

Registered Charity No. 1141998

Students' Union Royal Holloway University of London

Annual Report and Accounts

For the Year Ending 31 July 2016

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2016

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STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2016

1. Trustees and Students' Union Information

Charitable Status

Students' Union Royal Holloway University of London (SURHUL) 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 2015/16:

President (Chair)	Nayab Cheema
Co-President Welfare & Diversity	Jack Kilker
Co-President Societies & Media	Brianna Middleton-Macpherson
Co-President Sports & Development	Alex Reilly

Student Trustee 1	Mark Winter
Student Trustee 2	Michael Pomeroy
Student Trustee 3	Mohsen Bazargan

External Trustee 1	Andrew McMenamin
External Trustee 2	Sukhdev Johal
External Trustee 3	Kirsten Daswani

The Trustee Board 2016/17:

President (Chair)	Natasha Barrett
Co-President Welfare & Diversity	Laura Lewis
Co-President Societies & Media	Pippa Gentry
Co-President Sports & Development	Stephanie Milne

Student Trustee 1	Georgia Austin
Student Trustee 2	Leah Hewerdine
Student Trustee 3	Andrea Bonilla

External Trustee 1	Andrew McMenamin
External Trustee 2	Kirsten Thompson
External Trustee 3	TBC
External Trustee 4	TBC

Auditors

Crowe Clarke Whitehill 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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SURHUL 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:

1 August 2015 – 31 May 2016

Chief Executive	Tom Flynn
Director of Commercial Services	Max Ross
Head of People & Communications	Abi Jesson
Finance Manager	Nelson Mendes
Membership Services Manager	Andrew Steadman

As part of an organisation review, the Senior Management Team was restructured to better reflect the new strategic plan.

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 (from August 2016)

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 2016, the Union was affiliated to the following organisations:

- The National Union of Students

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2. Structure, Governance & Management

The Trustees submit their annual report and financial statements for the year ended 31 July 2016. In preparing this report, the Trustees have complied with the Charities Act 2006, the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) ('the Charity SORP') and the constitution of SURHUL. The Trustee Board present their Annual Report for the year ended 31 July 2016, which includes the administrative information set out on page 1, together with the audited accounts for that year.

Structure of SURHUL

SURHUL is an unincorporated association and a registered charity, registration number 1141998. SURHUL 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 SURHUL 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 SURHUL. The Union's constitution is reviewed at least every five years and any changes are approved by the membership, through an 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)
- 7 elected trustees (out of 10), rising to 8 out of 12 in 2016/17.

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 four Sabbatical Officers, three Student Trustees and three 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 an allowance 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 SURHUL are best used to deliver the vision, mission and values.

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 300 individual staff on average. At 31 July 2016 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.

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In 2015/16 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.

Remuneration of Key Management Personnel

All staff salaries are set based on grades and spine points within the Students' Union's pay framework, which is approved annually by the Board of Trustees. The salaries of the Officer Trustees and Chief Executive Officer are set specifically by the Appointments & Remuneration Committee, other SMT salaries are set by the CEO within an agreed range and reported to Board for scrutiny.

Risk Management

The Board of Trustees has examined the major strategic and operational risks faced by SURHUL. 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.

Broadly, the three major existential risks and mitigations are described below. These risks are regularly monitored and reviewed by the Senior Management Team, Management Committee and Board of Trustees.

If there were to be a breakdown in the relationship with the College, this poses a risk to the union's ability to achieve its strategic aims, which are largely aligned and delivered in partnership with the College. The relationship between the two organisations is currently very strong and multiple measures in place to ensure this is maintained: the expectations and commitment of both parties is formalised in a Memorandum of Cooperation; all members of the Union Management Committee have links and relationships with different College departments at all levels; and there is a formal SU-College Exec monthly meeting where the CEO and Officer Trustees meet the College senior management to ensure cooperation at the most senior levels.

Trading Performance – the performance of our trading services, which generate significant contribution to the charity is another key risk. This contribution is key to the success and financial security of the organisation and a significant drop in sales and contribution would have a major impact. The Union holds a level of reserves of at least half the value of the annual contribution so any major impact does not pose a going concern risk. Management accounts and daily, weekly and monthly trading reports highlight any issues immediately so that they can be addressed. The cost model of the Unions trading services means that it is very easy to quickly flex all costs, except for management costs, in response to changes in demand.

A further significant risk is the failure of financial or budgetary control, leading to fraud, financial misappropriation or material, unanticipated overspend. This is mitigated by a clear scheme of delegation, financial regulation and segregation of duty, underpinned by training for relevant staff members. Budget holders are aware of their responsibilities and performance is reported to, and reviewed by, the senior management team on a via the monthly management accounts. A full review of financial policies, procedures and regulations is scheduled for 2016/17.

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3. Trustees' Report: Objectives, Activities & Impact

Our charitable purpose is the advancement of education of Students at Royal Holloway University of London for the public benefit. In furtherance of this purpose the Trustees have complied with their duty in s.17(5) of the Charities Act 2011 to have due regard to the Charity Commission's published general guidance concerning the operation of the public benefit requirements under the Act.

Section A: The Strategic Plan

In January 2016 the Students' Union agreed a new four year strategy, which clearly sets out what we want to achieve by 2020, how we mean to get there, and what type of organisation we want to become. This plan was built on a large research project over 18 months, asking students what matters to them, and what they think our priorities should be. We looked at surveys, ran focus groups, met with different stakeholders across the College, and directly asked members what they thought of our ideas.

We simplified this down to a mission statement: we're here to make student life better at Royal Holloway.

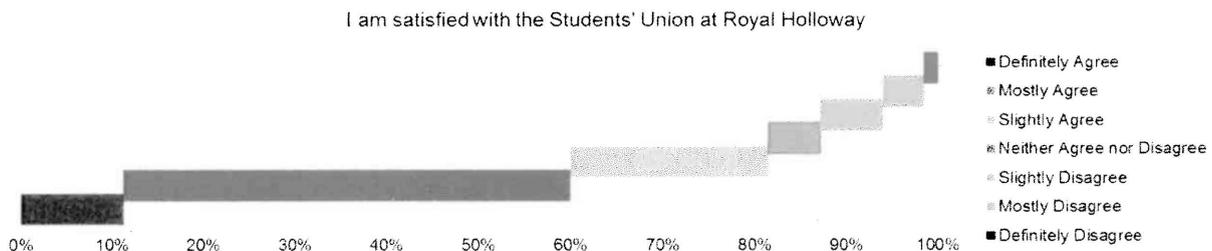
And five key aims setting out how we'll do this:

