



# ANNUAL REPORT 2018/19

Staffordshire University Students' Union,  
a Charitable Incorporated Organisation  
1173330



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# REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY AND ITS TRUSTEES AND ADVISORS FOR THE YEAR ENDING 31ST JULY 2019

## FULL TIME STUDENT EXECUTIVE TEAM

Tash Crump (Chair)  
Scott William Smith  
Tuesday Forrest  
Stephanie Cairncross

## APPOINTED TRUSTEES

Andrew Wright  
Danny Smith  
Rob Fekete  
(Ended March 2019)

## STUDENT TRUSTEES

Adam Colclough  
Ashley Smith  
Jade Fovargue  
Birgit Allport

The Students' Union employs a Chief Executive Officer to work closely with the Executive Team and Trustees to ensure effective management as head of a Senior Management Team:

Chief Executive Officer - **Ken Sankson**

DCEO Services - **Lisa Hough**

DCEO Finance & Enterprise - **Kevin Barry**

## PRINCIPAL OFFICE

College Road,  
Stoke-on-Trent,  
ST4 2DE.

## AUDITORS

Crowe,  
Black Country House,  
Rounds Green Road,  
Oldbury,  
B69 2DG.

## BANKERS

National Westminster Bank,  
Campbell Place,  
Stoke-on-Trent,  
Staffordshire,  
ST4 1ND.

## SOLICITORS

Wrigley's Solicitors LLP,  
19 Cookridge Street,  
Leeds,  
LS2 3AG.

## INTERIM ACCOUNTANTS

F. Mazloomian & Co.  
73/75 Princess Street,  
Manchester,  
M2 4EG.

# REPORT INFORMATION

The Trustees present their annual report together with the audited financial statements of Staffordshire University Students' Union (the charity) for the year ended 31 July 2019.

The Trustees confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP FRS 102) "Accounting and Reporting by Charities", and with regard to the Charity Governance Code.

In setting the objectives and planning activities the Trustees have given careful consideration to the Charity Commission's guidance on public benefit. In line with its constitution, it has focused on:

Promoting and supporting the interests and welfare of students at Staffordshire University during their course of study, through representation, development and advice of students

Being the recognised representative channel between students and Staffordshire University and other external bodies; and

Providing social, cultural, sporting and recreational activities and forums for discussion and debate to enhance the personal development of its students.



THE STUDENTS'

**UNION**

Staffordshire University Students' Union



# PRESIDENT'S INTRODUCTION

# CONNOR BAYLISS

With a great year behind us, we move into the new academic year, we start with a re-newed officer team, a refreshed trustee board and new challenges for the year ahead. We're really excited to make this a year for our students to remember.

We are moving into the final stages of our 2020 strategic plan and as a Union we will continue offering key support to students through game changers and campaigns such as "Be Safe" and "Ask Angela". Alongside this we've adopted student's views and opinions on how our services should develop. We'll be continuing to put our students' talent at the heart of our delivery to be a Union by and for all students.

For the new academic year, we've created new roles within the union, enhance the student experience by co-ordinating a vibrant programme both off and on campus in partnership with University Halls. With the new London digital Institute being opened, a new digital role really helps our outreach to students at all campuses. Aiming to drive digital innovation, keep students in touch with us and our plans as well as making sure that we stay as one connected university.

And now the bats have left and the Catalyst project is finally underway, we will start to see new physical changes to the campus over the year ahead.

For the year ahead we aim to build on the work of previous teams to ensure we support all Staffordshire University students through their time with the University and to continue making sure that everyone still feels Proud to Be Staffs.



**CONNOR BAYLISS**

President and Chair of Trustee Board 2019 – 2020

# AIMS AND OBJECTIVES

As an organisation, we're still proudly working towards our '20/20 vision' and embedding the values of these into all our departments, staff and Game Changers. This vision is to ensure that through the work of the Union and its members, that every student has a reason to be 'Proud to be Staffs'.

To deliver this overarching goal, we continue to work towards the following 5 strategic strands at a Union, departmental and individual level.

## OUR STRATEGIC STRANDS

Positively Impacting all Students

Empowering students to be changemakers

Give students a 'Competitive Edge'

Create a sense of 'belonging' at Staffs

Facilitating an excellent, student owned Union, prepared for the future

Whilst the ways in which we target and engage students may differ between study sites and the differing student demographics, our values and strategic values remains the same for all our study sites. This counts for over 17,300 members who studied at Staffordshire University in 2018/19 and these core values underpin a commitment to:

## OUR CORE VALUES

Put Students First

Be Inclusive

Enable Students

Harness Creativity

Be Friendly



# PRIOR STRATEGIC PROCESS

The initial years of our '20/20 vision' saw a number of changes to our Union – the most notable change coming at the start of our strategic plan in 2016. During this time, Staffordshire University changed from a split campus approach based in Stafford and Stoke, to a single campus operating with specific 'Centres of Excellence'. Whilst fundamentally our strategic plan and values remained the same, we had to adapt our approach to engage a major site with no core staff based there, and a very specific student course make up and needs.

Following on from this, in 2017 the University restructured from a 'four-faculty' to a 'six-school' structure, this meant we had to change the way in which deliver academic representation with our Officers and Student Voice Team.

Whilst we have successfully relocated and adapted our services, a number of exciting new challenges are on the horizon as the University have launched and opened their 'Digital Institute London'. This new campus at 'HERE East' adds additional stretch for the Union to deliver a good and consistent experience for all members.



## STRATEGIC GOAL 1:

# POSITIVELY IMPACTING ALL STUDENTS

When looking at how aim to be positively impacting on all students, as a Union we have broken this down into the following goals:

### GOALS

We will be a Union that is relevant to all students

Students know how we work and 'serve' them

We'll develop services that students want, and want to return to

Academic representatives will be effective in channelling the student voice, and we'll make it easier to see the difference they make

We will have a clear understanding on the impact of every part of our work, and how it adds value to the student experience

To achieve this in 2018/19, we have focused on ensuring that all our students know who their Elected Officer Team are by centralising them within our Union Game Changers. We have also worked to increase the visibility of feedback loops and increase our digital reach to be able to spread messages of positive impact.

To engage students, we refocused our campaigns into 'Game-Changers' – with the aim of encouraging students to 'change the game' in a certain area, rather than just participate in a campaign. This language change continued throughout our Elections encouraging students to '#LeadTheChange', rather than encouraging them to simply vote and enables students to be 'change makers' as highlighted in the empowering students to be change makers strategic goal.

Throughout the year, we have focused on a number of Game Changers, with the following highlights:

### GAME CHANGERS

Proud To Be Staffs

Your Vote Matter

#SustainableUnion

Be Safe

#PeriodPride

24/7 Campus

#NoExcuse

British Sign Language Awareness

As well as these highlights, we have also encouraged and supported students to participate in their own Game Changers – setting up a brand new 'CoppaFeel!' society around breast cancer awareness and supporting student Movember fundraising efforts to name a few.





