written constitution and via democratic structures detailed in its constitution. Students of the Royal Holloway University of London automatically become members of RHSU as soon as they enrol at the University. Students have the right (under the Education Act 1994) to opt-out of Union membership; once their student status at the Royal Holloway ends they lose their membership of RHSU. The Union's constitution is reviewed at least every five years and any changes approved by the membership, through All Student Meeting or Referendum, and by Royal Holloway, University of London, through its College Council. The constitution was revised and approved most recently in June 2016.

The Union's constitution provides for the following democratic structures:

- Referenda and elections
- All Student Meetings (including an Annual General Meeting)
- Councils (representing a variety of different subjects)
- 8 elected trustees (out of 13)

A Referendum may be called at the written request of 200 or more full members of the Union, or by a motion calling for a referendum passed by an All Student Meeting. An All Student Meeting is the main democratic body where decisions are made and Union policy is agreed. All full members shall have the right to attend, speak and vote.

Governance

The Union's Board of Trustees consists of five Sabbatical Officers, three Student Trustees and five External Trustees. The Sabbatical Officers are elected by and from the Union's membership on an annual basis, serving from 1 July to the following 30 June. The Sabbatical Officers work full-time for the Union, receiving a salary and completing a portfolio of duties, alongside their role as trustee of the Union. External and Student Trustees do not receive any allowance. Sabbatical Officers may stand for re-election for a second year but, under the Education Act 1994, may only serve for two years in total.

The Student Trustees are also elected by and from the membership, but the Student Trustees are not employed by the Union and do not receive an allowance; they serve a one year term of office. The External Trustees are appointed via an open recruitment process and serve a three year term of office, and can be reappointed for a further term subject to Board of Trustees approval.

The Student Trustees receive a comprehensive induction during July and August each year, co-ordinated internally by the Chief Executive Officer. The programme includes internal training and courses as well as attendance on courses run by the National Union of Students. The Board meets at least four times a year, with the Chief Executive Officer in attendance acting as Secretary and chief advisor. The Board of Trustees works to ensure that the resources of RHSU are best used to deliver the vision, mission and values.

In summer 2018, the Trustees and Chief Executive have undertaken a review of the organisation's governance, using the Charity Governance Code as a benchmark. The review was well received and no significant area of concern or non-compliance was identified. A small number of relatively minor improvements and changes have been recommended and will be implemented over the coming year, including formal Chair training, a policy and legal 'register and checklist' for ease of referral and formalising the annual effectiveness review.

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Management

The trustees are responsible for ensuring that the Union is working towards its mission and delivering its charitable purpose. The trustees are responsible for approving the strategy, major plans (including the annual budget and long-term financial goals) and policies of the Union and for ensuring that these are implemented. The trustees delegate much of the day-to-day running of the Union to the Chief Executive and Senior Management Team, who oversee the Union's approximately 350 individual staff. At 31 July 2018 the Management Structure of the Union was based around three 'departments', each headed by a head of department who reports to the Chief Executive Officer.

In 2017/18 the trustees utilised a number of formal subcommittees of the Board:

- Finance, Staffing & Risk Committee: responsible for detailed scrutiny of the Union's finances and HR performance, and taking delegated responsibility for the management of major risk items.
- Appointments & Remuneration Committee: responsible for making appointments to the Board, and for performance managing (and agreeing the remuneration) of the Chief Executive.
- Student Activities Grant Committee: responsible for allocating funds to the various student groups supported by the Students' Union.
- Management Committee: responsible for the day to day operation of the Students' Union.

The Union also has further scrutiny committees, for example Health and Safety committee, but as part of the management arrangements of the Union rather than as part of its governance arrangements. These committees operate to terms of reference, approved by the Board of Trustees.

Risk Management

The Board of Trustees has examined the major strategic and operational risks faced by RHSU. A risk register has been established to mitigate future challenges. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers and participants on all activities organised by the Union.

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3. Trustees' Report: Objectives, Activities & Impact

SECTION A: OVERALL RESULTS

The Strategic Plan

The Students' Union's strategy clearly sets out what we want to achieve, how we mean to get there, and what type of organisation we want to become. Our mission is simple: we're here to make student life better at Royal Holloway. And there are five key aims setting out how we'll do this:

1. Improve students' education
2. Make campus fun
3. Look after students' wellbeing
4. Make students more employable
5. Empower students to change the world around them

Our KPIs for these aims are measured using a combination of two different data sources. Firstly, participation and engagement levels, which we measure for all our services and activities. And secondly, attitudinal data which we measure through our annual membership satisfaction survey (Rate Your Union) – this year we had 1,330 students completing it over two weeks, representing around 15% of the student population.

Our Overall Goals

For our two overall KPIs, we measure both the impact on and satisfaction of students with the organisation. This year we have seen a second successive strong increase in the results for each question, both in terms of overall positive score as well as converting more individuals into the two top strongly agree categories. Overall, this demonstrates we have made sustained progress against our mission statement, against our baseline data from 2016.

This was reflected by the fact we were shortlisted for the sector's most prestigious award – Students' Union of the Year – awarded by the National Union of Students.

Target: 80% of students are satisfied with the Students' Union at Royal Holloway		
Year	% Agree	% Definitely/Mostly Agree
2018	88.0	69.6
2017	84.6	65.0
2016	81.6	60.0

Target: 80% of students agree we have a positive impact on their life at Royal Holloway		
Year	% Agree	% Definitely/Mostly Agree
2018	80.5	61.5
2017	80.0	59.4
2016	73.7	51.4

Understanding Our Satisfaction and Impact Scores

This year we were also able to develop Rate Your Union further, asking questions regarding student satisfaction with our specific services and activities, and gaining a richer insight into our performance and the challenges that we face. In addition to this, we have worked with the Department of Mathematics in the College, recruiting and employing a final year statistics student to undertake a significant piece of further formal analysis on the data. Using a logistical regression model, we have been able to better understand some of the key drivers behind our two overall scores – although as you would expect, the analysis is partially limited by the sample sizes of specific variables. In particular, we have looked at the relationship between participation in our key activities / services, and whether students are satisfied with the organisation / believe we have a positive impact on their lives.

The analysis indicates the following key findings, which are used to inform the 'Looking Forward' segment of the report below:

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Result one: increasing participation drives satisfaction and impact

There is a positive correlative relationship between 'level of participation' within the Students' Union, and a more positive score on both overall measures of satisfaction and impact. The more a student interacts with the Union, the happier they are with us, and the bigger impact we have on their lives. This indicates that total engagement should be a priority – something anecdotal evidence has always supported.

Result two: all of our activities and services effect levels of satisfaction and impact

Although certain services or activities have a larger effect than others, the data does not indicate that a particular *type* of service or activity has a notably larger effect than any other. The model shows a mixture of our trading, membership and transactional activity types in the top ten statistically significant effects on overall satisfaction and impact. To put it in more simple terms, the results show that being a member of sports club committee, for example, has roughly the same effect on overall satisfaction with the Union as whether students attend a Wednesday or Friday club night in the venue. The entire range of our services and activities are important – even those that we might deem 'more transactional' in nature and often entail a commercial relationship.

Result three: levels of overall satisfaction are higher with certain activities and services

The descriptive analysis of the data shows that levels of strong satisfaction (i.e. those who choose definitely or mostly satisfy) with our trading services is, on average, slightly lower than that for our membership activities. This is mostly driven by a high proportion of respondents selecting 'slightly satisfied', and is notable if the particular service also scores highly in terms of its effect on overall satisfaction. This is more significant for the Union Venue, Medicine and The Packhorse, than it is for the Union Shop, Summer Ball or Freshers' Festival.

In order to understand this, we asked students to explain their answers with a free text box. The coding and thematic analysis of the qualitative data shows that the overwhelming driver behind this is value for money – where there is a perception that some services are priced too highly, or in the case of some (i.e. Medicine), that the service is just below the standard they expect. This is a common result for all Students' Unions who operate via a social enterprise funding model. Some of this is perception and can be mitigated by targeted communication campaigns (e.g. our innovative value for money hub), some reflects the nature of our operating model, and some can be addressed through work with suppliers and reducing prices where possible.

Informing Our Revised Strategy

The satisfaction model therefore suggests that there are two broad categories of tactic that we might employ to improve our scores in this area. We can either reduce prices of some of our trading services – raising satisfaction levels but generating less revenue to invest in delivering impact, or we can continue to increase our engagement. Each tactic has a corresponding result, mapped out below.

	<i>Level of Satisfaction</i>	<i>Level of Impact</i>
Reduce Prices	Faster increase	Decrease
Increase Engagement	Slower increase	Increase

Our Trustees have made the explicit choice to continue to focus on increasing engagement, acknowledging the effect this will have, and are confident this represents the most appropriate way forward to deliver our charitable objects.