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

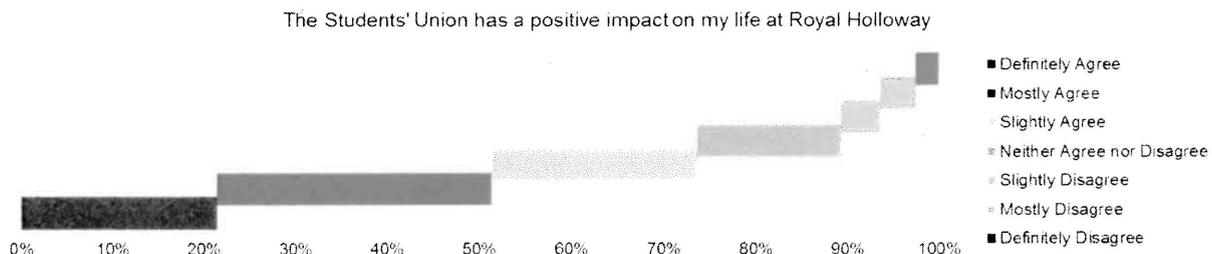
In the preamble to the plan we say we owe it to students to be the best Students' Union possible. This year was our first step towards this goal. We've purposely set the report out in the same way as our strategic plan, so it's easy for students, staff, and everyone else to see just how we're doing. Some of our KPIs are measured using our annual membership satisfaction survey (Rate Your Union), which this year had 1448 students completing it over two weeks – representing around 15% of the student population.

2020 Goals

Target: 80% of students are satisfied with the Students' Union at Royal Holloway
Actual performance: 82%, of which 22% is only slightly agree.



Target: 80% of students agree we have a positive impact on their life at Royal Holloway
Actual performance: 74%, of which 22% is only slightly agree.



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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:

£828,934 in block grant funding provided by the College
£500,000 paid to student staff in salaries
366,574 unique visitors to the main SU website
£365,000 in funding generated by our various trading services
48,870 unique visits to the Orbital website
41,651 passport points awarded to 1274 students through SU activities
30,653 tickets for events bought online through our website
26,618 pints of soft drinks sold in our venues
16,675 meal deals sold in the Union Shop
3,200 Summer Ball guests
2,383 students involved in at least one society
2,327 voters in the main SU elections representing a turnout of 24.6%
2,184 hours of programming broadcast by Insanity FM
1,911 hours of the SSHH bus operating across campus
1668 NUS Extra Cards purchased by students
1197 students involved in at least one sports club on campus
1060 applications for student jobs
888 cases seen by our advice centre
811 students attended our brand new housing fair
632 committee members supported to run their activity groups
576 shifts for student Duty Managers across the Students' Union
400 members of our media groups
290 Course Reps elected
250 students employed by the Union
149 housing contracts checked
137 student groups
130 Course Reps inducted and trained
125 entertainment events in our venues
33% average read rate of our weekly all student newsletter
24 videos produced and broadcast by Rhubarb TV
4 elected Sabbatical Officers representing students within the college

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.

Theme 1: Improve students' education

For the first time we made the quality of the educational experience that students receive at Royal Holloway our first priority. Over the past twelve months we've already made big steps forward in our work.

Provided dedicated support for Course Reps

This year we further improved our support for Course Reps, recently appointing our first ever Academic Representation Coordinator to our full-time staff team. This position has helped us to increase the number of reps elected across College to over 290, with 130 of these attending our training and induction session.

Some examples of the work we supported Course Reps in achieving are:

- A joint honours student got the structure of their programme altered, allowing students to choose from more modules from a specific department than previously available.
- A student from Arts & Social Sciences persuaded their department to change the way an assessment was graded, to include marks for both individual and group contribution.
- A student from Drama agreed a 10 point action plan with their department, detailing a number of different improvements to the student experience scheduled for the following year.

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Submitted a formal response to the government HE Green Paper

With the announcement of major changes to the higher education sector on the horizon, we worked with the College to draft the formal response to the government's proposals, focusing particularly on the issues related to the establishment of a Teaching Excellence Framework. We also fed back on their suggestions regarding the accountability of Students' Unions, and desire to link our work more closely with that of Trade Unions.

Participated in the review and restructure of the NSS

We also crafted a formal response to the proposed changes being made to the National Student Survey, helping to ensure the revised questions focussed on areas we know are important to students. We lobbied for the broadening out of Question 23 (specifically related to us) to enable us to better understand what final year students think of the Students' Union.

Represented students on periodic reviews

We continued to play a key role in the College's Periodic Review Process, with elected Officers sitting as a member of the panel. This ensures the student voice is heard loud and clear.

Fed into the plans for study space in the new library

We worked closely with the Library team in looking at the space requirements for the new building. For example this year we ran a number of focus groups with students, and agreed changes to the provision of the new postgraduate study space – opening it up to taught as well as research students.

Developed our academic advice service

Our Advice Centre continues to grow, with nearly 200 cases specifically related to academic issues this year. We supported students on a range of matters ranging from academic integrity, appeals and mitigating circumstances guidance.

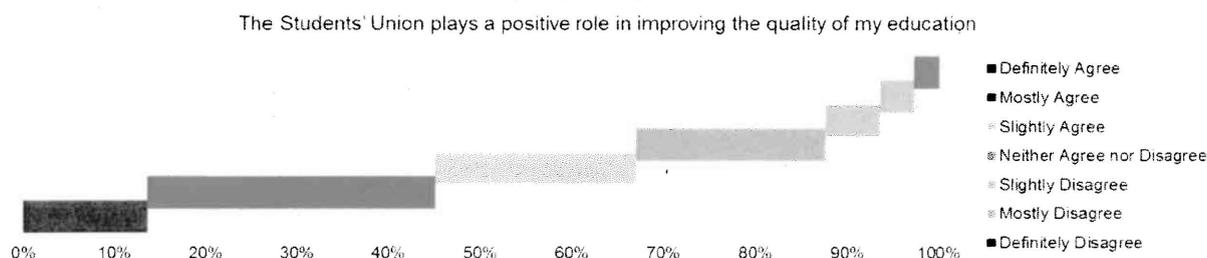
Finally created a Vice President Education role...

As part of our wider constitutional and governance review, we also took the decision to split the Students' Union President role in two from 2017, ensuring our work on education gets the focus it deserves.

2020 Goals

Target: 80% of students agree we play a positive role in improving the quality of their education

Actual performance: 67%, of which 22% is only slightly agree.



Theme 2: Make campus fun

Our second theme focusses on bringing a bit of fun on to campus, and making sure students enjoy their time at Royal Holloway. It's no coincidence that when asked to describe the Union in one word, the top answer this year from students was 'fun'.

Ensured students had a warm welcome to campus

Working in partnership with the College, we played a crucial role in the first few weeks of the academic year, running a range of events, trips and activities to help students settle in. We also recruited, trained and managed a team of over 250 volunteers spread out over campus for the week, helping students with any problems they encountered.

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Gave more support to our student groups

Our clubs and societies are the centre of the Students' Union: providing students with the opportunity to represent the College across a wide range of sports and socialise with like-minded individuals in different societies. We have continued to dedicate resources to developing emerging groups and have seen this come to fruition with the number of clubs and societies available to our members hitting a record high of 137. This year 3,580 students were a member of at least one group on campus – another record.