## STRATEGIC GOAL 1: POSITIVELY IMPACTING ALL STUDENTS

Whilst a large amount of our impacts for these Game Changers are experiential, we know that the increased visibility of our Game Changers has engaged more students to get involved in them, and the successful growth of our social media channels has seen a wider digital audience for these campaigns.

In addition to representing and engaging our students locally, we have once again had a national voice with Union Officers elected as national representatives on boards for the National Union of Students (NUS) and British Universities and Colleges Sport (BUCS), ensuring Staffs student have a national voice and can influence decisions at the national level.

During 2018/19, we can demonstrate that we have actively engaged 31% of students each week, a figure that increases to 77% if we isolate the Stoke based students. This engagement spans our events such as venue attendance, workshops, fairs and any measure that we track inside our engagement index. With our research showing that engagement of students improves sense of belonging and retention, we are actively providing a positive impact on these students.

The 2019 National Students Survey (NSS) demonstrated that the majority of students recognise the contribution of their Union in representing them academically, with 58.4% answering either 'agree' or 'strongly agree' to question 26 "My Students' Union represents my academic interest".

Although this is a marginal fall from 60.5% in 2018, this fall representative of a national reduction in the benchmark for this question from 55.6% to 54.2%. Staffordshire University Students' Union has performed 'significantly above the benchmark' for this question. (Data provided by Office for Students).

Analysis of this dataset has shown there to still be a large proportion of students who remain 'indifferent' towards their Union, with 29% of students suggesting this. This is predominant in off-campus, part-time workers and mature students and those who regard themselves as "workers who study". These continue to be a key strategic focus for the Union to reach and engage.

**OVERALL,** with our increase engagement in activities and a wider reach in our digital services, it's clear to see that we're a Union that is relevant to students – and sitting 'significantly above benchmark' in the NSS reinforces this. We're also seeing that through interaction of our Game Changers and students taking the lead in areas, that we're channelling the voice of students.



*Full Time Officer, Tuesday Forrest celebrating the success of our #PeriodPride Game Changer*

## STRATEGIC GOAL 2:

# EMPOWERING STUDENTS TO BE CHANGEMAKERS

Whilst we have a number of different mechanisms for students to be changemakers, we identified the following goals to guide the work in this area to encourage students to take advantage of these. We have framed these goals to help stakeholders recognise the change that the Union and members have made:

### GOALS

Areas of the University and Union work that don't delight students will publish improvement plans to show how they plan to get better

We will clearly identify and communicate the top 10 impacts achieved by the Union and members each month

We will have involved at least a quarter of our members in the Union's decision-making processes each year

Our services will have user forums and/or programme committees to shape how they develop

Throughout the year, whilst working towards these goals we have also seen several staff personnel changes in the voice team. In the background the team have been revising bye-laws, policies and streamlining processes to make it easier for students to make change, be it with a rep, using the Big Ideas module on our website or in person.

When we look at our wider democratic engagement, we can see that we have 22% of students who have engaged in a Union Elections during their time at University. However, our main election saw 13% turnout. Therefore, we need to further analyse why individuals may not be 'repeat voters' and may disengage in this part of being a 'changemaker'.

On a digital engagement level we have seen over 3800 votes on our 'Question of the Week', engaging social media followers on questions including accommodation, timetables, deadlines and getting active. Whilst this must be looked at as 'followers' and not 'members', it still has given us quick insights into issues that affect our students.

We have also seen significant growth in our social media engagements, with a highlight seeing a 74% increase in our Twitter impressions from 2017/18 to 2018/19. This increase indicates Union messages are reaching more people and gives further opportunities for these followers to engage in our change-making process.



## STRATEGIC GOAL 2: EMPOWERING STUDENTS TO BE CHANGEMAKERS

As a Union, we have actively recognised the importance of engaging students and the effect this has on their ability and willingness to become change-makers. Our 2018 Clubs and Societies fair saw 1470 unique students from the 2041 attendees act on their interest in at least one student group. This equated to 72% of the students who attended the event taking an immediate opportunity to engage with the Union.

If we then include all memberships in 2018/19 we can then see that 1655 students joined groups – a 12% increase from the previous year. As members of student led groups, this gives a fantastic platform to make change, especially when you consider that 10% of these are for Representative Networks, such as part-time, commuter, parents & carers and disabled students.

	Society Memberships	BUCS Memberships	Sport Memberships	Network Memberships
% of Total Memberships	67	15	8	10

*% of total memberships purchased 2018/19 (Total 2617 memberships)*

These representative networks have managed to effect positive campus change, for example our Mature, Parent and Career network successfully worked with the University and Union to develop resources for children's library and commuter network have influenced the inclusion of locker areas in new build projects.

These successes are a contributing factor to the overall success in the Student Viewfinder Survey (SVS) where we can demonstrate that 80% of students who responded to believe 'their views and opinions are valued' a 0.8% increased from 2017/8 which continues and upward trend of success in this area with a 1% increase the year before.

**WHILST** at first glance we can see areas that do require improvement, we have used data to ensure that plans focus on these sections of the membership. We are also developing digital methods to further engage students as change makers, and to use forums and engaged students already in place to make change.



*LGBT+ Network representing Staffordshire University at Stoke-on-Trent Pride 2019*

# STRATEGIC GOAL 3: **GIVE STUDENTS A 'COMPETITIVE EDGE'**

When looking at our previous research – through our different segments and high-5 priority work in 2016, we identified the importance of employability and graduate development to our members, which reinforced our competitive edge strand and the following goals:

## GOALS

All students engaged in the Union will be supported to create plan of what they want to gain personally through their involvement

Students who aren't active in the Union will take up new activities that will help them grow

As students leave their Union we will help them reflect on what they've learned and how it can be employed

Our services will provide opportunities for academic course projects

We will build a team of experts and coaches to support exceptional student staff and volunteers to deliver high quality services and activities

We will partner with University Sport Centres and Health Courses and to support the competitiveness of our BUC Sports Teams.

These goals work across all our departments to embed development in everyone from our core staff to union team members, from our student representatives to group leaders, and every student in between.

The below table highlights the headlines for opportunities that students have undertaken, and a variance against last year, with a further breakdown provided.

Competitive Edge Opportunity	2017/18	2018/19	Variance
Academic Reps (Trained)	356	106	-250
Student Group Committees	239	256	+17
Assessment Centre Attendees	437	490	+53
Student Staff/Union Team Members	259	295	+36
Total 'Course' Attendees	146	200	+54
Live Lab Opportunities	12	6	-6
Registered Volunteers	144	35	-109

*Total number of students engaged in competitive edge opportunity*





*Union Team Member, Molly Woodhouse, showcasing her work at GradEX (Art & Design) 2019.*

Our trained academic representation saw a significant decrease. This has already led to a full debrief of all changes made this year, recognised that a lack of engagement in new online elections as a contributing factor to this fall, despite a focus on providing meetings and tools to academics and schools.

Other significant changes in the competitive edge opportunities is the increase in assessment centre attendees. These opportunities provide a real-life application and interview example that our 2016 research identified as important to our members. After these centres are trained Union Team Members have amassed nearly 62,000 hours of experience – this significantly provides vital income of over £494,000 to these students and has the opportunity to provide experience relevant to courses and careers, as well as additional training.

