

CHARITY NUMBER: 1143161  
COMPANY REGISTRATION NUMBER: 7719030

# **University of the Arts London Students' Union**

**(Limited by guarantee)**

## **Annual Report and Accounts 2015-16**

**University of the Arts London Students' Union**  
**Annual Report and Accounts 2015-16**  
**Table of Contents**

|  |    |
|--|----|
| Trustees Report.....   | 3  |
| Statement of Trustees' Responsibilities .....  | 14 |
| Independent Auditors' Report .....   | 15 |
| Statement of Financial Activities (incorporating income and expenditure account) ..... | 17 |
| Balance Sheet .....  | 18 |
| Cashflow Statement .....   | 19 |
| Notes to the Financial Statements .....  | 20 |

**University of the Arts London Students' Union  
Trustees Report  
For the year ended 31 July 2016**

The Trustees present their annual report for the year ended 31 July 2016 under the Companies Act 2006 and Charities Act 2011, together with the audited financial statements for the year.

**Reference and administrative information**

University of the Arts London Students' Union ("Arts SU") is an unincorporated charity (limited by guarantee). The charity registration number is 1143161. The company registration number is 7719030.

It was originally established under the Education Act 1994 when students' unions 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**

The Student Hub  
University of the Arts London  
272 High Holborn  
London  
WC1V 7EY

**Charity Trustees (who are also Company Directors for the purposes of the Companies Act)**

**From July 2016 (unless stated)**

Scarlett Langdon\*  
Ana Oppenheim\*  
Leah Kahn\*  
Hansika Jethnani\*  
Amani Ghareeb Mohasseb  
Eli Gaventa  
Ben Galyas

**External Trustees:**

Martin Bailey  
Sujata Rastogi

**From July 2015 (unless stated)**

Scarlett Langdon\*  
Ana Oppenheim\*  
Bee Tajudeen\*  
Summer Oxley\*  
Leo Di Cera  
Chloe Barker

**External Trustees:**

Sujata Rastogi  
Martin Bailey

*\*Paid Sabbatical Officers.*

**Auditors**

Crowe Clark Whitehill LLP  
Registered Auditors  
Aquis House  
49-51 Blagrove Street  
Reading  
Berks  
RG1 1PL

**Bankers**

HSBC  
20 Eastcheap  
The City  
London  
EC3M 1ED

**Solicitors**

Bates Wells and Braithwaite  
2-6 Cannon Street  
London  
EC4M 6YH

**Key Management Personnel**

Key management personnel include the senior management team and paid sabbatical officers.

The Union employs a Chief Executive to work closely with the Executive Officers and ensure effective management of the charity. Yemi Gbajobi was appointed in August 2016 to fulfil this post, replacing Pari Dhillon (who left on 29th June 2016). During 2015/16 the other members of the senior management team were Jarlath O'Hara (Deputy Chief Executive) and Dave Lewis (Director of Membership).

**University of the Arts London Students' Union  
Trustees Report  
For the year ended 31 July 2016**

**Structure, governance and management**

Arts SU is constituted under the Education Act 1994 as a charitable company limited by guarantee (see page 3) with internal regulations or Rules approved by the governing body of the University of the Arts London ("the University"). Arts SU's charitable Objects under the Act, to advance the University's educational purposes by providing representation and support for University students, are supplemented by the further Object of helping members to develop their own charitable activities as active participants in civil society.

Arts SU is administered by its Trustee Board of up to 9 members comprising of up to four Sabbatical Trustees; three Student Trustees; and two Lay Trustees.

The sabbatical officers, together with the part-time, non-sabbatical officers (referred to as College Vice Presidents), are elected annually by a cross-campus secret ballot of the Arts SU membership. The external Trustees are appointed through majority vote of Trustees following a recruitment process.

The four posts of Activities Officer, Campaigns Officer, Education Officer and Welfare Officer are full time posts remunerated as authorised by the Education Act and cannot exceed two years duration for each holder.

Arts SU operates on democratic principles, working for and with our members, the students of the University. The voice of students is represented by the Union Executive, run and elected by members of the University. The Union also holds termly all student votes to understand the key issues facing University students. The Union also supports a range of assemblies to ensure that the diversity of the student body is heard.

The Trustee Board, assisted by sub-committees, where appropriate has delegated the day-to-day running of the Union to the Director. As charity Trustees, all Trustees receive a comprehensive training programme into their legal and administrative responsibilities at the start of their term of office, with ongoing guidance as and when required for issues arising during their term.

The Trustee Board meets six times per year to receive reports from sub-committees, Officers, Senior Management and the Director, to review the Union's performance and administration generally and to agree policy issues arising. The Union also employs a number of non-student core staff to provide continuity, consistency and knowledge in the management of its many activities. The staff team are accountable to the Director for the performance of their duties.

The Union has a Memorandum and Articles of Association which sets out its governance structure.

The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Union's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other unions to ensure that the Union remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for excellence. Delivery of the Union's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

**Relationship with University of the Arts London**

The Union receives a block grant from the University, and occupies spaces in University owned buildings.

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

In addition to the provision of space, the University also pays for utilities, caretaking and cleaning staff. This support is intrinsic to the relationship between the University and Arts SU. As recommended by the Charities SORP, which has been adopted for this and future financial years for due compliance with the requirements of Students' Unions provided for in the Charities Act 2011, an estimated value to Arts SU for this free serviced accommodation has been included in the accounts based on a recent historic estimate of market rates. Although Arts SU continues to generate supplementary funding from various mutual trading activities, it will always be dependent on the University's support.

The Trustees consider it reasonable to anticipate that this or equivalent support from the University will continue for the foreseeable future, as the Education Act 1994 imposes a duty on the University to ensure the financial viability of its student representative body in one form or another. The Trustees therefore consider the Union to be financially viable for the foreseeable future.

### **Principal Risks and Uncertainties**

The Trustee Board has examined the major strategic, business and operational risks faced by Arts SU. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Budgetary and internal control risks are minimised by the implementation of procedures for the authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers and participants on all activities organised by the Union. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Union.