This year also saw the launch of a new visual identity for our sports clubs, built around Colussus the Bear. It kicked off with a popular launch night during Welcome Week, extending over the course of the year with the hashtag #HomeOfTheBears.

Secured more space for activities and events

We also worked hard this year to expand the amount of space available to our groups, giving them the ability to run more activities and events. We opened up the main Students' Union building until 10pm during weekdays and successfully lobbied College for access to more rooms on central timetabling.

Held a successful Give it a Go Week

Held three weeks after term started, we facilitated our activity groups to run a series of free taster sessions, allowing students the opportunity to try something new at no cost. This is a really important part of our offer, as it helps students who might not necessarily want to commit to a group see what's on offer before taking the plunge.

Ran our Colours and Socs Balls

Our Colours and Socs Balls continued to grow, with a record attendance at both events. These took place towards the end of the spring term, and celebrated achievements of clubs, societies, media groups, their committees and their wider membership. This year we also introduced brand new awards for inclusion and accessibility, rewarding groups for their hard work.

Supported groups and the College with their large events

We continued to support student groups in the planning and running of large scale events on campus. This included things like:

- A Night in the Theatre: where our performing arts societies collaborated on a single variety show across all the different disciplines.
- A Night at the Dojo: held during Refreshers Week, our martial arts groups put on a stunning performance of skills, with over 250 students attending to watch.
- Christmas Market: the annual festive celebration in the Quads at the end of the autumn term.

Developed One World Week

We increased our support for the planning and delivery of the annual celebration of international culture on campus. This included our first ever event funding international student groups to prepare and distribute food from their local culture at an evening celebration.

Supported RAG

We continued to support RAG – our student group focussed on raising money for good causes. This year we ensured big events such as RAGFest, Panto and RAG Week were centrally resourced, increasing student participation. We're currently

Put on bigger, better and safer student nights in our venues

We continued to develop our entertainment offer across campus, both in the main Students' Union building and in Medicine & Stumble Out. We moved our ticketing online and invested more money than ever in the acts we brought to campus. In total we put on over 125 events, selling 48,437 tickets, and serving 26,618 pints of soft drink. Some acts we attracted this year include:

- DJ Fresh
- Nothing But Thieves
- Kristian Nairn (Hodor from Game of Thrones)
- Little Comets

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- The Cheeky Girls
- Greg James (Radio One)
- Lethal Bizzle
- Marvin Humes & Love Bug
- Vernon Kay

We also launched a brand new Monday night called Toast, built on value for money and the opportunity for students to buy a number of variations of beans on toast for only £1.50!

Launched Coffee House Sessions

We developed a new stream of free entertainment outside of Students' Union venues, partnering with Crosslands to provide live acoustic music every Monday during core meal times – bringing the space to life.

Grew Tommy's Kitchen

The second year of operation of our burger bar in the main Students' Union saw us almost double the number of students eating with us – serving 10,434 burgers. Tommy's Kitchen provides vital footfall into the main SU building during the day, and has allowed us to open the building to 10pm each night.

And finally, put on a huge Summer Ball

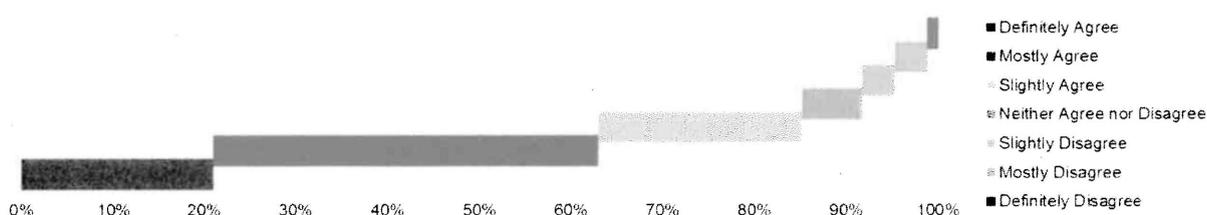
The biggest event on campus again proved another record breaker – selling out over a week in advance, with over 3000 guests and 36 different acts joining us to celebrate the end of the academic year. This year we added a number of new attractions, food stalls and even secured a DJ set from College Principal Paul Layzell (as well as alumni Example).

For the first time ever, we also undertook major work regarding the accessibility of the event. Working with 'Attitude is Everything', we improved deaf and disabled people's access to the Summer Ball. This included providing a dedicated viewing platform, complimentary tickets for personal assistants and induction loops for hearing impaired students. We were proud to be awarded Bronze certification in our first year.

2020 Goals

Target: 80% of students agree we provide services, events and activities that are entertaining and fun
 Actual performance: 85%, of which 22% is only slightly agree.

The Students' Union provides services, events and activities that are entertaining and fun



Theme 3: Look after students' wellbeing

The third strand to our plan focuses on the work we play in the wider College community ensuring students' wellbeing.

Grew the 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 two years. This year we saw over 800 cases on a range of issues, from academic advice, housing support and other general signposting/guidance. This translates to 1200 hours of staff time dedicated to working one on one with students.

This year we moved our case work online and have implemented a new data reporting system to really capture the impact this work has. Some examples include:

- We saved an international student a whopping £2,500 by preventing them from falling prey to a rental scam operating in London.
- We ensured a number of students who were facing termination of registration were represented effectively at appeals stage, keeping them on their course.

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Launched a new housing support service

With the closure of ULet, we replaced our support for students searching for private housing with a dedicated outreach and contract checking service. Employing a team of trained student staff, we distributed over 2,000 printed guides, gave presentations to over 2,000 students (most of whom in Halls of Residence), and checked 149 contracts to ensure they were fair and reasonable.

We also launched our first ever Housing Fair during Refreshers Week, with circa 800 students attending. We used the opportunity to invite five local lettings agencies on to campus – all of whom changed their terms and conditions for students to our minimum standards to be able to attend. A massive positive impact for our members.

And our house mating events – which helps students looking to buddy up in private accommodation with others meet each other – were the most popular ever. In total 276 attended across six sessions.

Enhanced our work supporting transgender students

Working with the College, we led a working group that has developed a brand new set of guidelines regarding supporting transgender students on campus. This will shape how our community responds to and better supports our members.

Led an LGBT in sport campaign

Working with the College we led a campaign targeted at improving the visibility and number of LGBT students participating in sport on campus. As well as the rainbow laces initiative, we promoted a range of LGBT only sports sessions – with our LGBT student society massively involved.

Continued to run our stressbusters campaign

Following previous years, we ran an initiative around examination periods 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.

Ran our biggest ever Mental Health Awareness Week

Working with our brand new elected Welfare Committee, we put on our biggest week of welfare events ever, designed to reduce the stigma attached to mental health issues on campus. This included free Be.Active sports sessions, themed quiz nights and a number of relevant theatre productions.

Worked to reduce harassment on campus

Responding to both national and campus specific data, we launched a major piece of work aimed at increasing the reporting of harassment on campus, and reducing the number of incidents via a programme of education and peer support.