**CASE STUDY** When we look at Live Lab experiences, we again see opportunities to engage in future careers, with a case study of a Marketing Live Lab who after working in the team for her course placement, joined the team as a Union Team Member, and has since gained a full-time role in a marketing agency.

# STRATEGIC GOAL 4: **CREATING A SENSE OF 'BELONGING' AT STAFFS**

We have insight and evidence from our services, and from external sources that suggest that coping with student finances a key reason for dropping out of University. Alongside this we also aware that other key factors include not feeling a sense of belonging, and the raising challenges of mental health in modern HE.

We also know from our own internal retention data, that being part of a club or society significantly reduces that chances of dropping out of University, and as a result has seen a focus of the following core goals:

## **GOALS**

To ensure the University takes on students it is able to support appropriately to succeed

Make students mental wellness support a priority

To make every student feel welcome at their University

Academic societies will extend and compliment the work of our academic reps to build belonging at a course level

To help student have a great social life while they are at University by bringing together the vibrancy of the city and the campus

Every staff member will understand their role as an advocate of students and an ambassador for Staffs

This year we have sought to further understand this aspect of our students, working on a collaborative project in partnership with 21 other Students Unions. This provided a data set of over 20,000 students for the 'SU Impact Survey', helping Unions understand the behaviours and views of University life and the role of Students' Unions.

The positive side of these results highlight that we sit above the national average of 69% when the sample was asked 'I belong at my University – agree or disagree'. This indicates that the combined Union and University effort to encourage belonging is positively effecting students.

In addition to this important belonging information, we have also been able to see that from this sample, that Staffordshire University students feel 'less safe' than their counterparts when compared with the national average. These activities include being a part of student groups, with just 1.3% of students who dropped out in 2018/19 a part of them. This underlines for us the importance of the focus on student group memberships that we outlined in 'Empowering Students as Gamechangers'.

In collaboration with the University, induction and orientation has been identified as a key contributor to the sense of belonging and a priority for both new and returning students. In Welcome 2018 we saw 3697 unique students attending a range of events.

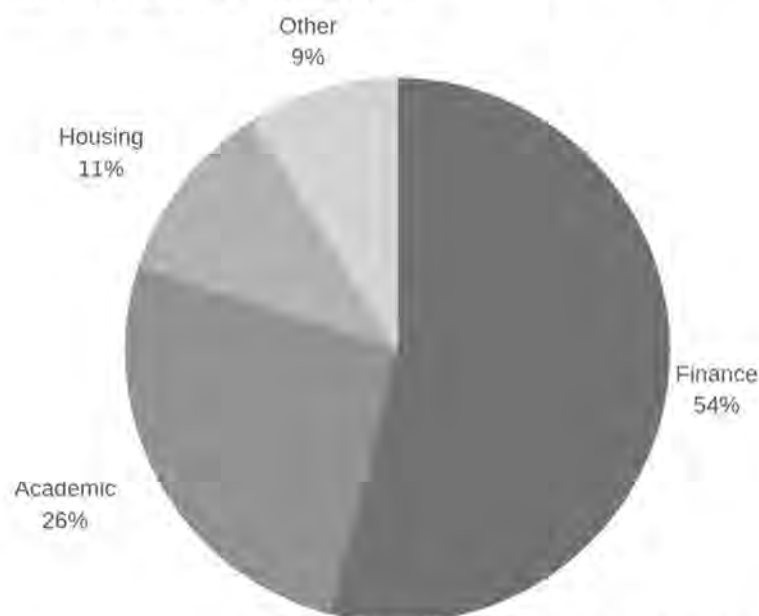


Not only did we continue the success our regular events, we also successfully added a new Vintage Fair to our regular calendar, and an increase in both major fairs supported an increase of 520 unique students engaging in our Welcome when compared against Welcome 2017. These events also include 14% of students from outside our Stoke campus – suggesting an increase in outreach and engagement. This increase and focus will hopefully continue into 2019/20 with the recruitment of a full-time 'Programme Coordinator' will ResLife to support events across the University.

This success continued into the new year. When directly compared to our 2017/18 data, we're able to see a 14% increase in unique students attending our venues in 2018/19 to 4022. These students were able to take advantage of a number of new activities and society driven events hosted within the venues. Not only this, there was also an increase in student frequency in event attendance to 10 visits, which although could be attributed to an increase in open times in the 'Get Ahead' period, also suggests a higher quality offering and that rebranding Friday nights has been successful.

When looking at a sense of belonging, it's also key to note the role of our Advice Team in supporting students through issues affecting their experiences. This in turn guides the organisations development of Game Changers by identifying developing issues early.

In 2018/19 our advice centre saw 1274 clients across 2650 interactions. Whilst we're unable to track the outcome of all of these interactions, we are able to see that we have helped students access of over £149,000 entitlements, they weren't aware of. We were also able to solidify knowledge of where our students are having issues.



*% of issues recorded with our Advice Team*

This information was then used to ensure we had a presence for student money week – creating additional information and 'tips' to save money, created by our in house money experts.

To continue to drive a sense of belonging, we have made a significant change to our Proud to be Staffs awards. In previous years we have heavily focused on total nominations, however during this year we focused on 'Proud to be Staffs Stories', and only accepted nominations (stories) that had enough details. This approach saw our nominations fall from 835 to 265, however so a much higher percentage of complete nominations. It also meant we have ran a successful and engaged social media campaign when sharing these, and have created content for the future.

**CASE STUDY** We have also seen significant actions by our members over the last year to help create a more inclusive environment and enhance a sense of belonging. We drew on the lived experiences of our students, to work with with the University Equality and Diversity Team to launch a 'transgender inclusion policy'. The public launch of this on the Trans Day of Remembrance further cemented the University and Unions stance on inclusion and assisting with a wider sense of belonging.

# STRATEGIC GOAL 5:

## **FACILITATING AN EXCELLENT, STUDENT OWNED UNION, PREPARED FOR THE FUTURE**

To ensure that every student is 'Proud to Be Staffs' and proud to be part of the Students' Union, it's crucial to provide high quality services that not only compete with local services, but use data and insight to drive them to a higher stand that puts students first and be confident in demonstrating this. As a result, focusing on the follow goals:

### **GOALS**

We will use the Quality Frameworks to demonstrate we are an excellent Students Union

We will support our activities with the profit from our trading operations, which will operate as social enterprises and ensure we keep prices on campus affordable

We will seek out and cut the "red tape" and avoid any duplication across our work

We will ensure we develop services that students want to come back to

To continue to deliver these high standards, over the course of the last year have continued to develop out staff by offering courses such as first aid at work, food hygiene and personal license. Not only does this assist in developing our students 'competitive edge' but an increased upskilling across the board increase the standard of our employees., creating services that students want to come back to.

When looking at whether or not students 'want to come back' to our venues, we're able to see that the frequency in attendance this year has increase to 10 visits, although this also shows a sense of belonging, it heavily suggests that the venues are working at a high standard.