The principal risks and uncertainties currently facing the Union are considered to be

- the possible reduction in funding by the University caused by
  - Their own financial health
  - Their perception of the value of the role of the Union
- The financial health of the University is itself dependent on HEFCE funding, which in turn is susceptible to factors beyond the control of the Union, including
  - Popularity of the Academic offering
  - Popularity as a result of Academic standards
  - Popularity as a result of the attractiveness of the campus and its facilities
  - Popularity driven by affordability and fee levels
  - Other Demographics
- local competition from rival bars and entertainment spaces in the vicinity,
- reputational damage in the unlikely event of a high profile activity by a student
- reputational damage in the unlikely event of a high profile activity by a trustee

Our plans and strategies for managing risk include maintaining effective internal controls, risk registers, incident-reporting and monitoring systems and insurance cover wherever appropriate.

Budgetary and internal control risks are minimised by the implementation of procedures for the authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers and participants on all activities organised by the Union. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Union.

### **Aims, Objectives and Activities**

The objects of the Union are the advancement of education of students at the University of the Arts London for the public benefit by:

- Promoting the interests and welfare of students at the University during their course of study and representing, supporting and advising students;
- Being the recognised representative channel between students, the University and any other external bodies; and

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

- Providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of its students.

In furtherance of these aims 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 requirement under that Act.

In pursuit of these objectives, Arts SU will ensure the diversity of its membership is recognised, valued and supported and as such has established student support and development departments and quality services for use by its members, to support its work with the University and other organisations on behalf of students. These include Advice and Support, Communications and Engagement, Freshers activity, Student Activities (including clubs and societies), as well as bar, catering and retail services.

Arts SU continues to represent the students on relevant local, national and international issues. On a local level, SU Officers continue to attend many University committees and working groups to enhance the student experience at UAL and ensure that the student voice is heard and responded to at all levels of the University.

To further enhance the student experience, Arts SU attracts a diverse membership to get involved in the Union, the University and the local community by actively promoting the benefits of volunteering in student-led activities.

When reviewing our objectives and planning our activities, Arts SU gives due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit.

## **Achievements and Performance**

### ***Our Organisation***

Our vision of Arts SU is an organisation that is 'A creative and innovative arts union for arts students.' It should be a gateway that students get a better, more creative, London student experience. This vision represents the fundamental shift that the Union is making to become a less generic union to becoming a bespoke, relevant and high calibre SU for the students of the University of Arts London. This is an important shift to make at a time when students' relationship with the University is changing, and that there are increasing expectations on the University. There is increasing expectation that the Union is part of the delivery of an excellent student experience, and in partnership with the colleges and University, it must both understand and compliment this.

Our expiring Strategic Plan sets out how this shift will be delivered and includes success indicators such as: actively engaging 10,000 students in the Union and delivering a majority of creative rather than generic union events and activities. To become the high calibre, creative Union that our students expect, we identified the need to invest in new programmes of work and reduce our focus on areas that are less relevant to our student body. We recognise that we must provide more creative opportunities, nurturing new spaces where students interact with each other and become more relevant to the immediate learning environment that students find themselves in.

However, we come from a position where our resources have been lean compared to other students' unions. Whereas many other students' unions benefit from the immediacy of the student community to their location, we have to develop innovative solutions on reaching out across the six colleges within the resources we've been allocated. This challenge is something that we embrace – it makes our activity proactive, focused and well planned, it makes our decisions better and our resource allocation more effective, but a step change in funding would allow us to deliver the activity that students want quicker, and provide a demonstrable positive impact on the student experience.

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

As part of the University community, we have made active choices over the last ten years to centralise where we can. We have a range of specialist staff employed in our main office which, in a more devolved model, we would simply not be able to employ. The benefits of individuals employed to deliver academic representation, digital communication, opportunities to play sport, vote in elections and receive advice are clear, but we recognised that this model allows us to sustain our levels of engagement, not necessarily improve them. In essence, we need to increase the number of our staff developing partnerships and destination activities through central coordination alongside placing new staff into the six colleges.

To strengthen the relationship we have with our own membership we opted to carry out a review of our organisation's identity, which led to three months of extensive work on refreshing our brand. Having carried out research and consulted students widely we changed our logo and colloquial name - from "SUARTS" to "Arts Students Union"

Arts Students Union describes us more clearly, more confidently, and uses terminology that runs across UAL - MyArts, arts.ac.uk, the university email address. It alludes to the thing that brings students across every college together - the arts - and also brings out two key identities - the SU and our social enterprise "Made in Arts London - together.

***Delivering our Niche***

We want to increase our responsibility in delivering the very best creative student experience possible for students; we already work closely with a range of departments and individuals across the University in projects from pre-enrolment and Freshers to academic representation and digital life, and have actively sought opportunities over the last year to increase the number of relationships we have across the six colleges and increase our ability to better support the University's objectives.

We do not want to be like other students' unions and our research demonstrates that students don't want us to be either. They want elements of what is traditionally considered an 'excellent student experience' (i.e. bringing people together and building communities, having fun, and the ability to influence their environment) but in a way which is relevant to the creative institution we are.

That 'excellent student experience' involves an approach which emphasises creativity, professional development and networking in the range of activities we do.

We have to be a gateway to a better student experience, not deliver every aspect of it. That means emphasising that through us students meet each other, make friends, find out what's going on in London and get networks or skills they will need when they graduate.

To achieve our niche, it involves increasing the breadth of societies and events around creative disciplines within colleges, the variety of galleries and organisations students have access to showcase their work or get benefits not available to others, and being in the spaces they are.

It means that we are constantly reimagining what we would do. Playing sport every Wednesday isn't just about representing the University – it is an opportunity to demonstrate that until Wednesday afternoons are free that students' extracurricular opportunities will be limited. A social event doesn't promise cheap beer, but that in attending you will experience deliberate and structured networking so you can chat to other students. Giving feedback on their learning experience isn't about filling in another survey – but involves paint, flipchart and papier mâché outside the canteen so students can practically draw or discuss what they love about studying here and what they would change.

It also understands that we need to be where students are. What we think and what's interesting online isn't placed on our website – it's on Tumblr – where students are. Before students they arrive they want to meet other students and find out what it's like to study here – from their peers – so we enable them to do that.

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

We are providing creative development opportunities that no-one else can do. We're speaking with a tone that the University isn't able to. We're working across courses and colleges to bring students together through creative and fun activity that others cannot.

This contributes to a greater student experience, higher levels of student satisfaction, greater retention rates, better marketing opportunities for the University and a greater sense that we're a University community.