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Our Year in Numbers

To give you a brief snapshot of what we've been up to, here are a few of our key numbers:

£1.4m spent on delivering our charitable services, activities and representation for students
£876,026 in block grant funding provided by the College
£731,481 paid to student staff in salaries
655,541 visits to our website (up 25%)
£480,000 in funding for the charity generated by our various trading services
67,019 tickets sold for events in our venues, with 56,175 of these online
55,695 passport points awarded to students through SU activities
62,304 meal deals sold in the Union Shop
25,130 Facebook likes across all our different pages
£16,773 spend directly on training new student staff
13,283 votes cast in our student group elections
3,400 Summer Ball guests
2,919 voters in the main SU elections representing a record turnout of 28%
2,250+ NUS Extra Cards being used by Royal Holloway students and graduates to save money
2,242 students involved in at least one society
2,288 unique students engaged through our new Give It A Go programme of events and trips
1,613 students involved in at least one sports club on campus
1,258 applications for student jobs
772 cases opened by our Advice Centre, with 617 general visits
830 shifts for student Duty Managers across the Students' Union
739 committee members supported to run their activity groups
412 students employed by the Union
311 Course Reps elected
256 members of our media groups
225 entertainment events in our venues (up 7%)
176 Course Reps inducted and trained
149 active and ratified student groups (up from 148)
163 Give it a Go and taster session events run on campus (up 200%)
127 different *bright ideas* submitted by students via our online platform
108 different active student societies on campus
92 values awards given out to student and permanent staff for exceptional performance
60 different housing contracts formally checked by our Advice Centre
41 sports clubs representing Royal Holloway
39% average read rate of our weekly all student newsletter
29 different candidates standing for election in March
5 elected Sabbatical Officers representing students within the College

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SECTION B: LOOKING OUT

First and foremost, we're a membership organisation. That means it's essential that we're focused on supporting and engaging students, providing services and opportunities in line with our five aims. In this section we'll give a bit more detail of our activities.

Theme 1: Improve students' education

Last year we identified this particular aim as our priority for the 2017/18 academic year, as we focussed the Union's work on an area that is common to every single one of our members – the quality of their educational experience. We have seen the result of this investment, and for the second successive year there has been an increase in our satisfaction score for this theme – up 7.5 percentage points in the two most strongly agree categories.

Target: 80% of students agree we play a positive role in improving the quality of their education		
Year	% Agree	% Definitely/Mostly Agree
2018	78.2	60.0
2017	73.1	52.5
2016	67.0	45.1

Had our first year with a full time Vice President Education

Elected in April 2017, the Union has had its first full year with an elected sabbatical officer entirely dedicated to the education portfolio. In the past this has been shared with either the President or Vice President Welfare & Diversity, splitting the focus of the individual post holder. The impact of this change has been substantial, as it has directed our work in this theme and, importantly, demonstrated clearly to the wider student population the impact that the Union has. The volume of activities we've been able to deliver has increased significantly, as evidenced below (particularly when you compare the past two years of this report).

Conducted a comprehensive review of academic representation and engagement

We undertook our largest ever piece of primary research, analysis and stakeholder engagement for a single project. We funded and directed a large scale review of academic representation and engagement within the College, looking at both the College's and Students' Union's activities. This consultation included:

- Multiple focus groups with students
- A consultation with members of our Education Council
- A discussion with members of the Royal Holloway 100 panel
- 1-2-1 meetings with senior University and Students' Union staff
- Focus groups with department staff (both academic and professional services)
- A review of over 500 pages of research, policy and other documentation

The outcome of the review has yielded a three year road map to transform how academic representation will drive positive educational change at Royal Holloway, and contained over 40 different improvement recommendations. The most substantial of these include:

- An agreed purpose for academic representation shared by all stakeholders
- More clarity for the structure and the levels at which academic representation takes place
- A defined partnership agreement between the College / SU for the delivery of all support activities
- The agreement for the SU to conduct elections of all representatives, increasing transparency
- A commitment to a new digital platform for representatives to engage their students
- The formal identification in every academic department of an academic and professional services staff lead
- The introduction of a year-long training and development programme for representatives
- A substantial change in how we recognise representatives and staff, celebrating their success

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Supported more Course Reps than ever before

As the review has taken place, we've continued to improve our support for course reps, working more closely with academic departments. This year we've engaged 311 representatives with 176 attending our training and induction programme (which represents an increase from 45% to 57% this year). Some examples of the positive changes we've supported representatives to achieve this year are:

- Two course reps from Media Arts worked with their department to get additional resources within a computer lab, ensuring they were able to complete their work with sufficient equipment.
- A course rep in Music proposed, and had accepted, a new coversheet for assessments which will help students know how to improve in relation to the marking scheme.
- A postgraduate rep in Management lobbied their department to allow an assessment grading to be moderated after a piece of coursework was returned late, so they could not use that feedback to improve.
- A group of course reps within English worked with their department to produce content warnings for lectures where sensitive topics were being discussed.
- A course rep from Physics negotiated a deadline being moved to avoid several deadlines within a very short time frame.

In addition, this year we reshaped our annual Student Voice Conference to be focussed on Course Reps, with our largest attendance of staff and students to date. The event hosted a number of speakers on issues ranging from the College's *integrated academic strategy*, to how representatives can be better supported to make positive changes.

Commissioned a major research project on student perceptions of 'teaching excellence'

Working with a consortium of 26 other Students' Unions, we funded and directed a major piece of national research focussed on what students perceive to be 'teaching excellence'. The survey was completed by over 9,000 students from 123 different HEIs, and has helped inform policy discussions at both an institutional and national level. This includes reshaping the debate on TEF, where the analysis shows student support for a government backed exercise looking at the quality of teaching at institutions. The research gained significant media attention, and was covered by both the Times Higher Education and WonkHE.

Commissioned a major research project on student perceptions of 'value for money'

Following on from the 'teaching excellence' research, the Office for Students (OfS) then approached the same consortium of Students' Unions to commission a second piece of in depth research, this time looking at the topic of value for money in higher education. Again, the analysis was covered significantly in the media, and has triggered a debate within both OfS and the Department for Education (DfE) on topics such as which services are expected to be covered by a tuition fee, and importantly, how this information can be better communicated to students.

Secured a range of policy changes on academic feedback

On the back of sessions at the 2016/17 Student Voice Conference, we have worked with the College to improve its policy on academic feedback – with multiple changes passed through Academic Board in 2018. These include an agreement of the three key principles behind feedback that should be adopted by all staff, and importantly, the clarification of the guaranteed 20 working day turnaround time for assessed work other than formal examinations.

Won a place on a sector wide research project into how institutions engage BAME students

Across the sector, BAME students perform comparably worse in their studies than their white equivalents. This is also true at Royal Holloway, where the attainment gap is roughly 10%. Over the course of this year we have continued to run our *Liberate Your Curriculum* campaign, bringing the spotlight to the issue, and challenging individuals to consider how their services, courses and teaching can be made more inclusive. We have also been successful in gaining a place on a national research project, led by The Student Engagement Partnership (TSEP), looking specifically at how universities can respond to this challenge and make progress for BAME students.

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Worked with the College to help the new Library respond to student feedback after its opening

The Davison Building opened its doors in September 2017, and marked an important development for the College and student population. As with all buildings, there were inevitable teething issues as new services settled in, and students adapted to the increase in provision. The Students' Union played an active role gathering feedback (i.e. inviting senior staff from the Library to one of our Education Councils), identifying solutions, and communicating these back to students.

Consulted with students on potential changes to the academic year structure

The College's consultation on the shape of the academic year looked at a range of issues, solutions and options – including moving exams, the start/end dates of term, and whether we should move to two longer teaching periods. We were an active part of the steering group for the project, and led a consultation with students to gauge whether an appetite for change existed. Ultimately, mixed support from all communities (academic, professional services and students) led to a decision to halt the consultation and not pursue any change.

Represented students on periodic reviews

We've continued to play a key role in the College's Periodic Review Process, with elected officers sitting as members of the panels. This year we participated in reviews for the Educational Development Centre, the Centre for Professional Studies, and the School of Maths and Informational Security Group. Some examples of positive changes made within departments on the basis of these reviews as a direct result of the student voice include:

- The Centre for Professional studies agreed changes to their staff / student committee structure, making centre-wide changes on the basis of student feedback easier.
- Maths reps asked to identify and incorporate some courses into the curriculum that led to enhanced employability. A particular priority identified by the panellists and students was to build programming experience into the degree programmes.

Grew our academic advice service substantially

Our Advice Centre continues to grow, with over 330 cases specifically related to academic issues this year. This is up substantially from 120 in 2016/17 (a 64% increase), and represents changes to our staffing model – to focus our efforts in this area. We have supported students on a range of matters ranging from academic integrity, appeals and mitigating circumstances guidance.

Continued our programme of academic advice outreach

We have continued the development of an academic outreach programme, helping to prevent students making well known mistakes in their studies. This included increasing our communication with students via targeted news stories and blogs, as well as putting on a number of roadshow type events at key periods.

Theme 2: Make campus fun

Our second theme focuses on bringing a bit of fun on to campus, and making sure students enjoy their time at Royal Holloway. When asked to describe the Union in one word during Rate Your Union 2018, the top answer for the third year running from students was 'fun' – reflecting our continued strength in our work delivering this aim. Starting from a high baseline, we have seen a second successive rise in satisfaction.

Target: 80% of students agree we provide services, events and activities that are entertaining and fun		
Year	% Agree	% Definitely/Mostly Agree
2018	90.3	71.9
2017	87.8	68.4
2016	85.3	63.1

Continued to ensure students loved their first few weeks on campus

Working in partnership with the College, we again played a central role in the first few weeks of the academic year, running a range of events, trips and activities to help students settle in. This included the usual range of late night entertainment events, but also some popular new additions including a Colour Run, Treasure Trail and our biggest Freshers' Ball in Founders' North Quad to date. On top of this, we recruited, trained and managed a team of over 200 volunteers spread out over campus for the week, helping students with any problems they encountered.