This high standard is further reinforced as we continue to excel in Best Bar None. The gold accreditation in this highlights the safe and responsible nature of the venue, but frames this in a national context.



**BEST BAR NONE AWARDS SCHEME**





## STRATEGIC GOAL 5: FACILITATING AN EXCELLENT, STUDENT OWNED UNION, PREPARED FOR THE FUTURE

Alongside this, we add Union values to our venues, futureproofing our Game Changers to capitalise on student friendly initiatives that are not present elsewhere such as Ask Angela and our Union Angels, as well as adding new events to increase the venue offering such as Revolution Bingo, Vintage Fairs and a wider live music offering.

We can also see significant impact in GreenPad – providing a 13% increase in the provision of housing for students. With the fundamental Union core values behind this, the provision of high quality and affordable housing supports the issues that we have identified from our advice team as important to students. The team has also seen an increase in landlords either enquiring or looking to work with GreenPad, showing the value of the service within the Stoke-on-Trent property market.

During this year, we have continued to develop our #SustainableUnion Game-Changer and working across all our services to once again achieving the highest level of 'Excellence' in the national Green Impact awards. We also identified that through our Green Impact research that '76% of students think we (as a Union and University) can do more the encourage students to think and act to help the environment and other people'.

The resulting action is an increase in awareness and presence of our 'save a tree' promotion on social and digital media. As a result, over 19% of hot drinks now bought in Squeezebox have done so with this promotion.



*Full Time Officer, Stephanie Caircross, taking student suggestions in SqueezeBox for a more #SustainableUnion*

# STRUCTURE, GOVERNANCE AND MANAGEMENT

Since August 2017, Staffordshire University Students Union, has been incorporated as a Charitable Incorporated Organisation (Charity reg 1173330), and the sole shareholder of its trading subsidiary Staffordshire Students Union Enterprises limited (company reg 09849741).

The Students Union is responsible for the provision of support and representation to the students of Staffordshire University and is governed by its constitution and supporting bylaws. The Students' Union has provision for up to 15 members on its Board of Trustees, but in line with its bylaws currently aims to operate with 11 postholders:

The four Officer Trustees (also known as the Executive Team) are students elected by cross campus ballot for a one year term of office. These are full time sabbatical positions that are remunerated, as authorised by the Education Act, to take a year out of, or at the end of, their studies.

There are also positions for four Student Trustees. These positions are advertised and recruited from the membership of current Staffordshire University students. They are selected for their skills, commitment and background to reflect the diversity of the membership of Staffordshire University students. They are appointed for a one-year term but may hold a position for up to 3 years. These positions are not remunerated, and the post holders are not employees of the Students Union.

There are three further Lay Trustee positions that are recruited, with the purpose of balancing the Board in terms of skills, experience and profile. These positions may be held for up to four years as a single term, after which time the post holder may put themselves forward for a maximum of one further term.

The Union has a structured programme of induction and training for its Trustees that is run within the organisation, with the additional option to undertake a 2-day Trustee Training programme co-commissioned with local Students Union partners.

During the year there were additional skills and knowledge development sessions held, and a strategic review retreat, with all trustees and Senior Managers, was held in January 2019 to review the priorities and direction of the charity towards 2020.

The induction and onboarding process for new trustees in July 2019 has utilised the Charity Governance Code as a framework for developing both the trustees and the board in the year ahead. The Union undertook a Governance Review as part of the University's internal audit processes and the Board undertook a midyear assessment against the Charity Governance Code.

This has led to improved assessment of trustee skills as part of the recruitment process, a consolidated conflict of interest register, publishing of public agenda and minutes of the board, and document version tracking on all policies and bylaws.



## **ORGANISATIONAL STRUCTURE AND DECISION MAKING**

The Trustee Board has responsibility in law for the operation of the Students Union.

The Students Union is a democratic organisation and the Board of Trustees delegate authorities (subject to limitations and safeguards that ensure the legality of its decisions) to the Executive Committee that then harnesses the wider input of students, through Student Representative Council and Student Forums, in policy shaping decisions.

The Officer Trustees oversee the day to day operation of the Students Union as its Executive Team. They meet regularly with the management of the Students Union as a Leadership Team, ensuring the continued focus of the organisation on its objectives.

There is delegated responsibility through the Chief Executive Officer for operational decision making and accountability within the departments in accordance with a regularly reviewed framework of delegated responsibility.

The Students Union employs a core staff team of salaried employees to ensure effective management and continuity of its many activities and to implement the policy decisions and priorities of its members. In addition, the Students Union prioritises the employment of students across the organisation, employing a total of 231 students in the 2018/19 academic year for over 51,000 hours.

## **FUNDRAISING STRATEGY**

Staffordshire University Students' Union does not solicit funds from the public in order to fund the generality of its activity. Its funding comes primarily from a block grant from Staffordshire University, income generated as surplus through its charitable trading activities with its members and a donation from its subsidiary company from surpluses generated from advertisers and landlords.

The exception to this is the Student Food Hub programme, which operates as a restricted fund within the Union accounts, accepting small donations of food and funding.

The Students Union has not entered into any commercial participator arrangements nor engaged any professional fundraisers, nor does it have any plans to do so.

When raising funds through its subsidiary trading company, there is guidance provided by the charity as to acceptable forms of advertising, with specific exclusions on categories such as gambling and high interest loan facilities that are not deemed to fit the values of the charity. There is also a policy of vetting landlords and their properties prior to undertaking to promoting them to students. The activities of the subsidiary are regularly monitored by the Board through its Finance Staffing and Risk sub-committee.

There have been no complaints regarding fundraising received by the charity in the period covered by this report.

## **RESERVES POLICY**

The reserves policy of Staffordshire University Students' Union is to maintain a level of unrestricted funds, not committed or invested in tangible assets, which will enable the Union to ensure continuity of activity and the ability to adjust, in a measured way, to any significant changes in resources.

Reserves are needed:-

- To provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice.
- To protect the financial stability of the Union against adverse economic conditions within its trading operations.
- To provide a fund for capital replacement/refurbishment.

The Reserves policy recognises that reserves are necessary to maintain the day to day operations of the Union for a period of up to 4 months, should anything disrupt its income sources. This would currently equate to approximately £424,000.

The measure of free reserves has historically been, net assets, less restricted and designated funds, less fixed assets attributable to unrestricted funds.

Currently this amount is £127,000. However, the Trustees recognise that under FRS102 there is also a balance sheet provision of £930,000, beyond the next 12 months, against a long-term (17 year) pension liability and repayment plan. Therefore there is a 3 year financial plan to reduce the available reserves level over the next 3 years to the target excluding future pension liabilities.

### **RISK MANAGEMENT AND INTERNAL CONTROL**

The Trustee Board of the Students' Union has examined the major strategic, business and operational risks faced by Staffordshire University Students Union. A risk register has been established and significant changes to risks are identified and monitored through the Finance, Staffing and Risk Sub-committee.

Where appropriate, systems and procedures have been introduced to minimise or mitigate the risks the Students' Union faces. Budgetary and internal control risks have been minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with health and safety for staff, volunteers and participants on all activities organised by the Students Union and, public liability insurance has been maintained at £10m.