***Democracy & Campaigns***

We are proud of our ability to change the institution for the benefit of our members. This makes the University uncomfortable, and they won't always agree with our tactics, but we work hard to ensure there is a level of respect and understanding for why we fight for what we do.

During the course of the year we were delighted to achieve:

- **Mental health support:** From 2016 the University is going to be introducing a new mental health adviser to support the growing number of students who experience mental health issues at the University. On top of this, we've lobbied for mental health to be listed as a serious medical condition on the extenuating circumstances guidance for 2015/16.
- **Extended Library opening hours:** After lobbying from the SU Course Representatives and the wider Union, in 2016/17 there will be five weeks per term of 24-hour library opening for 5 days of the week at CSM following a successful trial. Camberwell College of Arts and LCF have now also agreed to extend this library hours and accessibility.
- **Gender Neutral Toilets:** In 2016, Arts SU campaigned for the University to designate some of its toilets as gender neutral. These toilets are for everyone to use, in addition to male and female toilets. UAL agreed to commit to being a place where gender diversity is expected and respected, and where trans people are free from discrimination. Providing gender neutral toilets is a small step towards realising this goal. These toilets are now in place at Camberwell, Chelsea, Central Saint Martins KX, Central Saint Martins Archway, High Holborn, London College of Communication, London College of Fashion JPS, London College of Fashion LG, Richbell Place, and Wimbledon College of Arts.
- **Divestment from Fossil Fuels:** led by the Campaigns Officer with Arts SU support, the Union campaigned for the university to strengthen their investment policy to ensure they do not indirectly invest in fossil fuels via managed funds. As a framework for investment policy, UAL will sign up to the UN Principles for Responsible Investment, meaning they will disinvest from any fund which does not comply with the UN Principles.

2015/16 was the first year that we ran a Student Council and an additional set of student elections in the Autumn term. The new student council elected a chair and during the course of the year met 4 times across 3 of UAL's sites. The elected officers and council members debated and passed a number of policy motions as well as reporting on their own activity and projects. 2,749 students voted in this year's elections, a decrease on last year but still in line with the national average for students' unions.

***Developing Communities***

Arts SU boasts 25 student led sport clubs, as well as a developing recreational activity programme in Arts Activities Recreational Sport, delivering over 20 hours of activity a week across the many UAL Campuses. In 2015-16 over 1,100 students engaged within physical activity through these two offers an increase of 5% on the 2014-15 figures. Sport and recreational activity at UAL has also been shown via research conducted by the Students' Union along with that of the Higher Education Sport Survey (HESS) to attract more international and BAME students to participate with fellow students. Furthermore when students were

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

asked 'what the best things about UAL Sport is' they offered answers including 'Family', 'Community' and 'Friends'.

As well as delivering physical activity and health benefits, the student led club offer provides opportunities for UAL students to gain tangible skills which support their personal development alongside their degree programmes. Those who take up a president or treasurer position offer more than 100 volunteer hours per year to run their designated clubs. These roles are based within each of the students' union clubs, demonstrating that throughout an academic year, students offer over 2,500+ hours of volunteer work to strengthen the sporting offer for their peers. Students within these roles receive extensive support from the sports development team to develop and harness their skills and apply these to real world situations. Further opportunities with National Governing Bodies such as British Fencing, Volleyball England and Badminton England provide further opportunities for students to engage and demonstrate their creativity, passion and entrepreneurship with leading organisations.

It is clear that UAL sport has a significant offering for students at the University, and can support in the ambitions of UAL to connect the student population, build robust communities and enhance the student skill development.

Over 30 student-led creative and cultural societies have delivered a range of events and activity to bring students together over shared interests and goals. Societies offer a valuable opportunity to bring students together from across courses, disciplines and colleges and offer a lifeline for some students to make friendships and build their creative networks in a space outside of their course. Volunteer committee members are in a unique position to build key skills in organisation, managing budgets, running events and in building community.

During the year, Arts SU supported the committee of the first ever TEDxUAL society to deliver a high profile talk 'State of The Arts' in CSM's platform theatre. LGBTQ society held another vibrant party during gay pride, overlooking the parade at LCFs' John Princes Street site, the Curation Society partnered with fashion textiles students on the 'You Are Not a Failure' exhibition, exploring issues impacting the work and ideas of art students in a competitive environment. There were a host of events across all six UAL colleges' celebrating cultural events, inviting inspiring speakers, sharing skills and crafts and fundraising events. Society achievements were celebrated at the annual SU Community Awards in June 2016 where individuals and groups were recognised for their contributions to building communities at UAL.

### ***Creative Opportunities***

Students are very keen to develop contacts and experience in the creative industries. Creative Opportunities from Arts SU creates invaluable space for students to experiment, lead, learn and develop alongside creative organisations and partners, providing the stepping stones to sustainable creative careers.

We have continued to increase the breadth and reach of our creative projects in the last four years. This year we have been bolder in the partnership and opportunities we have sought out on behalf of students, securing long term partnerships for regular paid activity at high profile events with the Royal Academy of Arts and British Museum. We have seen students who participate in creative opportunities through Arts SU, go on to work for our partners and other high profile organisations directly because of the experience they have had access to and the links and networks they have built as a result. We have also widened our reach this year, working with Theatre Design students on an exciting opportunity to design and build a set for 'the Buskers' Opera' at Park Theatre. The impact of the breadth of quality of the opportunities offered has seen an increase in students engaging with this service, over 1,500 students engaged, submitting work, attending events and participating in workshops.

Our annual open-submission exhibition 'Xhibit' in its 19<sup>th</sup> year, showcased some of the exciting emerging talent from UAL students, with support from UAL's Showroom Gallery we were able to host a 3 month long

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

exhibition featuring the work of 9 students from mixed disciplines. Alongside the exhibition, selected students also benefited from a professional development programme, a double page feature in the exhibition catalogue and an annual museum membership.

Made in Arts London continues to build its reputation amongst students with submissions for both collections in 2015/16 attracting more submissions than ever. Whilst recognising our capacity is limited, we have been able to offer a range of high profile opportunities to sell and promote our artists' work by partnering with a wide range of creative organisations to utilize their spaces and resources, bringing some of London's most talented emerging artists to their audience in return. With a larger presence than ever at Affordable Art Fair and London Illustration Fair and bespoke activities run by our artists have increased earning opportunity for our artists as well as through pop-up events including a week long shop at We Built This City on Carnaby Street. Our annual independent exhibition for MiAL in Hoxton Arches Gallery brought the MiAL brand to the trendy art-buying market of east London. With support from Arts Council England we were able to offer talks and workshops around Intersectionality in the art world, as well as commissioning 10 of our artists to create work in response to this these.