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Won a gold at the NUS Best Bar None awards

Best Bar None is an accreditation scheme supported by the Home Office and the drinks industry. It is aimed primarily at promoting responsible management and operation of alcohol licensed premises. For the Students' Union, the scheme shows our commitment to ensuring all students have access to licensed premises that promote responsible alcohol retailing and provide a safe venue to visit.

Grew the events programme in our venues for the third year running

We continued to develop our entertainment offer across campus, both in the main Students' Union building and Medicine, as well as our new pub The Packhorse. In total we put on 225 events in our venues (last year 211), selling 67,019 tickets (last year 66,654), and serving over 26,000 pints of cola. Some acts we attracted this year include:

- Scouting for Girls
- Fekky
- Daniel P Carter
- Jax Jones
- Yxng Ban

Significantly developed our day time events and Give it a Go programme

In 2017 we launched a new stream of work, focussed around three key themes:

- The introduction and support of taster sessions for students to try out clubs and societies.
- The creation of a new programme of events and trips focused on inclusion, widening participation, and not tied to our venues.
- The support of students to run their own events on campus.

This year we have further grown the programme, running 99 events (nearly doubling last year's 53), supporting 64 group taster sessions, and engaging 2288 unique students – up 38% on the previous year. The events included 'crafternoons', cupcake decorating, the 'lizard experience' – and we even brought a pop up 'escape room' to the Students' Union for an afternoon for groups of friends to tackle.

Supported more student-led groups than ever before

Our student-run clubs and societies continued to provide students with the opportunity to represent the College across a wide range of sports and socialise with like-minded individuals in different societies. This year we continued our upward trend, with 149 ratified groups (up from 148 last year), 2,498 members of at least one society or media group and 1,613 sports club members.

Further professionalised our support for clubs and societies

We continued to professionalise how we support student-led groups, constantly looking at our systems and processes to ensure they are as simple and easy to use as possible. This year we concentrated on our annual grant allocation process, ensuring more groups than ever were supported with their bids, and our annual training conference for all committee members – with more groups and individuals attending than ever before.

Solved the issue of student group storage with Storage Inn

A longstanding issue for a number of student groups has been storage for the various pieces of equipment they use for their activities – items like pianos for performing arts groups, or even stage flooring. The creation of 'Storage Inn', replacing the unusable flooded pub beneath Medicine, has given us a long term solution, that also provides enough space for the continued growth of clubs and societies.

Hosted our first home Varsity against the University of Surrey

After making the trip over to Guildford in 2017, this year marked our first home Varsity competition, where we welcomed our rivals to the Royal Holloway campus. The event is a partnership between the Students' Union and the College's Active Lifestyle & Sport team, and involved over 2,000 students, 36 fixtures. Unfortunately, the Surrey Stags claimed overall victory with 53 points to 29 – that's two on the bounce for them.

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Developed our Colours and Socs Balls

Our Colours and Socs Balls continued to grow, moving location to the De Vere Beaumont Estate on the back of student feedback. These took place towards the end of the spring term, and celebrated amazing achievements of clubs, societies, media groups, their committees and their wider membership. We welcomed over 800 students and recognised 122 with awards for a mixture of commitment, impact and performance. Some of our students and groups have even gone on to receive national exposure, including Fencing who have been shortlisted for Club of the Year at the Annual BUCS National Awards.

Supported groups and the wider College with their large events

We continued to support student groups in the planning and running of large scale events on campus. This year we supported 82 student groups with their events, ranging from:

- A range of comedy open mic nights hosted in Medicine and Stumble Out
- A Night at the Dojo/Fight Night, where our MMA and Thai Kick Boxing clubs sold out the entire SU venue for night showcasing their talent.
- A showcase for Pole Fitness

Had our first full year of trading in our new community pub – The Packhorse

The Packhorse opened its doors at the end of the 2016/17, representing a large investment from the College and Students' Union in delivering another high quality food and drink service for not only students and staff – but also the local community. The pub has proved extremely popular with students (topping the list as our most preferred venue in Rate Your Union 2018), with the bookable meeting space upstairs being used by numerous student groups, College departments and other organisations. It has allowed us to broaden our event offer, with a regular Thursday indie music night, as well as put on a host of festival type activities including a gin festival, the football World Cup programme, and a street party for the whole community on the Royal Wedding date.

And we finished the year with our biggest ever Summer Ball headlined by Rudimental / The Pigeon Detectives

Our biggest event on campus again proved another record breaker – this year selling more tickets than ever, with over 3,400 guests and 40 different acts joining us to celebrate the end of the academic year. Each year we change things up, and in 2018 we added a larger second stage in North Quad, more food and entertainment stalls, and the Big Wheel made its return.

Theme 3: Look after students' wellbeing

The third strand of our plan focuses on the work we play in the wider College community regarding improving students' wellbeing, focussed around the health (both mental and physical) of students, their housing choices, and their financial context whilst studying. This area represents one of our toughest KPIs, as more often than not, only students who are directly impacted / engage with our Advice Centre recognise the work we do – something we are looking to address with more targeted messaging and communication.

Target: 80% of students agree we have a positive impact on their general wellbeing, housing or finances		
Year	% Agree	% Definitely/Mostly Agree
2018	66.6	45.5
2017	64.8	44.8
2016	60.0	37.2

Substantially grew the engagement, reach and impact of our Advice Centre

Demand for advice and support in the Students' Union has once again increased - a trend we have seen for the past three years. We had 617 visits (up from 560 last year), with 772 unique cases opened (up from 405) – which reflects the large number of 'group cases' we have seen with specific estate agent complaints. Our support has again ranged from academic advice, housing support and other general signposting/guidance. Some examples of the positive outcomes we've secured include:

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- Several students approached the Advice Centre following communication from one of the biggest local letting agencies, affecting approximately 400 students. The email outlined an apparently obligatory, but legally unfair and expensive tenancy check-out process. We reached out to students, resulting in over 100 advice appointments, and uncovered a series of malpractices. Students were advised about their tenancy rights and invited to return if they had any problems at the end of their tenancies. We also contacted the agency and had a series of meetings with its directors to discuss the issues, resulting in pledges to improve the treatment/experiences of student tenants.
- An undergraduate student emailed the Advice Centre for advice as one of her housemates was dropping out of university stating that the other housemates were worried about getting a council tax bill. We reached out to the student who was withdrawing and discovered that she only wanted to do so because she was not enjoying her course. The student did not realise that she had the option to change her degree. Our team gave her the information she needed to transfer onto a different degree. The student was able to continue her studies here.
- An undergraduate student was being harassed by a debt recovery department for rent owing on a student property deemed uninhabitable by the local council. The student had been homeless for three months and the agency was still demanding rent from them. Our advice team advocated for them, liaising with their parents (with their consent) and the letting agency until they were given written confirmation that tenancy agreement had been terminated.

Worked with the College to develop a long term strategy for the development of the campus Health Centre
Acting on some high profile student feedback, we have worked with the College to examine the current performance of the campus Health Centre, to understand where students are dissatisfied and where improvements can be made. An initial report from the VP Welfare & Diversity and Vice Principal (Student Experience) was produced and accepted, with a larger proposal to bring an independent consultant in to conduct a thorough review, looking at the entire service model and future requirements on the function.

Increased our work around sexual health, and brought STI testing back to campus

Whilst the Health Centre work has continued, we have taken some immediate steps to facilitate student access to some of the vital services that have been removed over the past year – in particular, the STI clinic. Working with a local charity, we have run a number of drop in sessions for students to get themselves tested – with over 122 students attending the first session alone. In addition to this, we have given out hundreds of sexual health goodie bags (with lots of important information and guidance contained in them), engaged 32 different student groups to run their own, and ran a number of events looking to destigmatise and open up discussions on sensitive issues.

Secured changes to the medical self-certification process

The initial review of the Health Centre highlighted a specific area that was both problematic for students, and represented a significant burden on the resources of the service – namely that one third of all appointments were being taken up with requests for letters to submit evidence for health conditions in order to secure an extension to an assessment deadline. Working alongside the College, a new policy has been formally adopted by Academic Board. This allows students on taught programmes to self-certify extensions of five working days, while requests for a ten-day extensions will be possible when adequate evidence is provided. Each student will be limited to two self-certifications per academic year.

Ran an innovate campus-wide campaign around sexual assault on campus

It is now well documented in numerous national studies that instances of sexual assault within higher education are increasing, and that students, Students' Unions and HEIs all have a strong role to play in preventing this. This year we ran a high profile campaign across campus, highlighting the data that shows on average, one in three female students will experience some form of sexual harassment and/or assault whilst studying. Aimed at both educating students on what consent means, and the role this plays within a healthy sexual relationship, we also used the opportunity to ask what more the Students' Union and College could be doing – with the results presented back to senior College staff in February 2018. We're now taking forward recommendations around anonymous reporting, mandatory consent training and the removal of gendered language from guidance for sexual assault victims.

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Developed and ran our first ever second hand academic book sale

Responding directly to student feedback, and part of our aim to support students financially through their studies, we launched our first ever second hand academic book sale – giving students the opportunity to sell unwanted items or buy them at a cheaper price than brand new. The first event was a huge success, with £1,757 being put back into students' pockets. Our intention is to run this in both autumn and summer terms each year.

Delivered equal printing credits for all students on campus

A key manifesto pledge for the VP Welfare & Diversity, we brought the inequality of printing credit allocation to the attention of the College – noting that international students were receiving less than the £10 free credits automatically given to home/EU undergraduates. After a quick discussion with IT, it became apparent the situation was a simple mistake, and was corrected. An easy win for students.