The key risks of the relationship and financial sustainability of the University as major supporter are actively managed, with an open dialogue and understanding of the co-operation between both parties. There is a support commitment from the University to both the block grant and trading operation of the Students Union.

In partnership with the University the Students Union is working with the University to manage the risk of falling student numbers either through recruitment or retention and the resultant impact on the finances of both organisations.

In the development of a lettings service for students and the consideration of potential secondary trading activity and associated risks, the Students Union established a separate trading enterprise in November 2015 through which it is able to conduct its social enterprise business with the community. This is a limited company wholly owned by the charity, the accounts of which have been consolidated in this report.

### **KEY MANAGEMENT PERSONNEL REMUNERATION**

The Trustees consider the board of trustees and the 3 Senior Managers as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

All trustees give of their time freely and no trustee remuneration was paid in the year. In line with the constitution and democracy of the Students Union, four of the trustees are elected to perform the duties of full-time Executive Officers, providing representation of student issues to the Students' Union, University and wider society. For this role they are remunerated, at a rate equivalent to the median sabbatical salary, across the sector, and incremented in line with the cost of living awards applied to its staff by the University each year.

Details of Trustee expenses and related party transactions are disclosed in note 26 of the accounts. These relate to the co-operation with the University, who is the primary funder and landlord, and to the ownership of the subsidiary trading company Staffordshire Students Union Enterprises Limited by the Students Union, and its supply of support services to the company.



Trustees are required to disclose all relevant interests and register them with the Finance Manager and, in accordance with the charity's Good Governance Policy, withdrawing from any decision making where a conflict of interest could arise.

The pay of the charity's Senior Staff Member is reviewed annually and increased in accordance with University Cost of Living awards (2.0% in 2018/19). In view of the nature of the charity and its economy of operations, the trustees consider that a multiple of up to 2.5 the median salary for UK employees is appropriate for this role.

The remuneration is also bench-marked with charities of a similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

The ratio comparing the highest full-time salary to the lowest full-time salary is 4.2 to 1. The average ratio for organisations within the not for profit sector with 100-250 employees is 7.0 to 1 (People Count Third Sector 2016 report).

## GENDER PAY GAP ANALYSIS

Although the size of our payroll puts us below the reporting threshold, we have still undertaken gap analysis. As at 1st April 2019:

	Male	Female	% Gap
Mean Gender Pay Gap (Hourly)	£9.05	£8.51	6%
Median Gender Pay Gap (Hourly)	£7.85	£7.85	0%

There are no bonus payment made to any staff members to report on.

In the top quartile of staff pay, 48% (31) are male and 52% (34) female. In all other quartiles it is 50:50 ratio.



*Some of our core staff getting involved with our Allies Programme*

# TRUSTEES' RESPONSIBILITIES IN RELATION TO FINANCIAL STATEMENTS

The charity trustees are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the charity trustees to prepare financial statements for each 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 the financial statements, the trustees are required to;

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the applicable Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures that must be 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and all financial information included on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

This report was approved by the Trustees on ..... and signed on their behalf by

**Connor Bayliss**  
Chair of the Trustees and President of the Students Union 2019/20



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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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#### Opinion

We have audited the financial statements of Staffordshire University Students' Union (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2019 which comprise the group Consolidated statement of financial activities, the group Consolidated balance sheet, the group Consolidated statement of cash flows and the related notes, 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).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 July 2019 and of the group's 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our 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 group's or the parent 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.

#### 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

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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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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 where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the group and the parent charity has not kept adequate accounting records; or
- the parent group and the parent charity 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, the Trustees are responsible for the preparation of financial statements which 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 group's and the parent 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 group's or the parent's charity or to cease operations, or have no realistic alternative but to do so.



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**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

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**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF STAFFORDSHIRE UNIVERSITY  
STUDENTS' UNION**

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**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

**Crowe U.K. LLP**

Statutory Auditor

Black Country House  
Rounds Green Road  
Oldbury  
West Midlands  
B69 2DG  
21 October 2019

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

STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2019**

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
<b>Income from:</b>					
Donations and grants	4	1,127,000	-	1,127,000	1,186,083
Charitable activities	5	2,167,837	26,697	2,194,534	2,204,934
Lettings and other income	3	227,979	-	227,979	179,289
Investments		1,472	-	1,472	1,389
<b>Total income</b>		<b>3,524,288</b>	<b>26,697</b>	<b>3,550,985</b>	<b>3,571,695</b>
<b>Expenditure on:</b>					
Lettings and other expenditure	3	137,202	-	137,202	116,350
Charitable activities	7,8	3,369,418	33,283	3,402,701	3,441,677
<b>Total expenditure</b>	6	<b>3,506,620</b>	<b>33,283</b>	<b>3,539,903</b>	<b>3,558,027</b>
<b>Net income / (expenditure)</b>		<b>17,668</b>	<b>(6,586)</b>	<b>11,082</b>	<b>13,668</b>
<b>Net movement in fund</b>		<b>17,668</b>	<b>(6,586)</b>	<b>11,082</b>	<b>13,668</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		263,561	65,109	328,670	315,002
<b>Total funds carried forward</b>		<b>281,229</b>	<b>58,523</b>	<b>339,752</b>	<b>328,670</b>

The notes on pages 29 to 43 form part of these financial statements.

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 JULY 2019**

	Note	£	2019 £	£	2018 £
<b>Fixed assets</b>					
Tangible assets	11		<b>153,909</b>		156,271
<b>Current assets</b>					
Stocks	13	43,703		55,568	
Debtors	14	146,092		74,840	
Cash at bank and in hand		<b>1,174,106</b>		1,320,492	
			<u>1,363,901</u>	<u>1,450,900</u>	
<b>Creditors:</b> amounts falling due within one year	15	<b>(248,321)</b>		<b>(313,616)</b>	
<b>Net current assets</b>			<b>1,115,580</b>		1,137,284
<b>Total assets less current liabilities</b>			<b>1,269,489</b>		1,293,555
<b>Creditors:</b> amounts falling due after more than one year	16		<b>(929,737)</b>		<b>(964,885)</b>
<b>Net assets</b>			<b>339,752</b>		328,670
<b>Charity Funds</b>					
Restricted funds	18		<b>58,523</b>		65,109
Unrestricted funds	18		<b>281,229</b>		263,561
<b>Total funds</b>			<b>339,752</b>		328,670

The financial statements were approved by the Trustees on 21 October 2019 and signed on their behalf, by:

**C Bayliss**

**P Sankson**

The notes on pages 29 to 43 form part of these financial statements.