Our in-college gallery spaces offer an invaluable opportunity for student-led exhibitions to collaborate, experiment and fail in a way that is not possible within their studies. These spaces have also been linked to key campaigns by our sabbatical officers and have brought together student work inspired by climate change, wellbeing and as part of Black History Festival.

We have continued to build on the support we offer our artists in preparing them for their creative careers, offering talks, round table discussions and workshops with recognisable industry names such as a V&A fashion curator) in as well as recent graduates who are able to offer invaluable insight and advice into getting started on a career path. Our creative ambassadors is an area of professional development we have developed for first year students, with the aim of offering insight and skills in delivering our events and exhibitions programme – from curatorial input, install/ de-install shadowing and practical experience in running private views. We have also begun to build our online resource, launching an online 'Exhibition Toolkit' and sharing case-study examples of students who have participated in creative opportunities. We also record all talks and round table discussions and have begun to build a valuable hub of industry tips and advice by making these available as podcasts on our website.

### ***Supporting Students***

Nearly 1,100 students accessed our Advice Service, asking for help on issues from housing to their academic experience. The majority of cases we see still relate to appeals and issues around assessment. We continue to contribute to UAL regulations and this year we had significant success in the area of extenuating circumstances. UAL have now changed their EC evidence policy, allowing letters from the counselling service to be considered as valid evidence in an EC submission. We also worked with UAL to reduce the burden of proof on students who have experienced sexual assault.

In previous years we have struggled to deal with the number of students who contact us during the summer months. However, we employed Student staff during this period, which ensured we could deliver as excellent service. This year we also continued our work providing specialised rights at work advice in addition to recruiting an adviser who will run drop in sessions and offer appointments within the Colleges. This is part of the service's aim to be as accessible as possible and increase the number of enquiries from students who may view our location as a barrier (for example, those studying at Wimbledon). We do envision offering a dedicated employment rights advice again in the future however this will be at a much more basic level than previously, as a priority will be maintaining a College based service.

### ***How Students Think We Are Doing***

There are a number of ways in which we seek to understand what our members think about the organisation, identifying opportunities to expand activity considered excellent and stop activity considered

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

irrelevant or poor. One of the mechanisms used is the annual survey, which takes place in summer term, with nearly over 450 students completing.

The main findings were

1. 67% of students rate their view of the Union on the positive end of the scale
2. 90% rate their view of the Union on the positive end of the scale with less than 10% of students showing dissatisfaction with the Union. However there is some variation across colleges, with the highest positivity score at Central Saint Martins. The lowest rating is at Wimbledon.
3. More students consider themselves involved in the Union with only 40% of students answering that they are not involved (52% in 2015). However, the frequency of student involvement has declined with only 3.5% saying they are very or totally involved in the Union (5% in 2015). Rates of involvement in were lowest at Chelsea, with 46% not considering themselves compared to 36% Central Saint Martins
4. Similarly to last year, students want us to campaign on the cost of studying, accommodation and quality of teaching. Cost of studying was the top option in all colleges.
5. When asked where we should focus our time and money, networking opportunities, closely followed by helping students gain employability skills were the most popular options.
6. Student recognition of officers has increased markedly this year with 87% of aware that students are elected each year to lead the Union, up from 74% last year and far higher than our current strategic plan of 50%
7. There was slight decrease in the percentage of students who knew who their Course Rep was, down from 62% in 2015 to 60% in 2016.

This was also the year in which the National Student Survey included the results of a question about student perceptions of the Union. The survey is only of undergraduate students, and has a smaller sample size than our annual survey. Students are asked: Thinking of all the services, including support, activities and academic representation provided by the Students' Union (Association or Guild) at your institution, to what extent do you agree with the following statement: 'I am satisfied with the Students' Union (Association or Guild) at my institution'.

All of the results since 2012 have been around 57% of students agreeing with the statement, with 60% of students in 2016 agreeing (58% in 2015). The results vary unpredictably around the sites, but it compares with a national average of 68%. HEFCE have released that this question will no longer be asked in the NSS from 2017.

We worked with high performing courses to understand why we did so well, and low performing courses to understand what immediate things we could do differently. Particular courses were pursued to understand how we could improve – and a link was established between course staff perception of the Union and students' perceptions of the Union.

***Relationship with the University***

2015/16 was a year when our relationship with UAL developed significantly. We now have a structured calendar of meetings across the term with members of UAL staff. These include fortnightly business meetings, termly catch-ups with the heads of divisions, annual presentation of union priorities to UAL's Executive Board and termly catch-ups with the four Pro-Vice Chancellors. Underpinning these meetings is a series of plans, which capture all of the issues we are working jointly with UAL to resolve. Developing action plans for each of the colleges has given particular focus to our work at a college level.

This year we have also worked with UAL to ensure that the course rep system is reporting into the existing UAL committee structure. We passed regulations at Academic Board that will ensure the rep system is delivered consistently across all UAL sites. We also changed our reporting structure so that our termly key themes report, outlining the key issues that reps have raised across the college, is now taken to UAL's central Learning Teaching and Enhancement Committee for discussion and action.

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

All of our work with UAL has laid a great foundation for developing our relationship with the university further in 2016/17. There is still much work to do on ensuring that students and elected officers are able to make a meaningful contribution to UAL's decision-making and are have a place of influence at all levels of UAL's governance structure.

### **Future Plans**

The strategic plan of 2011 is nearing its end. The plan helped structure the work of the Union and identified areas for prioritised growth and contraction. We know our new plan needs to use data and evidence more sophisticatedly, close the link between our staff team and the trustees, and provide space for greater innovation from one year to the next.

In the face of uncertainty of funding for Higher Education and as the impact of Brexit starts to be felt, the University is still committed sorting its finances and improving facilities. The consolidation of LCF onto one site at Stratford is exciting, will transform the experience of students but will not complete until at least 2020. The move of LCC will do something similar, so during this period of instability and change we need to ensure that students today get some of the benefits too. These are exciting times, particularly the move of LCC will see the creation of a new home for the Union and we hope to extend those talks to what the Union will look like in LCF as well. Our challenge is that our focus on the future does not detract us from delivering the best experience for students now.