Launched a high profile (and probably long term) campaign on council tax for final years students

Unlike most other local authorities, Runnymede Borough Council has taken the decision to interpret the (legally mandated) student exemption for council tax as finishing at the point where the teaching term ends – rather than graduation. This ignores the fact that students are still on campus for this period, not working, and can be required to attend a viva voce to confirm their qualification. We have launched a high profile campaign to reverse this decision, with the support of the College, and have taken direct action bringing it to the Council's attention as well as seeking legal counsel on the matter.

Successfully relaunched the HouseSearch portal

In 2017 the College closed its private housing portal HouseSearch due to the operational and financial challenges it presented. After significant market analysis and benchmarking against other institutions, we relaunched the service in August 2017, ensuring the continuation of a service that helps students find accommodation in the local area. In year one we have advertised over 200 different properties, attracting over 5,000 unique visitors – all whilst making the service entirely cost neutral to the organisation and free for students.

Ensured contract changes for Halls of Residences retained 30 week lets across campus

As well as private housing, we've also played a role in making sure the campus accommodation offer matches the needs of students. We regularly consult with the College's commercial services team, and this year we lobbied to successfully ensure the availability of 30 week let options were available across the entire campus – with the potential for a small number of rooms in Kingswood Residences at a budget price for students in financial difficulty.

Lobbied successfully for improvements to the Sports Centre service

A key element of the VP Sport role is to represent students and work with the College's Active Lifestyle and Sport team to improve the quality of the service they offer. This year was particularly productive, with a number of feedback sessions yielding some great changes:

- The purchase of some new equipment (weights and resistance bands in the gym)
- The introduction of more weekend classes into the timetable
- An improvement to the cleanliness of the changing rooms
- The introduction of a more student-focussed music policy in the gym
- The music is now being regulated and changed more regularly to fit more people's tastes.

Engaged students with the South West Trains consultation

Approximately 25% of all Royal Holloway students commute on to campus, with a significant proportion coming from the West London area. We encouraged as many students as possible to have their say on the South West Trains timetable proposed changes – which would have significantly negatively impacted a number of travel routes.

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Ran the second year of a major campaign focused on healthy living and positive body image

A major manifesto commitment of the VP Sport, we ran the second year of a significant campaign focussed on helping to get all students more active and engaged in a constructive debate around healthy living. This included a wide range of events for example:

- i. A 'make your own smoothie' day, teaching students how to make tasty, healthy snacks.
- ii. Two workshops on mental health in Performance Arts and in Sports.

Continued to run our Stressbusters campaign

Following previous years, we ran an initiative around examination periods in collaboration with the College designed to help students relax and look after themselves during the busy period. This engaged over 2,000 students across the year, via a range of events including 'Pets as Therapy', movie screenings and free breakfasts. We also distributed free water and fruit around campus during the hot weather.

Helped even more students than ever earn money to supplement their income whilst studying

We continued to operate a policy that prioritises employing our members, ensuring as much money as possible is put back into their pockets. This year we employed 412 students (up from 332 last year) in range of different roles, ensuring £731,481 stayed within our membership – up 53% on 2016/17).

Continued to operate the Union Bus service alongside our evening entertainment

Previously called the Sshh Bus, we've continued to operate the service that helps students get home from campus late at night, with core routes serving both Egham and Englefield Green. This year we replaced the entire fleet with new vehicles, and added additional safety features such as dashboard cameras / CCTV on the back of student feedback.

And finally, the opening of the back gate to campus finally happened!

After decades of lobbying by the Students' Union, the rear access to campus (known simply as 'the back gate' was finally switched to 24 access via the College card. This improves access to campus, and reflects the change in student use of all services.

Theme 4: Make students more employable

Our fourth goal is significantly linked with the College, and we make it clear our intention is not to duplicate the service: but rather to ensure our own activities contribute to this shared aim. Our particular focus remains on those students involved through leadership or staff roles in the organisation – helping them to understand how their activities contribute to their graduate prospects. This remains an aim that we have yet to really focus on, due to constraints on resources – which we are currently exploring.

Target: 80% of students in leadership roles within the Students' Union agree it has made them more employable		
Year	% Agree	% Definitely/Mostly Agree
2018	62.2	45.6
2017	61.0	42.1
2016	60.0	42.0

Supported the Passport Award as the single biggest contributor on campus

We have continued to play a major role developing and encouraging participation in the Passport Award. All our leadership roles (both voluntary and paid) are included in the scheme. In total, activities through the Students' Union earned 55,695 points (up from 50,233 last year) – out of a total points allocation of circa 60,000 on campus. It puts us as the single biggest contributor every year since the scheme launched.

Lobbied successfully for a comprehensive review of the Passport Award

After a number of discussions regarding the long term future of the scheme, and how it would need to change with the College's emerging strategic priorities, we pushed for a wholesale review of the award in 2018/19. This will ensure it continues to develop, and importantly, stays relevant to current students.

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Employed more students in more specific roles with a professional development angle

Providing jobs for students is not only important from a finance perspective, but we've also taken the decision to try and provide more jobs with a clear professional development angle. As with previous years, this year we introduced a number of new roles, each of which provide students with significant skills directly relevant to a chosen career path. These include:

- HouseSearch Administrator: a student staff post working with our Head of Marketing & Communications to develop the services in its first year of operation.
- Research Assistant: a student staff post recruited directly from the School of Mathematics to assist with the statistical analysis of the results from Rate Your Union.
- Kitchen Supervisors: new student staff roles in our venues, reflecting the additional level of responsibility they take on.

In addition to this, the expansion on our trading operation has allowed us to increase the number of Student Duty Manager roles within the organisation, including within the Union Shop.

Established more graduate roles in our staff team

We have continued to roll out an approach to our full time staffing team that prioritises recent Royal Holloway graduates, and individuals who have progressed through our student staff team. This year alone we have filled three vacancies in our career staff team with graduates from the institution, all of whom came through an open competitive field to gain full time employment.

Trained and developed student leaders

As well as helping students to run their activity groups effectively, the training and support we supply provides our student leaders with a range of skills and experiences directly related to their employability. We continued to run events such as our annual committee members training conference, as well as a host of other sessions over the course of the year.

Recognised student achievement across the Union with our annual Laurels Awards

At the end of each academic year we look back across the organisation, and host our annual Laurels Awards that recognise those students who go that extra mile – often contributing to College life in more than one area. This year we had 63 high quality nominees across six different categories, awarding 12 Laurels and three 'Honorary Life Memberships'.

Theme 5: Empower students to change the world around them

The final aim in our plan involves the role we play on campus helping students to become engaged, active citizens. Some of this involves participation in our own democratic structures, while some of it concerns how we work with and support the College's central Community Action volunteering team.

Target: 80% agree that we represents students effectively and campaign on the right issues		
Year	% Agree	% Definitely/Mostly Agree
2018	65.8	42.2
2017	63.5	40.1
2016	54.9	30.4

Target: 80% agree they know how the Students' Union works and how decisions are made		
Year	% Agree	% Definitely/Mostly Agree
2018	61.7	37.5
2017	53.8	30.2
2016	49.0	28.4

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Improved our use of our Bright Ideas Platform, making lots of student-led changes

We continued to promote and improve our use of the *ideas platform* on our website, which gives students the opportunity to directly suggest things that will make student life better on campus. Members can then comment, discuss and up/down vote ideas. In 2017/18 we had 127 different ideas submitted, with 2933 students taking the time to engage with it. It's a great way for students to engage with smaller, more tangible changes – that often have the biggest impact. Some examples of issues we've been able to take action on include:

- Microwaves for public use: an idea that also came up in a number of staff student committees within academic departments. We were able to incorporate these into the social space with the main Students' Union building, and they have proved extremely popular.
- Coffee cup discounts: an idea to give all students a discount if they bring their own cup when purchasing a hot drink in Tommy's Kitchen. A quick win and very easy to implement.
- No more plastic straws: on the back of BBC Planet Earth and the David Attenborough inspired campaign, we had a suggestion to move to entirely biodegradable straws across all our venues. It took less than a week to solve.

There were also a few larger ideas we've taken some action on, though we're not sure it's likely we'll see much progress – for example a letter to Transport for London asking them to extend Oyster travel out to Egham!

Engaged students in the debate around pensions and higher education

We also played a pivotal role facilitating a debate on campus around the UCU strikes – helping students to understand the issues and rationale for the action. This resulted in a motion at one of our General Meetings, with a subsequent all-student vote online, where students voted overwhelmingly by a ratio of 2:1 to support the staff in their action. Officers then acted on this Union-policy, and publicised picket line times, as well as hosted alternative 'teach ins' with students and academics in our community pub.

Facilitated a referendum on the boycott of the National Student Survey (NSS)

In 2016/17 the implementation of the Teaching Excellence Framework (TEF) considered linking student satisfaction (as measured by the NSS) to the ability for universities to raise their home/EU fees. In response to this, a group of students called for a referendum on whether the Students' Union should actively boycott the NSS to oppose the further marketisation of fees – which subsequently passed and became official Students' Union policy. By 2017 the political landscape had shifted significantly, and in response, the Officers called a second referendum for students to consider the issue on the basis of the new facts – this time students choose to reverse the boycott and support the promotion and encourage final year students to complete the NSS.

Ran our biggest ever elections for Officer Trustees

This year marked another successful year for the Students' Union's elections with good progression towards the ambitious targets we set ourselves in our strategy.