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**CHARITY BALANCE SHEET  
AS AT 31 JULY 2019**

	Note	£	2019 £	£	2018 £
<b>Fixed assets</b>					
Tangible assets	11		<b>153,909</b>		156,271
Investments	12		<b>1</b>		1
			<u>153,910</u>		<u>156,272</u>
<b>Current assets</b>					
Stocks	13	43,703		55,568	
Debtors	14	232,414		121,666	
Cash at bank and in hand		1,070,450		1,254,332	
			<u>1,346,567</u>	<u>1,431,566</u>	
<b>Creditors:</b> amounts falling due within one year	15		<u>(230,988)</u>	<u>(294,283)</u>	
<b>Net current assets</b>			<u>1,115,579</u>		<u>1,137,283</u>
<b>Total assets less current liabilities</b>			<u>1,269,489</u>		<u>1,293,555</u>
<b>Creditors:</b> amounts falling due after more than one year	16		<u>(929,737)</u>	<u>(964,885)</u>	
<b>Net assets</b>			<u>339,752</u>		<u>328,670</u>
<b>Charity Funds</b>					
Restricted funds			58,523		65,109
Unrestricted funds			281,229		263,561
<b>Total funds</b>			<u>339,752</u>		<u>328,670</u>

The financial statements were approved by the Trustees on 21 October 2019 and signed on their behalf, by:

**C Bayliss**

**P Sankson**

The notes on pages 29 to 43 form part of these financial statements.

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STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 JULY 2019

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	Note	2019 £	2018 £
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	20	<u>(73,870)</u>	<u>80,317</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		<u>(72,516)</u>	<u>(87,346)</u>
<b>Net cash used in investing activities</b>		<u>(72,516)</u>	<u>(87,346)</u>
<b>Change in cash and cash equivalents in the year</b>		<b>(146,386)</b>	<b>(7,029)</b>
Cash and cash equivalents brought forward		<u>1,320,492</u>	<u>1,327,521</u>
<b>Cash and cash equivalents carried forward</b>	21	<u><u>1,174,106</u></u>	<u><u>1,320,492</u></u>

The notes on pages 29 to 43 form part of these financial statements.

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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019

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#### 1. Charity information

Staffordshire University Students' Union is a Charitable Incorporated Organisation (CIO), registered number 1173330. The CIO is registered in England and Wales and the registered office is at College Road, Stoke-on-Trent, Staffordshire, ST4 2DE. The Charity has no share capital.

#### 2. Accounting Policies

##### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Account 2011.

Staffordshire University Students' Union constitutes a public benefit entity as defined by FRS 102.

##### 2.2 Basis of consolidation

The financial statements consolidate the accounts of Staffordshire University Students' Union and its subsidiary undertaking.

The Charity has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Statement of Financial Activities.

##### 2.3 Going concern

The Union has cash resources and has no requirement for external funding. The trustees have a reasonable expectation that the Union has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting is appropriate in preparing the annual financial statements and believe there are no material uncertainties which effect the Union's ability to continue as a going concern.

##### 2.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019

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#### 2. Accounting Policies (continued)

##### 2.5 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

##### 2.6 Grants

The recurrent block grant is receivable from Staffordshire University, the Union's parent Governing Body. The grant is credited to the income and expenditure account in the year to which it relates.

Project support grants are project based and include grants which are receivable from the University and other funding bodies.

##### 2.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

##### 2.8 Tangible fixed assets and depreciation

There is no de minimis level for the capitalisation of tangible fixed assets and each case is dealt with on an individual basis.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019

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#### 2. Accounting Policies (continued)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures and fittings - 25% - 33.3% per annum

#### 2.9 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

#### 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

#### 2.11 Pensions

The charity operates a defined benefit pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS17 'Retirement benefits', the charity accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

#### 2.12 Taxation

No provision has been made in these accounts for corporation tax since the Union is exempt from such taxes as accepted by HM Revenue and Customs.

#### 2.13 Financial instruments

The Union only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

##### Debtors

Short term debtors are measured at transaction price, less any impairment.

##### Cash

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

##### Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019

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2. Accounting Policies (continued)

2.14 Critical accounting estimates and areas of judgment

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Useful economic lives of tangible assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. This is re-assessed annually and amended to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

(ii) Pension deficit contribution

The charity has entered into a commitment to provide deficit funding to the Students' Union Superannuation Pension Scheme, of which it is a contributing employer.

Under FRS 102, the fair value of the commitment is recognised. The calculation of the fair value of the commitment is subject to an assumption of the discount rate. The discount rate is determined by reference to market yields at the reporting date on high quality corporate bonds.

(iii) Donation of facilities by Staffordshire University

In accordance with the Charities SORP FRS 102, the Union has valued the benefit it receives from occupying 3,088.50 sqm of facilities owned by the University on a rent-free basis, at the trustees' estimate of market value (£95 sqm) at £295,000.

(iv) Support costs

Many of the costs incurred by the Union such as support staff costs and service costs are shared between activities. The Union's policy is to allocate these costs on the basis of assessed consumption.

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**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019**

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**3. Subsidiary trading company**

Staffordshire University Students' Union owns 100% of the issued ordinary share capital of its subsidiary, Staffordshire Students' Union Enterprises Limited, Company number 09849741. The subsidiary was incorporated on 30 October 2015. Its taxable profits are donated to the Union. A summary of the subsidiary's trading results is shown below.

**Statement of comprehensive income**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Turnover	<b>227,979</b>	179,289
Administrative expenses	<b>(137,202)</b>	(116,350)
Interest receivable and similar income	<b>181</b>	4
	<b>(137,021)</b>	(116,346)
Gift aid donation	<b>(90,958)</b>	(62,943)
<b>Retained in subsidiary</b>	<b>-</b>	<b>-</b>

The net assets of Staffordshire Students' Union Enterprises Limited at 31 July 2019 amounted to £1 (2018 - £1).

**4. Income from donations and grants**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<i>Total funds</i>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Support in Kind	<b>295,000</b>	-	<b>295,000</b>	295,000
Recurrent Block Grant	<b>832,000</b>	-	<b>832,000</b>	875,500
Project support grant - additional grant	-	-	-	15,583
<b>Total donations and grants</b>	<b>1,127,000</b>	<b>-</b>	<b>1,127,000</b>	<b>1,186,083</b>
<i>Total 2018</i>	<i>1,170,936</i>	<i>15,147</i>	<i>1,186,083</i>	

STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019

5. Income from charitable activities

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Advice and representation	14,299	-	14,299	11,702
Other income	8,348	-	8,348	6,895
Clubs & societies	-	26,697	26,697	26,418
Social space and services	2,145,190	-	2,145,190	2,159,919
	<u>2,167,837</u>	<u>26,697</u>	<u>2,194,534</u>	<u>2,204,934</u>
<i>Total 2018</i>	<u>2,178,516</u>	<u>26,418</u>	<u>2,204,934</u>	