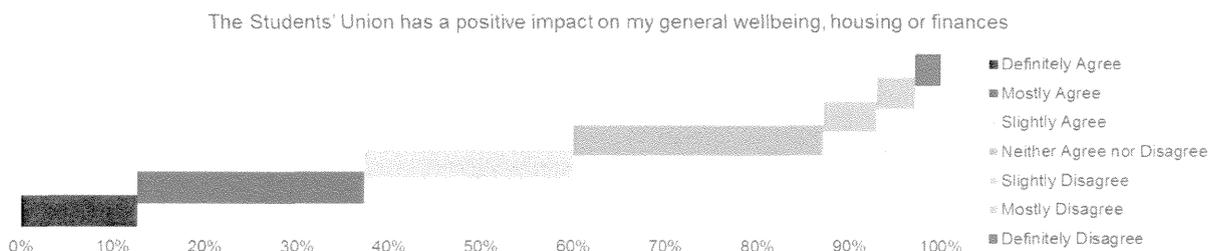
Helped students earn money to supplement their income

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 over 250 students in range of different roles, ensuring £500,000 stayed within our membership.

2020 Goals

Target: 80% agree that we have had a positive impact on their general wellbeing, housing or finances.

Actual performance: 61%, of which 23% was only slightly agree.



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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 objective.

Supported the Passport Awards

We have continued to play a major role developing and encouraging participation in the Passport Award on campus. All our leadership roles (both voluntary and paid) are included in the scheme, with a strong partnership (including shared staff posts) between the Students' Union and College Careers Service at its core.

This year 1274 students have been awarded a total of 41,651 passport points through participation in Students' Union activities. This represents over 50% of all passport points on campus.

Employed students in bigger and different roles

Providing jobs for students is not only important from a finance perspective, but we also took the decision to try and provide more jobs with a clear professional development angle. 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:

- **Duty Managers:** we increased the number of roles available, giving students the opportunity to develop leadership skills and line management experience.
- **Graphic Designers, Photographers and Social Media Assistants:** which help students build a large professional portfolio of high profile work before graduating.
- **Housing Assistants:** giving those wishing to pursue a career in law the opportunity to hone their analysis and advocacy skills.

Established a graduate trainee scheme in our venues

We also established our first graduate trainee role within our trading services team – employing a Royal Holloway graduate on a two year fixed term contract. This model will be rolled out across the wider organisation over the next four years and includes a certified management qualification alongside a full time professional salary.

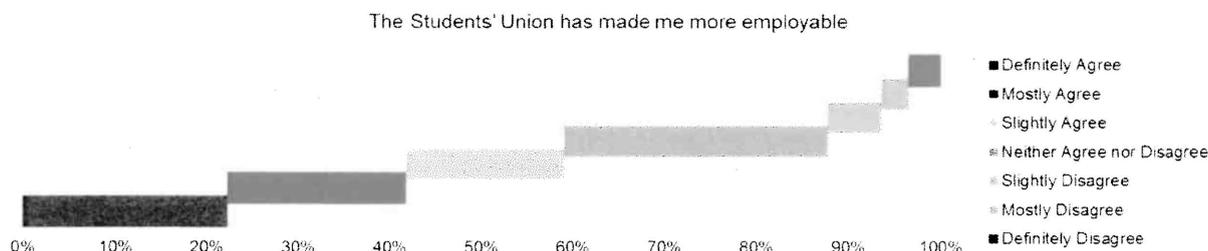
Trained and developed student leaders

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 conference, as well as a host of other sessions over the course of the year.

2020 Goals

Target: 80% of students involved in a leadership role through the Students' Union agree we've made them more employable

Actual performance: 60%, of which 18% is only slightly agree.



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 democratic structures, while some of it concerns how we support and promote the College's central Community Action volunteering team.

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Made our democratic structures easier to participate in

This year we rewrote our governing documents, and codified a number of changes to make it easier for students to participate in our decision-making. This included establishing new thematic councils based on key areas of our work, and moving general meetings to a more accessible format.

We also launched our first ever *ideas platform* on our website, which gives students the opportunity to directly suggest ideas that will make student life better on campus. Members can then comment, discuss and up/down vote – and depending on the level of engagement, we'll look to implement it via a *you said, we did* approach.

Ran our biggest ever Sabbatical Officer elections

After rewriting our governing documents, we were able to restructure and relaunch our annual elections – removing many outdated rules that were proving barriers to participation. All of our Sabbatical Officer roles were contested, as were those for College Council Representative and Student Trustee.

The campaigning period was extremely successful, with candidates out speaking to students across the three days. In total 2327 individual students voted in the elections, representing a turnout of 24.6% - the highest ever in our history.

Ran our first ever Activity Group election period online

We also took the decision to move all elections for club, society and media groups online over a week long period. In total, 543 students were elected across 122 groups, with over 40% of members voting.

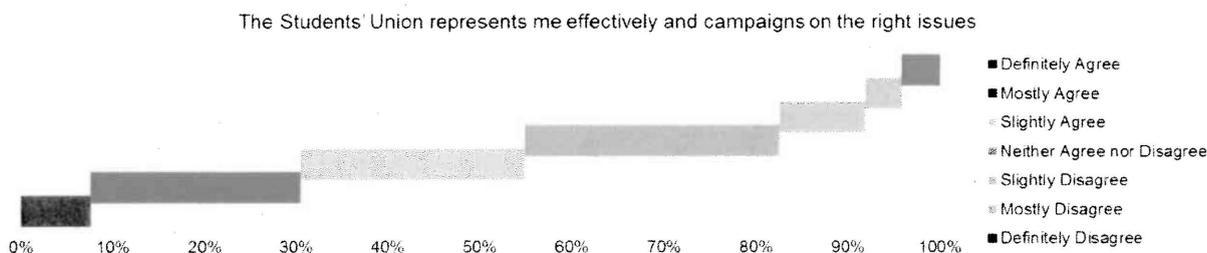
Delivered a major piece of work around voter registration and the EU Referendum

We continued our work around increasing broader democratic engagement on campus, running a significant voter registration and information campaign around the EU Referendum. Over 200 students attended a panel debate on the topic, with circa 1300 students accessing the online voter registration portal via the SU website over a month long communication campaign.

2020 Goals

Target: 80% of students agree we accurately represent them and campaign on the right issues

Actual performance: 56% of which 25% is only slightly agree.



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. We spent this year undertaking a number of major projects in order to professionalise our operation, giving us the foundation to deliver our mission over the next four years.

Sustainable Resources

This year we conducted a major piece of work restructuring our financial planning and budgeting process. We implemented new policies and systems regarding capitalisation, depreciation, reserves and reporting. These will ensure we're well placed to move into the new financial year.

We also took over the operation of the campus shop from the College in September 2015, and made a number of changes to improve the service quality it offered for the campus community. These included introducing new products, removing all card charges, increasing the opening hours and paying the VAT on all sanitary products. Allied to a major staffing restructure, we have successfully returned the operation to a surplus, allowing us to invest in the charitable functions of the Union.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2016

In August 2016 a reconfiguration of the main Students' Union building was completed – which finally separated out our trading services (i.e. bar and nightclub) from our day time support and engagement activities. This will allow us to provide a single helpdesk offer for our members, with the ability to access all our services in a single place.