Category	2016	2017	2018	2017/18 Difference
% Turnout	24.6%	25.35%	28%	+ 2.65%
Number of voters	2327	2556	2919	+ 363
Number of votes cast	11,893	14,632	20,001	+ 5,369
Number of candidates	23	18	29	+ 11

The 2.65 percentage point increase in turnout from 2017 to 2018 was particularly encouraging, as the voting period fell in the middle of extremely harsh weather (the so called 'Beast from the East') and the UCU strikes – all of which significantly reducing footfall on campus. This year also saw the most successful year in at least a five year history for the number of candidates putting themselves forward for either: one of the five sabbatical officer roles, one of the three student trustee roles, one of the two NUS delegate roles, or the role of Academic Board Rep and College Council Rep. We are particularly pleased with this increased number of nominations as it indicates a correlation with increased Union-wide efforts to publicise and engage students with the elections from the very start of the academic year.

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Ran our second ever Student Group election period online

We also continued with our decision in 2015/16 to move all elections for club, society and media groups online over a week long period. In total we had 913 number of committee roles up for election, with 13,283 votes cast.

Engaged students in a wide range of campaigns on campus

Ranging from teaching quality, to mental health, to the national student survey – we played an active role supporting student leaders to run number of campaigns over the course of the year. Particular highlights include:

- Why is my Curriculum White: a series of events run by BAME students on campus, and supported by the Students' Union, this featured as part of Black History Month. The panellists, hosted by the Women of Colour Collective, highlighted major issues relating to race and contemporary culture, focusing on higher education.
- Mental Health Awareness Week – run by our Mental Health Network, this campaign highlighted many of the key issues faced by students today. It culminated in a memorial service for Cameron Grant, a student of Royal Holloway who took his own life. The service featured a variety of talent from the student body, including singers, poets, and musicians, ending with a lantern lighting session.

Supported our student groups to volunteer in the local community

Working with Royal Holloway Volunteering, a significant number of our student groups volunteered their time working in the local community, helping to build better relationships with both Egham and Englefield Green residents. This year over 1,420 hours of time was donated to good causes. Some examples of this are:

- Swimming club volunteering with the local disability charity SportsAble and taking part in the national #iwill campaign, pledging to dedicate 200 hours of volunteering to the local community.
- History society running a mentoring scheme with Magna Carta School, as well as working with Egham Museum to create audio guides.
- Women's Football receiving the Community Action Cup for their amazing volunteering with St Jude's School

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SECTION C: LOOKING IN

We also recognise that as a charity, there are also a number of internal areas that we need to be great at – without which we won't be able to deliver any of our aims. From 2015 to 2017, we went through a period of significant transformation, and made large steps forward in professionalising our work in all of our enablers. The 2017/18 academic year represented much more of a consolidation period, where these changes have been embedded, and smaller incremental improvements made (aside from some projects outlined below).

In March 2018 we were included in the College's internal audit, in order to provide further assurance regarding our systems improvement, but also to help the Senior Management Team of the Union identify any final areas for targeted work. In total there were 38 scope points that covered significant areas of our operation, including our budgeting, financial performance monitoring, governance, student staffing, annual planning round and compliance with our Memorandum of Cooperation with the College. After a week on site, only four suggestions for process improvements were made across the entire scope, all of which have been completed – which represents an extremely positive outcome and demonstrates clearly the organisation is efficient and effective.

Sustainable Resources

In 2017/18 the College agreed to a revised format for the calculation of the annual 'block grant' – which funds roughly 60% of our charitable activity. The remaining 40% of our core activity is funded by the surplus we generate ourselves from our various trading outlets. This year both sources of income continued to grow, with both the Union Shop, the Union Venue and Medicine out-performing their budgeted surplus contribution for the year. The Packhorse, in its first year of operation, has traded largely to its budgeted business plan as a breakeven service, and other ventures such as media / advertising sales, sponsorship and NUS Extra cards have either held steady or increased slightly. We have been able to use this additional income to invest in our membership activities, again growing our services for students.

In terms of physical resources, a number of significant capital projects (funded by the College) have been completed, which have all had a positive impact on the services we have been able to provide:

- The finished refurbishment of The Packhorse, including the outside garden space and upstairs meeting rooms.
- The conversion of Stumble Inn in to a high quality storage space for student groups, and additional storage capacity for our growing activities.
- The refurbishment of the plaza space around the outside of the Students' Union, enabling the market to expand and our late night entertainment to accommodate more students than ever.
- The fit out and opening of a new Union Shop, located within the flagship Davison Building on campus – with the old temporary unit by the new Schilling Building being returned back to the College for other use.

As we have ended the financial year without any requirement to make use of the organisation's contingency fund, and with the level of free reserves required by our policy, we have taken the decision to self-fund the capital refurbishment of the main Students' Union building toilets. This takes the pressure off the College's own cyclical works programme, fixes a major gripe of students (and staff), and will be largely complete within this financial year.

Lastly, mindful that the Students' Union's financial model is rather complex, we launched an innovate website to help students better understand our income and expenditure – and in particular, the link between our trading operation, the surplus it generates, and our charitable services. This included an interactive section that allows students to make decisions regarding the prices of the certain items, and see how it then impacts on what the Union provides. This was promoted heavily to students via a number of channels – www.su.rhul.ac.uk/valueformoney.

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Great People and Culture

The single biggest resource we have as an organisation is our people. This year we've continued to focus our efforts around our five organisational values:

- Student Focused
- High Quality
- Inclusive
- Brave
- Trustworthy

We have continued to embed these formally into the recruitment process for all new staff, and have deployed a popular reward scheme that gives immediate recognition for colleagues when they display behaviour characteristic of one or more of them. This year 92 awards have been made.

Our annual staff engagement survey (run with circa 40 other Students' Unions and a range of third sector charities) shows we have sustained our extremely positive results with respect to our permanent staff team – where again we score significantly higher than other Students' Unions, our benchmark group, and the wider third sector. Some headline results include:

- 92% would wholeheartedly recommend the organisation as a good place to work, and 95% are proud to work here
- 97% agree their manager trusts and respects them, and 92% are confident the leadership group are able to make the organisation successful
- 97% agree the organisation values diversity, and 89% regularly see our values being acted out in practice

For our casual staff team, this year we introduced a range of substantial changes to improve their experience working with us. These include:

- The implementation of a brand new digital solution for building and managing rotas – called Rota Cloud. This software allows students to set their 'unavailability' every two weeks, ensuring shifts are built around their availability, as well as giving individuals the power to swap shifts electronically through the mobile app. Feedback on this has been extremely positive.
- The addition of a student staff forum, with representatives from all teams meeting regular with the Senior Management Team of the Students' Union. This group has made a number of positive changes in direct response to feedback, including pay rises for certain roles within the organisation.
- The creation of a monthly all staff newsletter, updating everyone on key areas of work within the organisation, and celebrating achievements.

However we have not seen the progress we would like, and the results are again substantially lower than the permanent team. This has been driven by two 'local' factors, which will be addressed over the course of the next academic year.

Good Governance

Our Board of Trustees continued to function effectively, with a number of formal subcommittees used to deal with issues in between these quarterly meetings:

- Steering Committee: met termly to manage the agenda for All Student Meetings
- Management Committee: met monthly to consider organisation wide decisions
- Finance, Staffing & Risk: met quarterly to provide scrutiny of financial decisions
- Appointments & Remuneration: met to receive and conduct the CEO performance review
- Student Groups Grants Committee: met to allocate grant funding to our student groups

Over the course of the year we have conducted a formal review of our corporate structure – looking at the potential of incorporation to either a Company Limited by Guarantee or a Charitable Incorporated Organisation, and the pros and cons of a trading subsidiary. The Trustees have narrowed the options under consideration to either a CIO or (as yet not fully explored) an option of a 'Corporate Trustee', with a final decision being made next year. We continue to affiliate to the National Union of Students and BUCS.

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Digital First Ambition

We've continued our work rolling out our digital first ambition across the organisation, moving more and more of our systems online – including our casual staff management system outlined above. We signed a three year extension agreement with Membership Solutions Limited (MSL) to continue with our central digital engagement platform/CRM, and have started work to launch a Students' Union mobile app ready for Freshers' Week 2018.

We have also invested in our IT provision across the organisation, and after a successful trial with a number of line managers within the organisation, we are rolling out laptop replacements for fixed PCs – to reduce the amount of printing and paper that is generated within the organisation.

Effective Communication

In 2018 we undertook a small reorganisation of the marketing and communications team, separating them out into their own department – and in turn created the new Senior Management Team post of Head of Marketing & Communications. This represented an investment by the Union to upscale our capacity to meet increasing demands of students and our different service areas. The function is now split into three core teams: (i) Communications (ii) Design and Digital Development (iii) Advertising and Media Sales.

Our new brand and visual identity for the organisation has continued to be rolled out successfully, with a second wave of deployment around the main Students' Union building complete in September 2017. The key drivers behind our communication continues to be our website our social media channels, and our all student email - all of which seen significant growth.

Channel	2016/17	2017/18
Website hits	425,418	655,541
Facebook likes	23,600	25,130
Twitter followers	4,649	5,375
Instagram followers	1,241	2,152
Email open rate (average)	37%	39%

This has manifested itself in a second successive circa 5 percentage point rise in strong agreement with one of our internal KPI questions.

Target: 80% of students agree they are kept well informed about what the Students' Union does		
Year	% Agree	% Definitely/Mostly Agree
2018	78.4	54.8
2017	74.4	49.7
2016	67.0	44.3

Our central Helpdesk continues to develop, and after the website/email, is our next most popular area for student interaction / communication. This year we have increased the number of services available from it, have begun to track our interactions to understand the type of queries we field, and have been able to promote one of our part time student staff into a full time graduate role leading its development over the next 12 months.