6. Analysis of Expenditure by expenditure type

	Staff costs 2019 £	Depreciation 2019 £	Other costs 2019 £	Total 2019 £	Total 2018 £
Expenditure on lettings and other income	122,121	-	15,081	137,202	116,350
<b>Costs of raising funds</b>	<u>122,121</u>	<u>-</u>	<u>15,081</u>	<u>137,202</u>	<u>116,350</u>
Advice and representation	355,432	238	149,053	504,723	425,230
Social space and services	887,824	74,454	1,529,143	2,491,421	2,682,150
Employability, activity & skills	138,058	93	57,712	195,863	145,274
Campaigns and communications	118,353	74	37,627	156,054	145,693
Clubs & societies	1,894	19	38,307	40,220	29,330
<b>Charitable activities</b>	<u>1,501,561</u>	<u>74,878</u>	<u>1,811,842</u>	<u>3,388,281</u>	<u>3,427,677</u>
<b>Governance costs</b>	<u>-</u>	<u>-</u>	<u>14,420</u>	<u>14,420</u>	<u>14,000</u>
	<u>1,623,682</u>	<u>74,878</u>	<u>1,841,343</u>	<u>3,539,903</u>	<u>3,558,027</u>
<i>Total 2018</i>	<u>1,580,232</u>	<u>54,499</u>	<u>1,923,296</u>	<u>3,558,027</u>	

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019**

**7. Analysis of expenditure by activities**

	Activities undertaken directly 2019 £	Support costs 2019 £	Total 2019 £	Total 2018 £
Advice and representation	418,590	86,133	504,723	425,230
Social space and services	2,066,545	424,876	2,491,421	2,682,150
Employability, activity & skills	162,337	33,526	195,863	145,274
Campaigns and communications	129,464	26,590	156,054	145,693
Clubs & societies	33,283	6,937	40,220	29,330
<b>Total 2019</b>	<b>2,810,219</b>	<b>578,062</b>	<b>3,388,281</b>	<b>3,427,677</b>
<i>Total 2018</i>	<i>2,724,623</i>	<i>703,054</i>	<i>3,427,677</i>	

**Support costs comprised**

	2019 £	2018 £
Support in Kind	295,000	295,000
Indirect trading	12,075	11,070
Finance & administration	32,127	49,439
Other support costs	33,069	49,006
Development	46,367	67,019
Staff costs	157,823	230,943
Depreciation	1,601	577
<b>Total</b>	<b>578,062</b>	<b>703,054</b>

**8. Governance costs**

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Auditors' remuneration	14,420	-	14,420	14,000

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STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019

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9. Net income/(expenditure)

This is stated after charging:

	2019 £	2018 £
Depreciation of tangible fixed assets: - owned by the charitable group	74,878	54,499
Auditor's remuneration - audit	14,420	14,000
	<u>89,298</u>	<u>68,499</u>

During the year, four Trustees received reimbursement of expenses amounting to £Nil (2018 - £859) relating to travel costs and development.

10. Staff costs

Staff costs were as follows:

	2019 £	2018 £
Wages and salaries	1,483,939	1,440,432
Social security costs	73,722	73,617
Other pension costs	66,021	66,183
	<u>1,623,682</u>	<u>1,580,232</u>

The average number of persons employed by the charity during the year was as follows:

	2019 No.	2018 No.
Management and administration	39	45
Student staff	223	191
	<u>262</u>	<u>236</u>

The number of higher paid employees was:

	2019 No.	2018 No.
In the band £60,001 - £70,000	1	0

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the charity. During the year, key management personnel received remuneration of £231,129 (2018: £251,449).

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019**

**11. Tangible fixed assets**

	<b>Fixtures and fittings £</b>
<b>Group and Charity</b>	
<b>Cost</b>	
At 1 August 2018	1,784,566
Additions	72,516
Disposals	(27,108)
	1,829,974
At 31 July 2019	1,829,974
<b>Depreciation</b>	
At 1 August 2018	1,628,295
Charge for the year	74,878
On disposals	(27,108)
	1,676,065
At 31 July 2019	1,676,065
<b>Net book value</b>	
At 31 July 2019	153,909
<i>At 31 July 2018</i>	156,271

**12. Fixed asset investments**

	<b>Unlisted securities £</b>
<b>Charity</b>	
At 1 August 2018 and 31 July 2019	1

100% of the issued share capital of Staffordshire Students' Union Enterprises Limited is held by the Charity. Staffordshire Students' Union Enterprises Limited's principal activities are the advancement of education by providing and managing accommodation for the students of the University. The Company is registered in England and its company number is 9849741.

**13. Stocks**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<i>2018</i>	<b>2019</b>	<i>2018</i>
	£	£	£	£
Goods for resale	43,703	55,568	43,703	55,568

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**NOTES TO THE FINANCIAL STATEMENTS  
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**14. Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	£	£	£	£
Trade debtors	16,165	6,361	15,968	240
Amounts owed by group undertakings	-	-	106,821	74,308
Other debtors	13,502	10,329	13,502	8,981
Prepayments and accrued income	116,425	58,150	96,123	38,137
	<b>146,092</b>	<b>74,840</b>	<b>232,414</b>	<b>121,666</b>

**15. Creditors: Amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	£	£	£	£
Trade creditors	35,183	49,793	33,083	43,883
Other taxation and social security	38,384	29,985	37,586	29,985
Defined benefit scheme deficit funding liability	59,972	57,116	59,972	57,116
Other creditors	20,707	20,079	9,272	9,906
Accruals and deferred income	94,075	156,643	91,075	153,393
	<b>248,321</b>	<b>313,616</b>	<b>230,988</b>	<b>294,283</b>

**16. Creditors: Amounts falling due after more than one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	£	£	£	£
Defined benefit scheme deficit funding liability	929,737	964,885	929,737	964,885

**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**NOTES TO THE FINANCIAL STATEMENTS  
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**17. Financial instruments**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Financial assets measured at amortised cost	<b>1,203,773</b>	<b>1,337,182</b>	<b>1,206,741</b>	<b>1,337,861</b>
Financial liabilities measured at fair value through income and expenditure	<b>989,709</b>	<b>1,022,001</b>	<b>989,709</b>	<b>1,022,001</b>
Financial liabilities measured at amortised cost	<b>149,965</b>	<b>226,515</b>	<b>133,430</b>	<b>207,182</b>
<b>Total</b>	<b>1,139,674</b>	<b>1,248,516</b>	<b>1,123,139</b>	<b>1,229,183</b>

Financial assets measured at amortised cost comprise trade debtors, amounts owed by group undertakings, other debtors and bank.

Financial liabilities measured at fair value through income and expenditure comprise the defined benefit scheme deficit funding liability.

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

**18. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 August 2018 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Balance at 31 July 2019 £</b>
<b>Unrestricted funds</b>				
Income and expenditure account	<b>263,561</b>	<b>3,524,288</b>	<b>(3,506,620)</b>	<b>281,229</b>
<b>Restricted funds</b>				
Clubs and societies	<b>62,076</b>	<b>26,697</b>	<b>(33,283)</b>	<b>55,490</b>
Big Lottery Fund	<b>3,033</b>	<b>-</b>	<b>-</b>	<b>3,033</b>
	<b>65,109</b>	<b>26,697</b>	<b>(33,283)</b>	<b>58,523</b>
<b>Total of funds</b>	<b>328,670</b>	<b>3,550,985</b>	<b>(3,539,903)</b>	<b>339,752</b>



**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019**

**18. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 August 2017 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in / (out) £</i>	<i>Balance at 31 July 2018 £</i>
Income and expenditure account	271,140	3,530,130	(3,516,358)	(21,351)	263,561
<b>Restricted funds</b>					
Clubs and societies	37,336	26,418	(23,444)	21,766	62,076
Big Lottery Fund	6,111	-	(3,078)	-	3,033
Welcome programme	-	15,147	(15,147)	-	-
Other	415	-	-	(415)	-
	<u>43,862</u>	<u>41,565</u>	<u>(41,669)</u>	<u>21,351</u>	<u>65,109</u>

A summary of the aims of the key restricted funds are:

Clubs and Societies - These are funds raised by the clubs and societies and administered by the Union for the specific benefit of that club or society which is ultimately under the control of the Union.