As an organisation, we will continue to pursue a philosophy that we'll be creative, innovative and 'arts union for arts students.' We should be a gateway that students get a better, more creative, London student experience. We know we're at our strongest when we're facilitating students, providing them with agency and support, so we'll relentlessly pursue this.

### **Financial Review**

The Union's total income was £3,296,214 (2015: £3,328,816) during the year. This included a block grant from the University of £803,000 (2015: £773,000), other grants including a space grant from the University totalling £1,838,313 (£1,809,054), income from commercial venues and restricted income from clubs and societies.

Total expenditure of £3,298,143 (2015: £3,357,780) on the wide-ranging student benefits we provide, as well as on the modest fundraising and other revenue-generating activities we undertake, resulted in net outgoing resources of £1,929 (2015: £28,964), represented by a deficit on general funds of £36,138 (2015: £13,941) and net incoming resources on restricted funds of £34,209 (2015: £15,023 outgoing funds on restricted and capital funds).

The main reasons for the deficit on general funds were: a decline in commercial performance, with a particularly sharp decline in King's Cross Café income due to local competition (which resulted in a reduction in contribution from King's Cross venues in the region of £21,000 compared with the previous year); and senior management restructure costs (including redundancy), which had a net impact in the region of £19,000.

### **Reserves Level and Policy**

General Fund reserves reduced from £124,160 to £88,022. Whilst the Union is able to meet its commitments as they fall due, Trustees would like to carry at least £120,000 in general fund reserves to be able to cope with any future unexpected downturn in funding or additional calls on our resources without immediately curtailing activities.

**University of the Arts London Students' Union**  
**Trustees Report**  
**For the year ended 31 July 2016**

A balanced budget has been prepared for 2016/17 with a view to maintain general fund balances at least at the current level over the next year. A longer term plan will be developed for reserves, including review of the target level, during 2016/17 and the financial position and strategy will continue to be monitored closely at Trustee Board level.

Total reserves, which also include restricted funds of £63,445 (club and society, RAG and Sport England balances), reduced from £153,396 to £151,467.

***Funds***

All funds have been classified as General Funds in the annual accounts, apart from Club and Society Funds, monies raised from Raise and Give (RAG) activity and Sport England related activity, which are ring-fenced.

***Funds Held as Custodian Trustee***

In addition to the grant-support funds it disburses to Clubs and Societies, Arts SU acts as custodian for funds raised by the students' many Clubs and Societies themselves. Any funds raised by Clubs and Societies are included in restricted funds.

***Future Funding***

The Board confirms that the Union has sufficient funds to meet all its obligations. For 2016/17, the University has confirmed grants of £1,145,000 comprised of a main grant of £803,000 and other grant amounts totalling £342,000.

**University of the Arts London Students' Union  
Trustees Report  
For the year ended 31 July 2016**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of the charitable company for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the charitable company and of its net incoming resources for that Year. 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 accounting 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 to operate.

The Trustees are responsible for keeping accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and regulations made thereunder. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of Information to Auditors**

Insofar as each of the Trustees of the charitable company at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charitable company's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Approved by the Board of Trustees on \_\_\_\_\_ 2016 and signed on its behalf by:

Signed: .....

Name (Printed): .....

Trustee

**University of the Arts London Students' Union**  
**Independent Auditors Report**  
**for the year ended 31 July 2016**

**Independent Auditor's Report to the Members of the University of Arts London Students' Union**

We have audited the financial statements of the University of Arts London Students' Union for the year ended 31 July 2016 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes numbered 1 to 20.

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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members 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 (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 charitable company'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.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2016 and of its incoming resources and application of resources, including its income and expenditure, 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 Companies Act 2006.

**University of the Arts London Students' Union  
Independent Auditors Report  
for the year ended 31 July 2016**

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a strategic report.

.....

Janette Joyce

Senior Statutory Auditor

For and on behalf of

**Crowe Clark Whitehill LLP**

Statutory Auditor

Reading

**University of the Arts London Students' Union**  
**Statement of Financial Activities**  
**for the year ended 31st July 2016**

|  | Notes | General<br>Funds | Restricted<br>Funds | Total<br>£       | 2015<br>£ |
|--|-------|------------------|---------------------|------------------|-----------|
| <b>Gross Income</b>                        |       |                  |                     |                  |           |
| <b>Donations:</b>                          |       |                  |                     |                  |           |
| Block Grant                                |       | 803,000          | -                   | <b>803,000</b>   | 773,000   |
| Other University Grants                    |       | 258,746          | 15,000              | <b>273,746</b>   | 268,028   |
| Other Grants                               |       | 20,156           | 44,411              | <b>64,567</b>    | 41,026    |
| Space Grant                                |       | 1,500,000        | -                   | <b>1,500,000</b> | 1,500,000 |
| <b>Other Trading Activities:</b>           |       |                  |                     |                  |           |
| Commercial Activities                      |       | 462,905          | -                   | <b>462,905</b>   | 507,638   |
| Media Sales                                |       | 82,441           | -                   | <b>82,441</b>    | 74,682    |
| <b>Charitable activities for students:</b> |       |                  |                     |                  |           |
| Clubs and Societies                        |       | -                | 49,204              | <b>49,204</b>    | 151,707   |
| <b>Other Income</b>                        |       | 55,625           | 4,726               | <b>60,351</b>    | 12,735    |
| <b>Total income</b>                        |       | <b>3,182,873</b> | <b>113,341</b>      | <b>3,296,214</b> | 3,328,816 |
| <b>Expenditure On</b>                      |       |                  |                     |                  |           |
| <b>Charitable Activities for students:</b> |       |                  |                     |                  |           |
| Student Engagement                         |       | 1,201,722        | -                   | <b>1,201,722</b> | 1,174,643 |
| Student Support                            |       | 276,002          | -                   | <b>276,002</b>   | 269,341   |
| Student Activities                         |       | 560,817          | 79,132              | <b>639,949</b>   | 712,512   |
| Entertainments and Events                  |       | 113,472          | -                   | <b>113,472</b>   | 96,158    |
| Marketing and Communications               |       | 139,247          | -                   | <b>139,247</b>   | 183,792   |
| Projects                                   |       | 102,292          | -                   | <b>102,292</b>   | 67,957    |
| Commercial Activities                      |       | 825,459          | -                   | <b>825,459</b>   | 842,457   |
| Release of Capital Grant                   |       | -                | -                   | -                | 10,920    |
| <b>Total expenditure</b>                   | 3-7   | <b>3,219,011</b> | <b>79,132</b>       | <b>3,298,143</b> | 3,357,780 |
| <b>Net (outgoing)/incoming resources</b>   |       | (36,138)         | 34,209              | <b>(1,929)</b>   | (28,964)  |
| Fund balances brought forward              |       | 124,160          | 29,236              | <b>153,396</b>   | 182,360   |
| <b>Fund balances carried forward</b>       |       | <b>88,022</b>    | <b>63,445</b>       | <b>151,467</b>   | 153,396   |

The notes on pages 20 to 27 form part of these accounts.