Comprehensive Insight

We have significantly increased our work around research and insight into students – as evidenced above with the two national research projects we have been involved in (teaching excellence and value for money). This is the third year we have run our Rate Your Union survey, and the first time we have been able to perform some significant regression analysis on the data beyond descriptive statistics.

There is still much to do in this area, and we have prioritised it for the next academic year. This will include a large scale project to embed big data within the organisation, and allow us to better track total engagement, participation and satisfaction with the Union.

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SECTION D: LOOKING FORWARD TO A REVISED STRATEGY

Back in August 2015, the Students' Union launched a programme of significant transformation, to enable it to better serve its members and deliver more impact for students at Royal Holloway. Guided by a new strategy agreed in January 2016, over the past two years we have redeveloped almost every area of the organisation. We have rebuilt our finances, rebranded, launched a new website, opened a brand new helpdesk, and doubled the number of student staff we employ. We've opened a new shop, a new pub and a new housing portal. We have restructured our staff team, changed our governance structure, created an officer role specifically for education and launched a brand new day time events & give it a go programme. We've put in place far more support for student activists to make their own changes, have commissioned and led a review of academic representation at Royal Holloway, and have significantly professionalised our elections – including moving all those for student groups online.

But we're not complacent and we know there is still a lot more work to do. As we reach the midpoint of *What's Next I (Our Plan 2016-2020)*, our Trustees have decided to take a slightly different approach to our strategy.

In most organisations, the strategic plan is a document that reflects a large piece of work undertaken somewhere between every four to ten years. It includes a one off piece of major research, stakeholder engagement, focus groups, analysis, testing, and is ultimately is launched to great fanfare. Initially, every staff member lives and breathes it, but each year it becomes less impactful as language, KPIs and services change. By the time another new strategy comes along, the previous one is cast aside and labelled not fit for purpose.

To ensure our plans stays relevant, we've decided to adopt an incremental approach: revising it incrementally every two years. The process involves:

- An analysis of feedback from our members: asking the simple question of whether our priority aims are still relevant to current students.
- An analysis of our strategic enablers: asking staff which areas require greater focus.
- A consultation with all stakeholders on our 'big ideas for change'.

What's Next II (Our Plan 2018-22) is purposely set out in the same format as its predecessor, but with one crucial change: we highlight explicitly where the plan has changed, and the reason for it. To summarise the revised plan:

- The mission, aims and values are still correct, and represent the core priorities of students now and in our immediate future. These have not changed.
- The 'Big Ideas for Change' have all been altered. This reflects the progress we have made to date, but also a greater focus from the team on delivering *impact* over just *outcomes*.
- The enabler 'governance' has been amended to 'governance and democracy', and explicitly commits us to looking at how we increase student participation in our decision-making across the entire organisation.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2018

4. Trustees' Report: Financial Review

The surplus for the year is a result of a substantial one-off increase grant income as well as the course of usual charity business, each of these is described below. Income from charitable trading activity has increased due to the continued success of our venues, a full year of trading for our pub, The Packhorse, and the opening of a new, larger Union Shop.

Overall Result

The overall result as per the statement of financial activity is a £763k surplus (2016/17: £1,099k surplus). This requires some context to be most useful to the reader. In the year we were fortunate to receive additional grant from the College, which we have designated to a significant capital project: the refurbishment of our venue, Medicine. In the early part of the year, we also completed capital projects started in the previous financial year for the Union Shop and Union Plaza. Since these projects are capitalised, the expenditure does not show on the statement of financial activities, but on the balance sheet, whereas the grant received shows as income. Therefore, the accounts show a large surplus, which does not fully reflect the organisation's operational financial situation.

The surplus related to ongoing operational activity is £114k, which is above budget largely due to a delay in some targeted strategic investment in our core buildings and operations, which has been incurred after year-end. Our reserves are strong, with a general reserve in line with our policy, and a strategic investment fund which is growing to ensure that we have the ability to target investments in the medium term in meet our members' needs.

Addition Grant

In the year, we received £630k additional grant from Royal Holloway University of London (on top of our annual block grant of c£877k). This was a one-off increase and has helped us invest in a number of key areas, predominantly to support our Trading Services to ensure that we have a sustainable income source from this activity for year to come.

The impact of this in the financial statements, is a substantial surplus in the year. In reality, this additional income has been used to make capital investments and is not being held as an excessively high free cash reserve.

The refurbishment of Medicine

One of our venues, Medicine, has been of low quality for a number of years, having had no significant investment for the last 15 years. In summer 2018, we completely refurbished the internal and external space to make it fit for purpose and to provide a wider range of services to our members, including as a performance and rehearsal space and more informal meetings and small events where the venue can be used without the need to open the bar.

Funds

We have a strong balance sheet, represented by funds that fully cover our future depreciation schedule, include a general reserve for risk management in line with our internal policy, and also include the development of capacity for future strategic and capital investment of c£150k. Our intention is to increase this fund modestly over the next few years to provide sufficient funds to continue to invest in our spaces and services in order to ensure we can continue to best meet our members needs.

Future Funding

The Trustee Board confirms that RHSU has sufficient funds to meet all its obligations. The Block Grant for 2018/19 has been confirmed at £885,557, and the Union's activities are expected to generate significant funds to support our on-going activities.

Trustee Board's Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2018

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

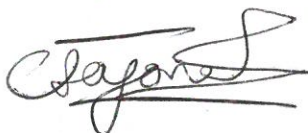
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Fundraising

RHSU does not undertake a significant level of fundraising activity throughout the year, as most of our funding come from RHUL in terms of grant or is generated through trading activity, we do, however, undertake one substantial fundraising event per year – our Summer Ball. Tickets for the event and products at the event are issued directly by RHSU and no third party is involved in fundraising. This year the event was very successful and slightly exceeded its target. Members of the general public are not targeted with any direct or indirect marketing for the event, which is focused on our members and associates. Marketing for the event is indirect, on campus and on line and there is no pressure applied to participating. There were no complaints in relation to our approach to fundraising in the year (2016/17: none).

This report was approved by the Trustee Board on 6 December 2018 and signed on its behalf by:



Clement Jones
President 2018/19
Chair of Trustees

Students' Union Royal Holloway University of London

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
FOR THE YEAR ENDED 31 JULY 2018**

Opinion

We have audited the financial statements of Students' Union Royal Holloway University of London for the year ended 31 July 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
FOR THE YEAR ENDED 31 JULY 2018 (CONTINUED)**

Other information

The trustees 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 we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21 the trustees 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 trustees 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 trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.



**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
FOR THE YEAR ENDED 31 JULY 2018 (CONTINUED)**

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe UK LLP

Crowe U.K. LLP
Statutory Auditor
Reading

6.12.18

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2018

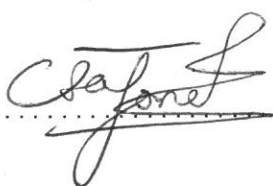
	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2018 £	2017 £
Income and endowments from:						
Donations:						
- Donations, College Grant, etc.	10	877,245	-	-	877,245	844,659
- Restricted Donations, College grant		-	-	8,841	8,841	11,179
- Other College grants	10	71,385	630,000	-	701,385	964,898
- Grant of serviced accommodation	1c)	25,000	-	-	25,000	25,000
Other trading activities:						
- Commercial marketing/sponsorship		22,022	-	-	22,022	16,586
Investment income:						
Charitable activities:						
- Retail		2,247,903	-	-	2,247,903	1,393,089
- Bars, Café & Entertainments		2,340,521	-	-	2,340,521	1,798,986
- Amusement, Reception, Misc.		939	-	-	939	2,433
- Constitution		9,931	-	-	9,931	11,680
- Student Activities		104,458	-	-	104,458	103,786
- Student groups		-	-	449,037	449,037	523,888
- Bus Service		14,541	-	-	14,541	23,365
Other income		<u>23,485</u>	<u>-</u>	<u>-</u>	<u>23,485</u>	<u>49,199</u>
Total income		<u>5,737,430</u>	<u>630,000</u>	<u>457,878</u>	<u>6,825,308</u>	<u>5,769,842</u>
Expenditure on:						
Raising Funds:						
- Commercial activities		44,028	-	-	44,028	36,758
Charitable activities:						
- Retail		2,237,975	-	-	2,237,975	1,410,733
- Bars, Café & Entertainments		2,181,472	-	-	2,181,472	1,716,183
- Amusements, Reception, Misc.		29,352	-	-	29,352	24,505
- Constitution and Representation		51,366	-	-	51,366	42,885
- Welfare		36,690	-	-	36,690	30,632
- Communications & Campaigns		548,821	-	-	548,821	440,261
- Student Activities		344,969	-	-	344,969	312,556
- Student groups		-	-	438,784	438,784	528,541
- Bus Service		148,509	-	-	148,509	127,363
Total expenditure	3-5	<u>5,623,182</u>	<u>-</u>	<u>438,784</u>	<u>6,061,966</u>	<u>4,670,417</u>
Net income		114,248	630,000	19,094	763,342	1,099,425
Transfer between funds	13	<u>672,176</u>	<u>(672,176)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		786,424	(42,176)	19,094	763,342	1,099,425
Fund balances brought forward		<u>1,079,967</u>	<u>351,543</u>	<u>3,746</u>	<u>1,435,256</u>	<u>335,831</u>
Fund balances carried forward		<u>1,866,391</u>	<u>309,367</u>	<u>22,840</u>	<u>2,198,598</u>	<u>£1,435,256</u>