Great People and Culture

The single biggest resource we have as an organisation is our people. This year we enhanced our strategy for people development, built around our five organisational values:

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

We have embedded these formally into the recruitment process for all new staff, and have developed a reward scheme that gives immediate recognition for colleagues when they display behaviour characteristic of one or more of them.

Some key results from this year's staff engagement survey includes:

- 84% of staff would wholeheartedly recommend the organisation as a good place to work
- 82% of staff believe the leadership group is taking the SU in the right direction
- 84% trust and respect the leadership group of the organisation
- 87% believe the organisation encourages them to learn and develop their potential
- 82% agree the organisation has strong values and operates to high ethical standards

Good Governance

We have completely rewritten the Students' Union's constitution, including tidying up the governance process and making it much simpler to follow. A number of old byelaws regarding operational aspects of the organisation (such as premises and venues) have been removed, and we have started the initial work around possible incorporation as a Charitable Incorporated Organisation, subject to the Trustees' decision.

The Board of Trustees continues to function effectively, and we have also established a number of formal subcommittees to deal with issues in between these quarterly meetings:

- Steering Committee: meets termly to manage the interface between the political and operational sides of the organisation
- Management Committee: meets monthly to consider organisation wide decisions
- Finance, Staffing & Risk: meets quarterly to provide scrutiny of financial decisions
- Appointments & Remuneration: meets annually to receive the CEO performance review
- Student Activities Grants Committee: meets to allocate grant funding to our student groups

Digital First Ambition

We started our work rolling out our digital first ambition across the organisation, moving ticketing, clothing and all group memberships for clubs and societies online. Making use of our digital engagement platform MSL, we made major changes to a number of administrative processes that give a much higher quality of service to students – including transport booking and the payment of expense claims.

We also moved our entire employee management system online, and have integrated the College Card into all Students' Union venues – to make sure students can access our services seamlessly.

Effective Communication

We significantly invested in our marketing and communications capacity, adding new roles responsible for ensuring students are kept informed about what's happening in the Union. In August we launched a new brand and website, and have already established a highly successful student email newsletter read by over 3500 students weekly. Our social media channels have seen significant growth, and we've made use of more platforms than ever – with custom built minisites developed for large projects such as Refreshers Week, SU Elections and the Summer Ball.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2016

Comprehensive Insight

This year we agreed a new approach on how we use research and data to inform our lobbying work – identifying a single period each term for survey work, and investing in our analysis and reporting capacity. We ran our first ever *Rate Your Union* survey, which asks students a number of questions directly related to our performance, as well as giving us in depth insight into a single topic – this year we chose Assessment & Feedback.

We also set the first Key Performance Indicators that the Students' Union has had for the past five years, and started work on developing a *total engagement measure* for all our activity. This will ensure we have a robust, accurate picture regarding our performance, and can represent students effectively.

Relationship with Royal Holloway University of London

The relationship between the College and SURHUL is established in the Regulations of the College and detailed in the SURHUL Constitution and approved by both organisations. Under the Education Act 1994, Royal Holloway University of London has a statutory duty to take such steps as are reasonably practicable to ensure that SURHUL operates in a fair and democratic manner and is held to proper account for its finances. SURHUL therefore works alongside Royal Holloway University of London in ensuring that the affairs of SURHUL are properly conducted and that the educational and welfare needs of SURHUL's members are met. The formal relationship with the University is governed by a Code of Practice and SURHUL works closely with the University and its students to develop appropriate Regulations and Schedules for its working practices.

SURHUL receives a Block Grant from the College, and occupies buildings owned by the College, which also pays for utilities and the provision of basic services such as the maintenance of the fabric of the buildings. The additional non-monetary support is intrinsic to the relationship between the College and SURHUL. As recommended by the Charities SORP, which has been adopted for this and future financial years for due compliance with the new requirements for Students' Unions provided for in the Charities Act 2006 (now Charities Act 2011), an estimated value to SURHUL for this free serviced accommodation has been included in the Financial Statements. The College has advised a rental figure of £25,000 per annum to be charged from 2012-13 onwards, so this figure has been adopted this year, and will be subject to review in the future. Although SURHUL continues to generate supplementary funding from various mutual trading activities, it is dependent on the College's support.

There is no reason to believe that this or equivalent support from the College will not continue for the foreseeable future, as the Education Act 1994 imposes a duty on the College to ensure the financial viability of its student representative body.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2016

4. Trustees' Report: Financial Review

Income has increased significantly in the year (£1,828k; 66%), due to the addition of a retail outlet in summer 2015 and the additional grant made to the College to cover the cost of the temporary structure replacing the Stumble Out venue. Costs have increased at a slightly higher rate (£1,949k; 72%) as a result of the costs associated with implementing and operating the new outlet, the temporary space, as well as some strategic investment and exceptional costs.

As in previous years, RHSU benefited from a grant from Royal Holloway, University of London, which was marginally higher this year as it is linked to student numbers – and therefore our membership (increase of £26k; 4%).

The results for the year show a deficit of £52k compared to a revised budget surplus of £44k. The deficit is predominantly a result of a number of one-off or exceptional items, including those of a transformational nature required to set the organisation on the right path to delivering our strategic aims by 2020, as described below.

The finance function at RHSU was reviewed in the year, with support from an external consultant, Counterculture LLP. A VAT review was also undertaken by a VAT expert from Crowe Clark Whitehill LLP, our auditors. As a result, a number of changes have been implemented for 2016/17, including the creation of a new Head of Finance and Business Reporting role, the implementation of a new chart of accounts and increased administrative support within the department.

Addition of Retail

At the start of the year, the Students' Union was asked by the College to take over the running of the shop on campus (selling mainly groceries and item 'convenience' items). This involved the TuPe of a number of staff, as well as significant investment in shop facilities. The College funded some of this investment in the form of a capital grant, the remainder of the cost is being met by shop surpluses. The exceptional cost to RHSU in 2015/16 was c£32k.

During the year, the shop performed well against budget both in terms of sales and contribution, which was put back into the Union's charitable activities, as with all trading contributions.

Insurance Claim

At the end of the previous year, one of our trading venues, Stumble Inn, was affected by substantial water damage as a result of flooding. An insurance claim was submitted for business interruption and to repair the damage. In collaboration with the College, who own the building affected, it was agreed that the old provision would not be replaced immediately, but that a temporary alternative, funded by College, would be provided.

The insurance pay out of just under £175k is shown on the accounts as other income. This will be utilised in the coming year to replace the functionality of the affected space on a more permanent basis.

Fixed Assets

During the year a review of fixed assets was undertaken and a new capitalisation and depreciation policy was put in place to ensure that accounting treatment for these assets reflects their useful economic life. As a result, a significant number of assets were impaired, as they were deemed no have no further economic value but had value on the balance sheet.