**University of the Arts London Students' Union**  
**Company Registration Number 7719030**  
**Balance Sheet**  
**at 31st July 2016**

|  |    | £ | 2016<br>£        | £ | 2015<br>£      |
|--|----|---|------------------|---|----------------|
| <b>Notes</b>                           |    |   |                  |   |                |
| <b>Fixed Assets</b>                    |    |   |                  |   |                |
| Tangible fixed assets                  | 8  |   | <b>15,502</b>    |   | 16,559         |
| <b>Current Assets</b>                  |    |   |                  |   |                |
| Stock                                  |    |   | 11,110           |   | 15,143         |
| Debtors & prepayments                  | 9  |   | <b>130,086</b>   |   | 107,665        |
| Cash at bank & in hand                 |    |   | <b>131,592</b>   |   | 132,240        |
|  |    |   | <u>272,788</u>   |   | <u>255,048</u> |
| <b>Current Liabilities</b>             |    |   |                  |   |                |
| Creditors: Amounts due within one year | 10 |   | <b>(136,823)</b> |   | (118,211)      |
| <b>Net Current Assets</b>              |    |   |                  |   |                |
|  |    |   | <u>135,965</u>   |   | <u>136,837</u> |
| <b>Net Assets</b>                      |    |   |                  |   |                |
|  |    |   | <u>151,467</u>   |   | <u>153,396</u> |
| <b>Reserves</b>                        |    |   |                  |   |                |
| General Funds                          |    |   | 88,022           |   | 124,160        |
| Restricted Funds                       |    |   | 63,445           |   | 29,236         |
| <b>Funds</b>                           |    |   |                  |   |                |
| <b>Total</b>                           | 12 |   | <u>151,467</u>   |   | <u>153,396</u> |

Approved and authorised for issue on behalf of the University of the Arts London Students' Union on

.....

.....  
Trustee

The notes on pages 20 to 27 form part of these accounts

**University of the Arts London Students' Union**  
**Cashflow statement**  
**For the year ended 31st July 2016**

|  |    | 2016<br>£      | 2015<br>£       |
|--|----|----------------|-----------------|
| <b>Net cash used in operating activities</b>           | 19 | <b>7,954</b>   | <i>(42,504)</i> |
| <b>Cash flows from investing activities:</b>           |    |                |                 |
| Purchase of fixed assets                               | 8  | (8,602)        | <i>(4,253)</i>  |
| <b>Net cash used in investing activities</b>           |    | <b>(8,602)</b> | <i>(4,253)</i>  |
| <b>Change in cash and cash equivalents in the year</b> |    | <b>(648)</b>   | <i>(46,757)</i> |
| Cash and cash equivalent brought forward               |    | 132,240        | <i>178,997</i>  |
| <b>Cash and cash equivalents carried forward</b>       |    | <b>131,592</b> | <i>132,240</i>  |

The notes on pages 20 to 27 form part of these accounts

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**1 Accounting Policies**

**(a) Company information**

The University of Arts London Students' union is an incorporated charity registered in the UK (Charity number 1143161. Company Number: 7719030) with its registered office at SU Arts, 272 High Holborn, London WC1V 7EY. The principal activities are campaigning, representation, provision of social activities and the organisation of sporting and recreational activities and opportunities.

**(b) Basis of preparation**

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), including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and the 2015 Charities Statement of Recommended Practice based thereon – the Charities SORP.

**(c) Going Concern**

After making enquiries, the Trustees have a reasonable expectation that the Union has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities in the Annual Report.

**(d) Reconciliation with previous Generally Accepted Accounting Practice**

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

At the date of transition in applying the requirement to recognise liabilities arising from employee benefits, a liability was recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The initial liability recognised at the date of transition was for the holiday entitlement carried forward and for the entitlement arising in the year which was due but not taken. The initial liability was for £6,333. No other restatements were required. In accordance with the requirements of FRS 102 a reconciliation of opening balances is provided.

| <b>Reconciliation of group funds and balances</b> | <b>31 July<br/>2015<br/>£</b> | <b>31 July<br/>2014<br/>£</b> |
|---|-------------------------------|-------------------------------|
| Fund balances as previously stated                | 159,729                       | 182,360                       |
| Holiday Pay Accrual                               | (6,333)                       | -                             |
| Fund balances as restated                         | 153,396                       | 182,360                       |

A re-statement and reconciliation of total net incoming/ (outgoing) resources is also provided:

|  | <b>31 July<br/>2015<br/>£</b> | <b>31 July<br/>2014<br/>£</b> |
|--|-------------------------------|-------------------------------|
| Net incoming/(outgoing) resources as previously stated | (22,631)                      | 33,366                        |
| Holiday Pay Accrual                                    | (6,333)                       | -                             |
| Net incoming/(outgoing) resources as restated          | (28,964)                      | 33,366                        |

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**1 Accounting Policies (continued)**

**(e) Incoming resources**

All income and capital resources are recognised in the accounts when the entitlement to the income or endowment arises, there is probable economic benefit to the Union and the amount can be reliably quantified. The University grant of free serviced accommodation on the campus is accounted for as income and expenditure of the year at an estimated value to University of the Arts London Students' Union by reference to the alternatives available on the commercial market.

**(f) Tangible fixed assets**

Fixed assets are stated at cost less accumulated depreciation. Assets are not capitalised below £500 cost per item/set. Equipment, fixtures and fittings are included at cost. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives:-

|                               |                          |
|-------------------------------|--------------------------|
| Fixtures and Fittings         | 20-25% per annum on cost |
| Computer and Office Equipment | 25% per annum on cost    |

**(g) Resources expended**

Expenditure is accrued as soon as a liability is considered probable. Expenditure includes irrecoverable VAT and 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, as well as governance 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.