The notes on pages 31 to 41 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
BALANCE SHEET
AS AT 31 JULY 2018

		2018	2017
		£	£
	Notes		
Fixed assets			
Tangible fixed assets	6	1,313,849	741,563
Current assets			
Stocks in bars, shops & other outlets	7	122,805	83,240
Debtors & prepayments	8	219,605	170,024
Cash at bank & in hand		<u>1,069,698</u>	<u>810,171</u>
		1,412,108	1,063,435
Current liabilities			
Creditors: Amounts due within one year	9	<u>(527,359)</u>	<u>(369,742)</u>
Net current assets		<u>884,749</u>	<u>693,693</u>
Total assets less current liabilities		<u>2,198,598</u>	<u>1,435,256</u>
Union Funds:-			
Restricted Funds	12	22,840	3,746
Unrestricted Funds - Designated	13	309,367	351,543
Unrestricted Funds - General	13	<u>1,866,391</u>	<u>1,079,967</u>
Total Funds		<u>£2,198,598</u>	<u>£1,435,256</u>

These financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on:- *6th December 2018*



..... Clement Jones – Chair of Trustee Board

The notes on pages 31 to 41 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 JULY 2018

	Total 2018 £	<i>Total 2017 £</i>
Cash flows from operating activities		
Net movement in funds	763,342	1,099,425
Depreciation	128,736	49,602
Interest received	-	(1,094)
Increase in stock	(39,565)	(17,522)
Increase in debtors	(49,581)	187,001
Increase in creditors	<u>157,617</u>	<u>62,909</u>
Net cash provided by operating activities	<u>960,549</u>	<u>1,380,321</u>
Cash flows from investing activities		
Interest receivable	-	1,094
Purchase of tangible fixed assets	<u>(701,022)</u>	<u>(755,268)</u>
Net cash (used in) investing activities	<u>(701,022)</u>	<u>(754,174)</u>
Change in cash and cash equivalents in the year	259,527	626,147
Cash and cash equivalents at the beginning of the year	<u>810,171</u>	<u>184,024</u>
Total cash and cash equivalents at the end of the year	<u>£ 1,069,698</u>	<u>£ 810,171</u>
	2018 £	<i>2017 £</i>
Cash at bank and in hand	<u>£ 1,069,698</u>	<u>£ 810,171</u>

The notes on pages 31 to 41 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

1 Accounting Policies

(a) Accounting convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Students' Union Royal Holloway University of London (RHSU) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going concern

The trustees consider that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and, for this reason, they continue to adopt the going concern basis in preparing the annual financial statements.

(c) Income

All income and capital resources are recognised in the accounts when the Charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable certainty. The College grant of free serviced accommodation on the campus is accounted for as income and expenditure of the year at an estimated value to RHSU by reference to the alternatives available on the commercial market.

(d) Expenditure

Expenditure includes irrecoverable VAT. Charitable expenditure comprises the direct and indirect costs of delivering public benefit. Governance costs are those incurred for compliance with constitutional and statutory requirements, such as the annual audit, annual elections and training for sabbatical officers. The value of free serviced campus accommodation is apportioned on estimated floor space occupied. Other central overhead costs are apportioned to charitable and other projects/activities on a usage basis, pro rata to the total costs of each project or activity undertaken.

(e) Tangible fixed assets

Individual items, or groups of items related to the same addition, less than £3,000 are written off as an expense on acquisition.

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided in the Financial Statements on a straight line basis over 3 or 5 years as per below, unless there is a known fixed useful life that is different:-

Freehold Buildings - 50 years
Building improvements (major) - 10 years
Building improvements (minor) - 5 years
Fixtures & Fittings - 5 years
IT Equipment - 3 years
Leases – over the duration of the lease period

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

1. Accounting Policies (continued)

(f) **Pension costs**

RHSU provides access and makes contributions to Personal and Stakeholder Pension plans for some of its employees.

(g) **Leased assets**

Rentals payable under operating leases are charged as expenditure on a straight line basis over the period of the lease.

(h) **Stock**

Stock is valued at the lower of the cost and its net realisable value.

(i) **Financial Instruments**

Basic financial instruments include debtors and creditors. Debtors and creditors are initially recognised at transaction value and subsequently measured at amortised cost. Note 19 provides more information on financial instruments where future cash flows are anticipated, with financial assets referring to trade debtors, other debtors and cash equivalents, and financial liabilities referring to all creditor balances excluding deferred income.

(j) **Fund accounting**

RHSU administers and accounts for a number of charitable funds, as follows:-

- (i) **Unrestricted Funds** representing unspent income which may be used for any activity/purpose at the Executive Committee's own discretion;
- (ii) **Restricted funds** raised and administered by RHSU for specific purposes as determined by students, such as Club and Societies Accounts, as well as revenue received for purposes specified by the donor and also (if not material enough to require a separate column in the SoFA) any small capital grants received from the College.
- (iii) **Custodian Funds** entrusted to RHSU for safekeeping, but not under its management control, such as the annual RAG. Such custodian activities are disclosed in the Annual Report, but as the funds are not managed by RHSU they cannot be included in the accounts.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

2. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the charity's accounting policies, which are described in note 1, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

The trustees consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

3. Expenditure

	Supplies £	Staff costs £	Other costs £	2018 Total £	2017 Total £
Raising funds					
Commercial activities	-	18,243	25,785	44,028	36,758
Charitable activities					
Retail	1,657,814	442,177	137,984	2,237,975	1,410,733
Bars, Café & Entertainments	591,414	884,686	705,372	2,181,472	1,716,183
Amusements, Reception, Misc.	-	12,162	17,190	29,352	24,505
Constitution	-	21,283	30,083	51,366	42,885
Welfare	-	15,202	21,488	36,690	30,632
Communications & Campaigns	646	405,950	142,225	548,821	440,261
Student Activities	-	183,798	161,171	344,969	312,556
Clubs & Societies	240	-	438,544	438,784	528,541
Bus Service	-	56,051	92,458	148,509	127,363
Total costs	<u>£ 2,250,114</u>	<u>£ 2,039,552</u>	<u>£ 1,772,300</u>	<u>£ 6,061,966</u>	<u>£ 4,670,417</u>

Included in other costs above are governance costs is the annual audit fee of £12,750 (2017: £11,635).

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

4. Central Overhead Costs included in Note 3

	Staff Usage	Staff £	Rent £	Other £	Total £
Raising funds					
Commercial activities	6%	18,243	1,500	24,285	44,028
Charitable activities					
Retail	22%	65,370	5,375	87,021	157,766
Bars, Café & Entertainments	22%	65,370	5,375	87,021	157,766
Amusements, Reception, Misc.	4%	12,162	1,000	16,190	29,352
Constitution	7%	21,282	1,750	28,334	51,366
Welfare	5%	15,202	1,250	20,238	36,690
Communications & Campaigns	8%	24,324	2,000	32,380	58,704
Student Activities	14%	42,566	3,500	56,663	102,729
Bus Service	12%	39,526	3,250	52,617	95,393
Totals	100%	304,045	25,000	404,749	733,794

Other Costs comprised:-

IT Costs & Service Provision	17,400
Repairs & Cleaning	29,448
Insurances	45,319
Depreciation	128,723
Sundry Administration	183,852
	404,742

5. Staff Costs and Trustees Remuneration

	2018 £	2017 £
Wages and salaries	1,912,860	1,490,307
Social security	106,590	89,618
Pension costs	20,102	14,137
	£2,039,552	£1,594,062

The number of employees whose emoluments exceeded £60,000 were:

	2018 No.	2017 No.
£60,000 - £70,000	1	1

In connection with the higher paid employees, retirement benefits are accruing under money purchase schemes for 1 (2017: 1). The total employer contributions in the year to the schemes were £530 (2017: £378).

Key management personnel received remuneration of £393,819 (2017: £310,964). This relates to the Trustees and senior management personnel.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

5. Staff Costs and Trustees Remuneration (continued)

The Trustees who received remuneration (in their operational and trustee role) were as follows:

	2018 £	2017 £
L Hewerdine	-	1,073
G Austin	-	2,155
CS Jones	23,612	2,329
YT Wong	23,642	2,329
R Jiongco	2,656	2,727
J O'Neill	2,422	-
H Hughes	2,422	-
DA Brown	2,422	-
J Martincic	3,443	4,819
A Bonilla	-	5,290
L Tibbetts	1,534	7,987
P Gentry	22,098	22,704
L Lewis	-	20,812
S Milne	21,130	22,704
N Barrett	22,165	22,704
	<u>£ 127,546</u>	<u>£ 117,633</u>

The average number of employees during the year was:

	2018 No.	2017 No.
Professional Staff	46	37
Student Staff	262	186
	<u>308</u>	<u>223</u>

The Sabbatical Officers and the Trustee Board were reimbursed a total of £160 (2017: £370) in respect of travel and other expenses incurred on behalf of the Students' Union. Elected sabbatical officers are remunerated for their representative role and are ex officio Trustees, as per our constitution. Elected sabbatical officers are remunerated for their representative role and are ex officio Trustees, as per our constitution. Elected student Trustees may also be members of casual staff in an unrelated capacity to their role as Trustees. No Trustee is remunerated for the performance of their duties as a Trustee.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2018

6. Tangible Fixed Assets

	Assets Under Construction	Fixtures, Buildings, Fittings & Equipment	Total
	£	£	£
Cost			
At 1 August 2017	254,795	592,359	847,154
Additions	320,633	380,389	701,022
Transfer	(254,795)	254,795	-
Disposals	-	(42,517)	(42,517)
At 31 July 2018	<u>320,633</u>	<u>1,185,026</u>	<u>1,505,659</u>
Depreciation			
At 1 August 2017	-	105,591	105,591
Charge for the year	-	128,736	128,736
Disposals	-	(42,517)	(42,517)
At 31 July 2018	<u>£ -</u>	<u>£ 191,810</u>	<u>£ 191,810</u>
NET BOOK VALUE			
- at 31 July 2018	<u>£ 320,633</u>	<u>£ 993,216</u>	<u>£ 1,313,849</u>
- at 31 July 2017	<u>£ 254,795</u>	<u>£ 486,768</u>	<u>£ 741,563</u>

7. Stock

	2018 £	2017 £
Bars and cafe	66,492	56,980
Shops and other outlets	<u>56,313</u>	<u>26,260</u>
	<u>£ 122,805</u>	<u>£ 83,240</u>

The amount of stock recognised as an expense in the year was £2,135,992 (2017: £1,377,640).