Welcome Programme - This fund was a one off grant aimed at promoting the welcome week, encouraging students to settle into the University.

The transfer between funds relates to replenishing overdrawn restricted funds with unrestricted funds, and to recognise expenditure against restricted funds transferred from unrestricted expenditure.

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total funds 2019 £</b>
Tangible fixed assets	153,909	-	153,909
Current assets	1,305,378	58,523	1,363,901
Creditors due within one year	(248,321)	-	(248,321)
Creditors due in more than one year	(929,737)	-	(929,737)
	<u>281,229</u>	<u>58,523</u>	<u>339,752</u>

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**STAFFORDSHIRE UNIVERSITY STUDENTS' UNION**

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**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2018 £</i>	<i>Restricted funds 2018 £</i>	<i>Total funds 2018 £</i>
Tangible fixed assets	156,271	-	156,271
Current assets	1,385,791	65,109	1,450,900
Creditors due within one year	(313,616)	-	(313,616)
Creditors due in more than one year	(964,885)	-	(964,885)
	<u>263,561</u>	<u>65,109</u>	<u>328,670</u>

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group</b>	
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Net income/(expenditure) for the year (as per Statement of Financial Activities)	<b>11,082</b>	<b>13,668</b>
<b>Adjustment for:</b>		
Depreciation charges	<b>74,878</b>	<b>54,499</b>
Decrease/(increase) in stocks	<b>11,865</b>	<b>(13,611)</b>
(Increase)/decrease in debtors	<b>(71,252)</b>	<b>16,932</b>
(Decrease)/increase in creditors	<b>(65,295)</b>	<b>36,029</b>
Increase/(decrease) in pension deficit funding liability	<b>(35,148)</b>	<b>(27,200)</b>
<b>Net cash (used in)/provided by operating activities</b>	<b>(73,870)</b>	<b>80,317</b>

**21. Analysis of cash and cash equivalents**

	<b>Group</b>	
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>1,174,106</b>	<b>1,320,492</b>
<b>Total</b>	<b>1,174,106</b>	<b>1,320,492</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019

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**22. Pension commitments**

The Union participates in the Students' Union Superannuation Scheme, which is a defined benefit scheme whose membership consists of employees of students' unions and related bodies throughout the country. Benefits in respect of service up to 30 September 2003 are accrued on a "final salary" basis, with benefits in respect of service from 1 October 2003 accruing on a Career Average Revalued Earnings (CARE) basis. With effect from 30 September 2011 the Scheme closed to future accrual.

The most recent Valuation of the Scheme was carried out as at 30 June 2016 and showed that the market value of the Scheme's assets was £101,313,000 with these assets representing 46% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £119,700,000.

The assumptions which have the most significant effect upon the results of the Valuation are those relating to the rate of return on investments and the rates of increase in salaries and pensions.

The following assumptions applied at 30 June 2016:-

- The investment return would be 5.3% per annum before retirement and 2.3% per annum after retirement
- Pensions accruing on the CARE basis would revalue at 3.2% per annum.
- Present and future pensions would increase at rates specified by Scheme rules with appropriate assumptions where these are dependent on inflation.

The 2016 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit over a period of 16 years and will increase by 20% from 1 October 2017, and at least 5% each year subsequently. These contributions also include an allowance for the cost of the ongoing administrative and operational expenses of running the Scheme. These rates applied with effect from 28 June 2017. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions The Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The total contributions paid into the Scheme by the Union in respect of eligible employees for the year ended 31 July 2019 amounted to £nil (2018 - £nil). Additional contributions towards the scheme deficit amounted to £57,116 (2018 - £53,430).

The Union also participates in the Aegon money purchase scheme and the NEST scheme, which are both accounted for as defined contribution schemes. The total contributions paid into these two Schemes by the Union in respect of eligible employees for the year ended 31 July 2019 amounted to £66,021 (2018 - £66,183).

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## STAFFORDSHIRE UNIVERSITY STUDENTS' UNION

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019

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#### 23. Related party transactions

##### Staffordshire Students' Union Enterprises Limited

The wholly owned subsidiary, Staffordshire Students' Union Enterprises Limited, is included within the consolidated accounts.

The Union paid for expenditure on behalf of the subsidiary in the year and the subsidiary made a gift aid payment of £90,958 to the Union. As a result the Union were owed £106,821 (2018: £74,308) by Staffordshire Students' Union Enterprises Limited.

##### Staffordshire University

The majority of the Student Unions' funding is derived from Staffordshire University, which is a related party as the Student Unions' principal activities involve providing services to its student body.

The Student Union receives a block grant from Staffordshire University of £832,500 (2018: £875,500). An additional grant is provided by the University for project support of £nil (2018: £15,147).

During the year the Union made purchases totalling £25,776 (2018: £35,066) from the University and made sales totalling £28,918 (2018: £41,816) to the University.

In addition the Student Union occupies its building on a rent free basis. Donated services have been included in both income and expenditure in respect of this for £295,000.

Other related parties are the Sabbatical Officers and Trustees as detailed in the Trustees' report. Details of remuneration received by these individuals are shown in note 26. Remuneration of key management personnel is shown in note 12.

#### 24. Trustees' remuneration

	2019 £	2018 £
Remuneration	<u>75,287</u>	<u>73,604</u>

During the year retirement benefits were accruing to no Trustees (2018 - 1) in respect of defined contribution pension schemes.

Each of the Executive Committee's sabbatical officers received remuneration as authorised in the Union's governing document for the representation, campaigning and support work they undertake as distinct from their trustee responsibilities. Due to handover during the year, four (2018: four) sabbatical officers were paid as allowed and all received equal remuneration

# Affiliations for 2018/19

- ▶ National Union of Students
- ▶ Association of Licenced Multiple retailers
- ▶ National Council for Voluntary Organisation\*
- ▶ Chartered Institute of Housing^
- ▶ Citizens Advice Bureau
- ▶ Institute of Money Advisers^
- ▶ The Property Ombudsman
- ▶ Chartered Institute of Personal Development^
- ▶ Chartered Institute of Marketing^
- ▶ Association of Accounting Technicians^

## Activity Group Affiliations

- ▶ British Mountaineering Council
- ▶ Historia Normannis Living History Society
- ▶ UCCF: The Christian Unions
- ▶ Student Radio Association
- ▶ National Student Television Association
- ▶ CoppaFeel!
- ▶ Labour Student

*\*included in NUS Affiliation*

*^affiliation of professional staff member(s) CIPD*



THE STUDENTS'

***union***

Staffordshire University Students' Union

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