This amounted to a reduction in NBV of our fixed assets of £490k. As allowed under the transition to the new accounting standard FRS102, this revaluation has been reflected in the accounts as an adjustment to the opening balance sheet, rather than showing in this year's statement of financial activity.

Additionally, a number of minor equipment purchases in the year were expensed, where they would previously have capitalised as assumed by the original budget for the year.

Closure of U-Let

After several years of making considerable deficits, the Trustees decided to close the Union's letting agency, U-Let, during the year. This resulted in some exceptional costs (redundancy), but in the longer term will ensure that more of our resources are able to be spent on representational activity. We continue to support

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2016

students on house-related matters, and work with students and local providers to ensure good quality housing is available to our members, but no longer offer a lettings service.

Other Exceptional Items

The large number of student groups operating on campus require a significant level of administrative and financial support. The Union provides grants to these groups to support some of their activities and provides admin and finance support. In 2015/16 a review of this provision was undertaken, strengthening this support. As a result, a significant level of historical balances were written off, as reflected as a transfer of reserves from unrestricted to restrict. This was not a cash cost to the Union, but an accounting transfer to improve the clarity on funds held.

Other exceptional items, including consultancy costs, an organisational review, and transitional restructuring costs totalled c£50k.

Reserves Policy

A new reserves policy was approved in the year, which codified that the Union should hold at least £150-175k of free cash reserves at any time, in order to manage risk and ensure the sustainability of the organisation. Despite strategic initiatives and investments, and the exceptional items mentioned above, the Union held slightly a slightly higher level of cash and equivalents at the end of the year. This should be considered in context, in that a number of events after the balance sheet date meant that this increased quickly in the very early part of the 2016/17 financial year.

Future Funding

The Trustee Board confirms that SURHUL has sufficient funds to meet all its obligations. The Block Grant for 2016-17 has been confirmed at £844k, 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).

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.

This report was approved by the Trustee Board on 8 December 2016 and signed on its behalf by:



Natasha Barrett

President (Education and Campaigns) 2016/17

Chair of Trustees

Students' Union Royal Holloway University of London

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
FOR THE YEAR ENDED 31 JULY 2016 (CONTINUED)**

We have audited the financial statements of Students' Union Royal Holloway University of London for the year ended 31 July 2016 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes numbered 1 to 19.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 154 of the Charities Act 2011. 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.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
FOR THE YEAR ENDED 31 JULY 2016 (CONTINUED)**

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2016 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees Annual Report is inconsistent in any material respect with the financial statements; 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.

Crowe Clark Whitehill LLP

Crowe Clark Whitehill LLP

Statutory Auditor

Reading

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2016

	Note	Unrestricted Funds £	Restricted Funds £	Capital Grants £	2016 £	2015 £
Income and endowments from:						
Donations:						
- Donations, College Grant, etc.	10	828,934	24,000	-	852,934	826,484
- Other College grants	10	172,376	-	-	172,376	-
- Grant of serviced accommodation	1c)	25,000	-	-	25,000	25,000
Other trading activities:						
- Commercial marketing/sponsorship		19,261	-	-	19,261	15,835
- Other incoming resources		-	-	-	-	2,050
Investment income:						
-		-	-	-	-	338
Charitable activities:						
- Retail		1,124,953	-	-	1,124,953	-
- Bars, Café & Entertainments		1,430,524	-	-	1,430,524	1,310,157
- Amusement, Reception, Misc		6,709	-	-	6,709	20,735
- Constitution		36,962	-	-	36,962	25,006
- Communications & Campaigns		1,896	462	-	2,358	23,506
- Student Activities		139,276	-	-	139,276	64,504
- Clubs & Societies		-	592,204	-	592,204	433,632
- Bus Service		20,485	-	-	20,485	18,376
- Lettings		11,444	-	-	11,444	14,759
Other income		<u>174,202</u>	-	-	<u>174,202</u>	-
Total income		<u>3,992,022</u>	<u>616,666</u>	-	<u>4,608,688</u>	<u>2,780,382</u>
Expenditure on:						
Raising Funds:						
- Commercial activities		37,435	-	-	37,435	42,693
Charitable activities:						
- Retail		1,110,146	-	-	1,110,146	-
- Bars, Café & Entertainments		1,951,087	-	-	1,951,087	1,400,310
- Amusements, Reception, Misc		24,661	-	-	24,661	29,389
- Constitution and Representation		93,267	24,000	-	117,267	101,551
- Welfare		48,095	-	-	48,095	48,564
- Communications & Campaigns		115,650	2,666	-	118,316	95,980
- Student Activities		371,421	-	-	371,421	342,184
- Clubs & Societies		-	729,333	-	729,333	488,949
- Bus Service		128,249	-	-	128,249	123,880
- Lettings		24,396	-	-	24,396	38,035
Total expenditure	3-5	<u>3,904,407</u>	<u>755,999</u>	-	<u>4,660,406</u>	<u>2,711,535</u>
Net (expenditure)/income		87,615	(139,333)	-	(51,718)	68,847
Transfer between funds		(133,128)	133,128	-	-	-
Capital grant amortisation		23,717	-	(23,717)	-	-
Net movement in funds		(21,796)	(6,205)	(23,717)	(51,718)	68,847
Fund balances brought forward		<u>353,681</u>	<u>3,425</u>	<u>30,443</u>	<u>387,549</u>	<u>318,702</u>
Fund balances carried forward		<u>£ 331,885</u>	<u>£ (2,780)</u>	<u>£ 6,726</u>	<u>£ 335,831</u>	<u>£ 387,549</u>

The notes on pages 22 to 31 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
BALANCE SHEET
FOR THE YEAR ENDED 31 JULY 2016

		2016		2015	
Notes	£	£	£	£	£
Fixed assets					
Tangible fixed assets	6	<u>35,897</u>		<u>24,890</u>	
		35,897		24,890	
Current assets					
Stocks in bars, shops & other outlets	7	65,718		50,565	
Debtors & prepayments	8	357,025		178,548	
Cash at bank & in hand		<u>184,024</u>		<u>323,765</u>	
		606,767		552,878	
Current liabilities					
Creditors: Amounts due within one year	9	<u>(306,833)</u>		<u>(190,219)</u>	
Net current assets		<u>299,934</u>		<u>362,659</u>	
Total assets less current liabilities		<u>335,831</u>		<u>387,549</u>	
Union Funds:-					
Restricted Funds	12	(2,780)		3,425	
Capital Grants	11	6,726		30,443	
Unrestricted Income Funds		<u>331,885</u>		<u>353,681</u>	
Total Funds		<u>£ 335,831</u>		<u>£ 387,549</u>	

These financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on:- *8 December 2016*



..... Natasha Barrett - President

The notes on pages 22 to 31 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 JULY 2016

	Notes	Total 2016 £	Total 2015 £
Cash flows from operating activities			
Net movement in funds		(51,718)	68,847
Depreciation		43,867	81,647
Interest received		-	(338)
(Increase) in stock		(15,153)	(2,043)
(Increase) in debtors		(178,477)	(94,667)
Increase in creditors		<u>116,614</u>	<u>48,051</u>
Net cash (used in)/provided by operating activities		<u>(84,867)</u>	<u>101,497</u>
Cash flows from investing activities			
Interest receivable		-	338
Purchase of tangible fixed assets		(54,874)	(30,411)
Proceeds from sale of fixed assets		<u>-</u>	<u>2,050</u>
Net cash (used in)/provided by investing activities		<u>(54,874)</u>	<u>(28,023)</u>
Change in cash and cash equivalents in the year		(139,741)	73,474
Cash and cash equivalents at the beginning of the year		<u>323,765</u>	<u>250,291</u>
Total cash and cash equivalents at the end of the year		<u>£ 184,024</u>	<u>£ 323,765</u>
		2016	2015
		£	£
Cash at bank and in hand		<u>184,024</u>	<u>323,765</u>

The notes on pages 22 to 31 form part of these accounts

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2016

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) and the Companies Act 2006.