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NOTES TO THE ACCOUNTS
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8. Debtors

	2018 £	2017 £
Trade debtors	35,356	27,051
Other debtors	86,160	62,681
Prepayments and accrual income	<u>98,089</u>	<u>80,292</u>
	<u>£ 219,605</u>	<u>£ 170,024</u>

9. Creditors: Amounts due within one year

	2018 £	2017 £
Trade creditors	383,278	254,135
Social security & other taxes	31,470	52,222
Other creditors	37,214	13,849
Accruals and deferred income	<u>75,397</u>	<u>49,536</u>
	<u>£ 527,359</u>	<u>£ 369,742</u>

10. Related Party Transactions

The following are considered to be related parties for the reasons stated in the Trustees Report. The transactions with these related parties are set out below:-

Royal Holloway University of London

The Union is in receipt of a recurrent grant from the College of £877,245 (2017: £844,659). In addition the Union also received a one off grant of £ 630,000 (2017: £931,000). In the prior year the Union was also in receipt of a £25,000 engagement staff grant from the College (2018: £nil).

Transactions throughout the year resulted in a trading balance as at 31 July 2018 of £375 (2017: £49,108) due to the University and £24,524 (2017: £10,208) due from the University.

11. Capital Grants Fund

	2018 £	2017 £
At 1 August 2017	-	6,726
Income	-	-
Amortisation	<u>-</u>	<u>(6,726)</u>
Balance at 31 July 2018	<u>£ -</u>	<u>£ -</u>

An amount of £22,206 was received from the University in 2014-15 to fund the retail project.

This is being released to unrestricted funds over 2 years to match the depreciation charge of the equipment, ending in the year ending 31 July 2017.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
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12. Restricted Funds

	Brought forward	Income	Expenditure	Transfer between funds	Carried forward
	£	£	£	£	£
Student groups	446	457,878	(438,784)	-	19,540
Student Leadership programme	<u>3,300</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,300</u>
Total restricted funds	<u><u>3,746</u></u>	<u><u>457,878</u></u>	<u><u>(438,784)</u></u>	<u><u>-</u></u>	<u><u>22,840</u></u>

Student group funds represent amounts raised by the clubs and societies of the Union for their own use.

The Student Leadership fund represents and can be used by successful applicants submitted to Alumni to spend on projects and equipment for clubs and societies.

13. Unrestricted Funds

	Brought Forward	Income	Expenditure	Transfer between funds	Carried Forward
	£	£	£	£	£
General	1,079,967	5,712,430	(5,598,182)	672,176	1,866,391
Designated	<u>351,543</u>	<u>630,000</u>	<u>-</u>	<u>(672,176)</u>	<u>309,367</u>
	<u><u>£ 1,431,510</u></u>	<u><u>£ 6,342,430</u></u>	<u><u>£(5,598,182)</u></u>	<u><u>£ -</u></u>	<u><u>£ 2,175,758</u></u>

RHSU received additional, one-off grant income from RHUL in the year of £630k. The Trustee Board has designated this income for use on capital projects, ensuring that these services continue to be of high quality and deliver a contribution to other charitable activity. In the year, the entire amount was designated to the refurbishment of the on-site student bar "Medicine".

The transfer represents amounts spent on capital projects in the year.

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14. Analysis of net assets between Funds

2018	Unrestricted General Fund £	Designated Fund £	Restricted Fund £	Capital Grant Fund £	Total £
Tangible fixed assets	1,313,849	-	-	-	1,313,849
Net current assets	<u>552,542</u>	<u>309,367</u>	<u>22,840</u>	<u>-</u>	<u>884,749</u>
	<u>£ 1,866,391</u>	<u>£ 309,367</u>	<u>£ 22,840</u>	<u>£ -</u>	<u>£ 2,198,598</u>

2017	Unrestricted General Fund £	Designated Fund £	Restricted Fund £	Capital Grant Fund £	Total £
Tangible fixed assets	741,563	-	-	-	741,563
Net current assets	<u>338,404</u>	<u>351,543</u>	<u>3,746</u>	<u>-</u>	<u>693,693</u>
	<u>£ 1,079,967</u>	<u>£ 351,543</u>	<u>£ 3,746</u>	<u>£ -</u>	<u>£ 1,435,256</u>

15. Leasing Commitments

At 31 July 2018, RHSU had future minimum lease payments under non-cancellable operating leases as detailed below:-

	2018 £	2017 £
Within one year	71,198	59,208
Between two and five years	<u>216,801</u>	<u>201,978</u>
	<u>£ 287,999</u>	<u>£ 261,186</u>

The amount paid during the year in respect of operating leases for was £68,969 (2017: £46,670).

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16. Capital Commitments

At 31 July 2018 there were capital commitments of £309,367 (2017: £ 345,120) contracted for but not yet provided.

17. Pension Costs

RHSU provides access and makes contributions to Personal & Stakeholder Pension (Defined Contribution) plans for all its eligible employees. There are currently 39 employees in such schemes (2017: 36). RHSU makes contributions of either 2% (as of March 2018) or 6.25% of earnings in addition to scheme members' contributions of 1% or 5%, depending on the scheme.

RHSU made Contributions of £20,102 (2017: £14,137) to these schemes in 2017-18.

18. Control Relationship

Ultimate control of RHSU rests with the membership.

19. Financial Instruments

	2018 £	2017 £
Financial assets measured at amortised cost	1,124,900	866,994
Financial liabilities measured at amortised cost	<u>480,935</u>	<u>312,903</u>

Financial assets measured at amortised cost comprise trade debtors, other debtors, accrued income and cash and cash equivalents.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and accruals.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON
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20. Prior year comparatives

	Unrestricted Funds General £	Designated £	Restricted Funds £	Capital Grants £	2017 £
Income and endowments from:					
Donations:					
- Donations, College Grant, etc.	844,659	-	-	-	844,659
- Restricted Donations, College grant	-	-	11,179	-	11,179
- Other College grants	8,898	931,000	25,000	-	964,898
- Grant of serviced accommodation	25,000	-	-	-	25,000
Other trading activities:					
- Commercial marketing/sponsorship	16,586	-	-	-	16,586
Investment income:	1,094	-	-	-	1,094
Charitable activities:					
- Retail	1,393,089	-	-	-	1,393,089
- Bars, Café & Entertainments	1,798,986	-	-	-	1,798,986
- Amusement, Reception, Misc.	2,433	-	-	-	2,433
- Constitution	11,680	-	-	-	11,680
- Communications & Campaigns	-	-	-	-	-
- Student Activities	103,786	-	-	-	103,786
- Student groups	-	-	523,888	-	523,888
- Bus Service	23,365	-	-	-	23,365
Other income	<u>49,199</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>49,199</u>
Total income	<u>4,278,775</u>	<u>931,000</u>	<u>560,067</u>	<u>-</u>	<u>5,769,842</u>
Expenditure on:					
Raising Funds:					
- Commercial activities	36,758	-	-	-	36,758
Charitable activities:					
- Retail	1,410,733	-	-	-	1,410,733
- Bars, Café & Entertainments	1,716,183	-	-	-	1,716,183
- Amusements, Reception, Misc.	24,505	-	-	-	24,505
- Constitution and Representation	17,885	-	25,000	-	42,885
- Welfare	30,632	-	-	-	30,632
- Communications & Campaigns	440,261	-	-	-	440,261
- Student Activities	312,556	-	-	-	312,556
- Student groups	-	-	528,541	-	528,541
- Bus Service	127,363	-	-	-	127,363
Total expenditure	<u>4,116,876</u>	<u>-</u>	<u>553,541</u>	<u>-</u>	<u>4,670,417</u>
Net income/(expenditure)	161,899	931,000	6,526	-	1,099,425
Transfer between funds	579,457	(579,457)	-	-	-
Capital grant amortisation	<u>6,726</u>	<u>-</u>	<u>-</u>	<u>(6,726)</u>	<u>-</u>
Net movement in funds	748,082	351,543	6,526	(6,726)	1,099,425
Fund balances brought forward	<u>331,885</u>	<u>-</u>	<u>(2,780)</u>	<u>6,726</u>	<u>335,831</u>
Fund balances carried forward	<u>£ 1,079,967</u>	<u>£ 351,543</u>	<u>£ 3,746</u>	<u>£ -</u>	<u>£1,435,256</u>