**(h) Termination benefits**

Termination benefits are accounted following a commitment by legislation, by contractual or other agreements with employees to make payments (or provide other benefits) to employees when the Union terminates their employment.

**(i) Pension costs**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**(j) Stock**

Stock is valued at the lower of the cost (gift value for any donated items) and its net realisable value.

**(k) Fund accounting**

University of the Arts London Students' Union administers and accounts for a number of charitable funds, as follows:-

- **Unrestricted Funds** representing unspent income which may be used for any activity/purpose at the Trustees' own discretion;
- **Restricted funds** raised and administered by the University 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 University.
- **Custodian Funds** entrusted to the Union for safekeeping, but not under its management control, e.g. Clubs & Societies' funds. Such custodian activities are

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

disclosed in the Annual Report, but as the funds are not managed by the Union they cannot be included in the accounts.

**2 Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty**

Preparation of the financial statements requires management to make judgements and estimates. The directors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

**3 Charitable and other Activity costs**

|                              | Cost of Sales<br>£ | Staff<br>£       | Other<br>£       | Total<br>£       |
|------------------------------|--------------------|------------------|------------------|------------------|
| Student Engagement           | -                  | 506,687          | 695,035          | 1,201,722        |
| Student Support              | -                  | 99,646           | 176,356          | 276,002          |
| Student Activities           | -                  | 154,238          | 406,579          | 560,817          |
| Entertainments and Events    | -                  | 18,488           | 94,984           | 113,472          |
| Marketing and Communications | -                  | 43,566           | 95,681           | 139,247          |
| Projects                     | -                  | 47,555           | 54,737           | 102,292          |
| Commercial Activities        | 203,293            | 266,055          | 356,111          | 825,459          |
| <b>Restricted Funds:</b>     |                    |                  |                  |                  |
| Clubs and Societies          | -                  | -                | 18,685           | 18,685           |
| Sport England                | -                  | 53,522           | 6,925            | 60,447           |
| <b>Total costs</b>           | <b>203,293</b>     | <b>1,189,757</b> | <b>1,905,093</b> | <b>3,298,143</b> |

Included above are governance costs in relation to the annual audit fee of £11,500 (2015: £11,050).

**4 Central Overhead Costs included in Note 3**

|                            | <i>Usage</i> | Staff<br>£     | Rent &<br>Rates<br>£ | Other<br>£    | Total<br>£       |
|----------------------------|--------------|----------------|----------------------|---------------|------------------|
| <b>Resources expended</b>  |              |                |                      |               |                  |
| Student Engagement         | 37%          | 69,975         | 555,000              | 34,091        | 659,066          |
| Student Support            | 11%          | 20,804         | 165,000              | 10,135        | 195,939          |
| Student Activities         | 20%          | 37,825         | 300,000              | 18,428        | 356,253          |
| Entertainments & Events    | 4%           | 7,565          | 60,000               | 3,686         | 71,251           |
| Marketing & Communications | 6%           | 11,347         | 90,000               | 5,528         | 106,875          |
| Projects                   | 1%           | 1,891          | 15,000               | 921           | 17,812           |
| Commercial Activities      | 21%          | 39,716         | 315,000              | 19,349        | 374,065          |
| <b>Totals</b>              | <b>100%</b>  | <b>189,123</b> | <b>1,500,000</b>     | <b>92,138</b> | <b>1,781,261</b> |

|                                | 2016<br>£     | 2015<br>£      |
|--------------------------------|---------------|----------------|
| <b>Other Costs comprised:-</b> |               |                |
| Audit Fees                     | 11,500        | 11,050         |
| Accounting Costs               | 10,452        | 15,875         |
| Insurances                     | 10,446        | 13,624         |
| Recruitment Expenses           | 10,194        | 8,185          |
| Training Costs                 | 9,965         | 5,978          |
| Bank Charges                   | 7,686         | 21,898         |
| Irrecoverable VAT              | 6,146         | 3,492          |
| Sundry Expenses                | 25,749        | 33,480         |
| <b>Total</b>                   | <b>92,138</b> | <b>113,582</b> |

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**5 Net income/expenditure for the year**

| <b>Net income for the year is stated after charging/(crediting)</b> | <b>2016</b>   | <i>2015</i>   |
|---|---------------|---------------|
|   | <b>£</b>      | <b>£</b>      |
| Depreciation  | <b>9,659</b>  | <i>38,566</i> |
| Auditors Remuneration   | <b>11,500</b> | <i>11,050</i> |

**6 Staff Costs**

|                    | <b>2016</b>             | <i>2015</i>             |
|--------------------|-------------------------|-------------------------|
|                    | <b>£</b>                | <b>£</b>                |
| Wages and salaries | <b>1,077,511</b>        | <i>973,918</i>          |
| Social security    | <b>91,277</b>           | <i>79,891</i>           |
| Pension costs      | <b>20,969</b>           | <i>13,573</i>           |
|                    | <b><u>1,189,757</u></b> | <i><u>1,067,382</u></i> |

No employee earned over £60,000 per annum (2015: nil). The aggregate employee benefits of key management personnel were £188,096 (2015: £168,863).

The accounts include termination payments totalling £32,937 (2015: £4,432). Of this, £26,112 related to staffing restructure costs and the remainder related to individual staff contract termination agreements. Amounts were settled during the financial year.

The average number of staff employed during the year was 33 (2015: 35) permanent staff and 48 (2015: 42) student and temporary staff.

**7 Trustees' Remuneration and Expenses**

Sabbatical officers are paid as authorised in the Union's governing document, for the representation, campaigning and support work they undertake as distinct from their trustee responsibilities. This work included voicing student opinion with the University and local community, defending and extending the rights of students through petitions etc. and also organising and supporting student volunteers and service provision for them.

The total salary and social security costs for the sabbatical officers amounted to £99,972 (2015: £97,257). Sabbatical officers were paid a total of £91,463 (2015: £89,152) for 11 months of the year whilst the new Sabbatical officers were paid £8,509 (2015: £8,105) for one month of the year.

3 (2015: 4) trustees were reimbursed a total of £3,071 (2015: £2,936) in connection with their duties during the period. The expenses reimbursed during the year related to attendance at conferences and meetings, training and events.