The Students' Union Royal Holloway University of London (SURHUL) 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).

Information on the impact of first-time adoption of FRS 102 is given in note 17.

(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 SURHUL 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:-

IT, Sound and Lighting – 3 years
Other Assets – 5 years

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2016

1. Accounting Policies (continued)

- (f) **Pension costs**
SURHUL 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) **Taxation**
No provision is made in these accounts for corporation tax as the Union is exempt from such taxes as a result of having derived its charitable status from its parent governing body Students' Union Royal Holloway University of London (SURHUL).
- (j) **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 18 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.
- (k) **Fund accounting**
SURHUL 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 SURHUL 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 SURHUL 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 SURHUL they cannot be included in the accounts.

STUDENTS' UNION ROYAL HOLLOWAY UNIVERSITY OF LONDON (SURHUL)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2016

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 £	2016 Total £	2015 Total £
Raising funds					
Commercial activities	-	26,786	10,649	37,435	42,693
Charitable activities					
Retail	788,685	251,435	70,026	1,110,146	-
Bars, Café & Entertainments	520,626	717,917	712,544	1,951,087	1,400,310
Amusements, Reception, Misc.	5,500	17,857	1,304	24,661	29,389
Constitution	27,158	31,250	58,859	117,267	101,551
Welfare	-	22,321	25,774	48,095	48,564
Communications & Campaigns	-	48,788	69,528	118,316	95,980
Student Activities	-	225,754	145,667	371,421	342,184
Clubs & Societies	-	-	729,333	729,333	488,949
Bus Service	-	79,312	48,937	128,249	123,880
Lettings	-	14,082	10,314	24,396	38,035
Total costs	<u>£ 1,341,969</u>	<u>£ 1,435,502</u>	<u>£ 1,882,935</u>	<u>£ 4,660,406</u>	<u>£ 2,711,535</u>

Included in other costs above are governance costs is the annual audit fee of £11,300 (2015: £11,100).

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4. Central Overhead Costs included in Note 3

	Staff Usage	Staff £	Rent £	Other £	Total £
Raising funds					
Commercial activities	6%	26,786	1,025	5,390	33,201
Charitable activities					
Retail, bars, Café & Entertainments	43%	191,962	14,075	235,829	441,866
Amusements, Reception, Misc.	4%	17,857	-	-	17,857
Constitution	7%	31,250	1,425	13,476	46,151
Welfare	5%	22,321	1,325	16,845	40,491
Communications & Campaigns	8%	35,714	1,600	14,824	52,138
Student Activities	14%	62,500	3,250	35,374	101,124
Bus Service	13%	<u>58,035</u>	<u>2,300</u>	<u>15,160</u>	<u>75,495</u>
Totals	<u>100%</u>	<u>446,425</u>	<u>25,000</u>	<u>336,898</u>	<u>808,323</u>

	£
Other Costs comprised:-	
IT Costs & Service Provision	72,596
Repairs & Cleaning	76,817
Insurances	38,134
Depreciation	43,867
Sundry Administration	<u>105,484</u>
	<u>336,898</u>

5. Staff Costs and Trustees Remuneration

	2016 £	2015 £
Wages and salaries	1,328,759	997,294
Social security	80,448	64,934
Pension costs	<u>26,295</u>	<u>13,632</u>
	<u>£1,435,502</u>	<u>£1,075,860</u>

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

	2016 No.	2015 No.
£60,000 - £70,000	<u>1</u>	<u>-</u>

In connection with the higher paid employees, retirement benefits are accruing under money purchase schemes for 1 (2015: nil). The total employer contributions in the year to the schemes were £372 (2015: £nil).

Key management personnel received remuneration of £316,124 (2015: £248,543). This relates to 8 Officer Trustees (2015: 7) and 5 professional senior managers (2015: 5). None of the officer Trustees received any remuneration or benefits in exchange for their service as Trustees.

The average number of employees during the year was:

	2016 No.	2015 No.
Professional Staff	35	28
Student Staff	<u>167</u>	<u>127</u>
	<u>202</u>	<u>155</u>

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5. Staff Costs and Trustees Remuneration (continued)

The remunerated Trustees were as follows

	2016 £	2015 £
P Gentry	2,241	-
L Lewis	2,241	-
S Milne	2,241	-
N Barrett	2,241	-
A Reilly Cooper	19,793	1,892
J Kilker	19,051	2,225
N Cheema	21,773	1,892
B Middleton Macpherson	21,773	22,704
S Bertrand-Shelton	-	21,881
JM Michalaski	-	21,881
E Peagam	-	21,881
	<u>£ 91,354</u>	<u>£ 94,356</u>

In the year, a total of £22,752 was expensed in redundancy and termination payments (including statutory redundancy pay, enhanced redundancy pay, payment in lieu of notice and ex gratia payments).

The average number of employees during the year was:

	2016 No.	2015 No.
Professional Staff	35	28
Student Staff	<u>167</u>	<u>127</u>
	<u><u>202</u></u>	<u><u>155</u></u>

The Sabbatical Officers and the Trustee Board were reimbursed a total of £55 (2015: £1,458) in respect of travel and other expenses incurred on behalf of the Students' Union.

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6. Tangible Fixed Assets

	Fixtures, Buildings, Fittings & Equipment £
Cost	
At 1 August 2015	91,886
Additions	54,874
Disposals	<u>-</u>
At 31 July 2016	<u>146,760</u>
Depreciation	
At 1 August 2015	66,996
Charge for the year	43,867
Disposals	<u>-</u>
At 31 July 2016	<u>£ 110,863</u>
NET BOOK VALUE	
- at 31 July 2016	<u>£ 35,897</u>
- at 31 July 2015	<u>£ 24,890</u>

7. Stock

	2016 £	2015 £
Bars and cafe	36,300	40,859
Shops and other outlets	<u>29,418</u>	<u>9,706</u>
	<u>£ 65,718</u>	<u>£ 50,565</u>

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8.	Debtors		2016	2015
			£	£
	Trade debtors		136,651	<i>156,913</i>
	Other debtors		38,138	<i>5,000</i>
	Prepayments and accrual income		<u>182,236</u>	<u><i>16,635</i></u>
			<u>£ 357,025</u>	<u>£ <i>178,548</i></u>

9.	Creditors: Amounts due within one year		2016	2015
			£	£
	Trade creditors		156,441	<i>70,533</i>
	Social security & other taxes		67,651	<i>33,943</i>
	Other creditors		30,312	<i>61,883</i>
	Accruals and deferred income		<u>52,429</u>	<u><i>23,860</i></u>
			<u>£ 306,833</u>	<u>£ <i>190,219</i></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 £828,934 (*2015: £799,278*). In addition the Union also received a one off grant of £172,376 (*2015: £nil*). The Union was also in receipt of a £24,000 engagement staff grant from the College in the year (*2015: £nil*).

Transactions throughout the year resulted in a trading balance as at 31 July 2016 of £109,210 (*2015: £104,267*) due from the University.

11. Capital Grants Fund

			2016	2015
			£	£
	At 1 August 2015		30,443	<i>14,786</i>
	Income		-	<i>22,206</i>
	Amortisation		<u>(23,717)</u>	<u><i>(6,549)</i></u>
	Balance at 31 July 2016		<u>£ 6,726</u>	<u>£ <i>30,443</i></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.

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12. Restricted Funds

	Brought forward	Incoming resources	Resources expended	Transfer between funds	Carried forward
	£	£	£	£	£
Student Clubs and Societies	-	592,204	(729,333)	133,128	(4,001)
Engagement staff grant	-	24,000	(24,000)	-	-
Student Leadership programme	3,300	-	-	-	3,300
Rhubarb TV	<u>125</u>	<u>462</u>	<u>(2,666)</u>	<u>-</u>	<u>(2,079)</u>
Total restricted funds	<u><u>3,425</u></u>	<u><u>616,666</u></u>	<u><u>(755,999)</u></u>	<u><u>133,128</u></u>	<u><u>(2,780)</u></u>

Clubs and societies funds represent amounts raised by the clubs and societies of the Union for their own use. The transfer from unrestricted funds reflects the Union's support for the Clubs and Societies in 2016.

The engagement staff grant represents monies received to fund a staff post.

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.

The Rhubarb TV fund represents and can be used for the general cost associated with running a TV station.

13. Analysis of net assets between Funds

	Unrestricted Fund	Restricted Fund	Capital Grant Fund	Total
	£	£	£	£
Tangible fixed assets	29,171	-	6,726	35,897
Net current assets	<u>302,714</u>	<u>(2,780)</u>	<u>-</u>	<u>299,934</u>
	<u><u>£ 331,885</u></u>	<u><u>£ (2,780)</u></u>	<u><u>£ 6,726</u></u>	<u><u>£ 335,831</u></u>

14. Leasing Commitments

At 31 July 2016, SURHUL had future minimum lease payments under non-cancellable operating leases as detailed below:-

	2016 £	2015 £
Vehicle Hire		
Within one year	17,367	17,367
Between two and five years	<u>13,796</u>	<u>17,367</u>
	<u><u>£ 31,163</u></u>	<u><u>£ 34,734</u></u>

The amount paid during the year in respect of operating leases for Vehicle Hire was £17,367 (2015: £17,278).

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15. Pension Costs

SURHUL provides access and makes contributions to Personal & Stakeholder Pension (Defined Contribution) plans for all its eligible employees. There are currently 32 employees in such schemes (2015: 4). SURHUL makes contributions of either 1% or 6.25% of earnings in addition to scheme members' contributions of 1% or 5%, depending on the scheme.

SURHUL made Contributions of £26,295 (2015: £13,632) to these schemes in 2015-16.

16. Control Relationship

Ultimate control of SURHUL rests with membership.

17. Transition to FRS 102

These financial statements for the year ended 31 July 2016 are the first accounts the Students' Union Royal Holloway University of London that comply with the Charities SORP (FRS 102). The date of transition to the Charities SORP (FRS 102) is 1 August 2014.

Reconciliation of Funds

	Note	At 1 August 2014 £	At 31 July 2015 £
Funds as previously stated		808,377	877,224
Fixed asset revaluations	1	<u>(489,675)</u>	<u>(489,675)</u>
Funds as restated		<u>318,702</u>	<u>387,549</u>

1. The fixed asset register was reviewed as at 1 August 2014 for impairment. The write down in the asset value represents management's assessment of the remaining value of the Union's fixed assets.

There was no impact on the prior period surplus.

18. Financial Instruments

	2016 £	2015 £
Financial assets measured at amortised cost	535,303	485,678
Financial liabilities measured at amortised cost	<u>239,182</u>	<u>156,276</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 (SURHUL)
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19. Prior year comparatives

	Unrestricted Funds	Restricted Funds	Capital Grants	2015 £
Income and endowments from:				
Donations:				
- Donations, College Grant, etc.	804,278	-	22,206	826,484
- Grant of serviced accommodation	25,000	-	-	25,000
Other trading activities:				
- Commercial marketing/sponsorship	15,835	-	-	15,835
- Other incoming resources	2,050	-	-	2,050
Investment income	338	-	-	338
Charitable activities:				
- Bars, Café & Entertainments	1,310,157	-	-	1,310,157
- Amusement, Reception, Misc	20,735	-	-	20,735
- Constitution	25,006	-	-	25,006
- Communications & Campaigns	18,589	4,917	-	23,506
- Student Activities	64,504	-	-	64,504
- Clubs & Societies	-	433,632	-	433,632
- Bus Service	18,376	-	-	18,376
- Lettings	14,759	-	-	14,759
Total income	<u>2,319,627</u>	<u>438,549</u>	<u>22,206</u>	<u>2,780,382</u>
Expenditure on:				
Raising funds:				
- Commercial activities	42,693	-	-	42,693
Charitable activities				
- Bars, Café & Entertainments	1,400,310	-	-	1,400,310
- Amusements, Reception, Misc	29,389	-	-	29,389
- Constitution	101,551	-	-	101,551
- Welfare	48,564	-	-	48,564
- Communications & Campaigns	87,682	8,298	-	95,980
- Student Activities	317,384	24,800	-	342,184
- Clubs & Societies	-	488,949	-	488,949
- Bus Service	123,880	-	-	123,880
- Lettings	38,035	-	-	38,035
Total expenditure	<u>2,189,488</u>	<u>522,047</u>	<u>-</u>	<u>2,711,535</u>
Net income/(expenditure)	130,139	(83,498)	22,206	68,847
Transfer between funds	(55,317)	55,317	-	-
Capital grant amortisation	6,549	-	(6,549)	-
Net movement in funds	81,371	(28,181)	15,657	68,847
Fund balances brought forward	<u>272,310</u>	<u>31,606</u>	<u>14,786</u>	<u>318,702</u>
Fund balances carried forward	<u>£ 353,681</u>	<u>£ 3,425</u>	<u>£ 30,443</u>	<u>£ 387,549</u>