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**8 Tangible Fixed Assets**

|                            | <b>Furniture &amp; IT<br/>Equipment</b> | <b>TOTAL</b>         |
|----------------------------|---|----------------------|
|                            | £                                       | £                    |
| <b>COST</b>                |   |                      |
| At 1 August 2015           | 51,151                                  | <b>51,151</b>        |
| Additions                  | 8,602                                   | <b>8,602</b>         |
| <b>At 31st July 2016</b>   | <u><b>59,753</b></u>                    | <u><b>59,753</b></u> |
| <br><b>DEPRECIATION</b>    |   |                      |
| At 1 August 2015           | 34,592                                  | <b>34,592</b>        |
| Charge for the year        | 9,659                                   | <b>9,659</b>         |
| <b>At 31st July 2016</b>   | <u><b>44,251</b></u>                    | <u><b>44,251</b></u> |
| <br><b>NET BOOK VALUE</b>  |   |                      |
| <b>At 31st July 2016</b>   | <u><b>15,502</b></u>                    | <u><b>15,502</b></u> |
| <br><i>At 31 July 2015</i> | <u><u>16,559</u></u>                    | <u><u>16,559</u></u> |

**9 Debtors**

|                                | <b>2016</b>           | <b>2015</b>    |
|--------------------------------|-----------------------|----------------|
|                                | £                     | £              |
| Trade debtors                  | <b>98,022</b>         | 49,850         |
| Other debtors                  | <b>30,750</b>         | 49,472         |
| Prepayments and Accrued Income | <b>1,314</b>          | 8,343          |
|                                | <u><b>130,086</b></u> | <u>107,665</u> |

**10 Creditors: Amounts due within one year**

|                               | <b>2016</b>           | <b>2015</b>    |
|-------------------------------|-----------------------|----------------|
|                               | £                     | £              |
| Trade creditors               | <b>35,882</b>         | 26,751         |
| Social security & other taxes | <b>36,382</b>         | 27,902         |
| Accruals & Deferred income    | <b>50,053</b>         | 24,982         |
| Other creditors               | <b>14,506</b>         | 38,576         |
|                               | <u><b>136,823</b></u> | <u>118,211</u> |

**11 Deferred Income**

|   | <b>2016</b>          | <b>2015</b>  |
|---|----------------------|--------------|
|   | £                    | £            |
| Balance as at 1 <sup>st</sup> August 2015                   | <b>8,669</b>         | 53,643       |
| Amount released to income earned from charitable activities | <b>(8,669)</b>       | (53,643)     |
| Amount deferred in year                                     | <b>29,290</b>        | 8,669        |
| <b>Balances as at 31<sup>st</sup> July 2016</b>             | <u><b>29,290</b></u> | <u>8,669</u> |

Deferred income includes receipts relating to the subsequent period, including marketing and other income relating to the Freshers period.

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**12 Funds**

|                           | 01-Aug<br>2015<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | 31-Jul<br>2016<br>£ |
|---------------------------|---------------------|----------------------------|----------------------------|---------------------|
| <b>Unrestricted Funds</b> | <b>124,160</b>      | <b>3,182,873</b>           | <b>3,219,011</b>           | <b>88,022</b>       |
| <b>Restricted Funds</b>   |                     |                            |                            |                     |
| Clubs and Societies       | 27,838              | 49,204                     | 18,685                     | <b>58,357</b>       |
| Sport England             | 1,398               | 59,411                     | 60,447                     | <b>362</b>          |
| RAG                       | -                   | 4,726                      | -                          | <b>4,726</b>        |
|                           | <b>29,236</b>       | <b>113,341</b>             | <b>79,132</b>              | <b>63,445</b>       |
| <b>Total Funds</b>        | <b>153,396</b>      | <b>3,296,214</b>           | <b>3,298,143</b>           | <b>151,467</b>      |

Restricted Funds relate to Club and Society funds, monies raised by Raise and Give (RAG) activities and student activities financed by a grant from Sport England.

**13 Analysis of Net Assets between Funds**

|                    | General<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>£     |
|--------------------|-----------------------|--------------------------|----------------|
| Fixed Assets       | 15,502                | -                        | <b>15,502</b>  |
| Net current assets | 72,520                | 63,445                   | <b>135,965</b> |
|                    | <b>88,022</b>         | <b>63,445</b>            | <b>151,467</b> |

**14 Student Society/Club *material* funds held were:-**

|                | Brought<br>Forward<br>£ | Net<br>Income<br>£ | Carried<br>Forward<br>£ |
|----------------|-------------------------|--------------------|-------------------------|
| Arts Active    | 655                     | 11,413             | <b>12,068</b>           |
| Women's Hockey | 4,576                   | 2,237              | <b>6,813</b>            |
| Netball        | 548                     | 6,209              | <b>6,757</b>            |
|                | <b>5,779</b>            | <b>19,859</b>      | <b>25,638</b>           |

**15 Control Relationship**

Ultimate control of the Union rests with its membership, represented by the Board of Trustees.

**16 Related Party Transactions**

The University provides the Union with an annual grant as shown in the Statement of Financial Activities. The University of the Arts London provides the Union with accommodation and a range of support services for which no actual charge is made, however the value of this support has been recognised in the accounts as a benefit in kind.

In addition the Union occupies its building on a rent free basis under an informal licence. Under the Charities SORP the 'donations in kind' must be valued and included within the accounts. The value to the Union for this space is considered to be £1,500,000 (2015: £1,500,000).

Amounts due from the University of the Arts London as at the year-end amounted to £28,654 (2015: £25,811).

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**17 Pension Costs**

The Union operates a defined contribution pension scheme for the benefit of certain employees. Contributions are at variable rates up to 3% for the employer and a minimum contribution rate of 3% for the employee. The Union's cost of contribution in the year amounted to £20,969 (2015: £13,573).

**18 Financial Instruments**

|  | <b>2016</b>     | <b>2015</b> |
|--|-----------------|-------------|
|  | £               | £           |
| Financial assets measured at amortised cost      | <b>260,364</b>  | 231,562     |
| Financial liabilities measured at amortised cost | <b>(71,150)</b> | (81,340)    |

The Charity's income, expense, gains and losses in respect of financial instruments are summarised below:

|   | <b>2016</b>  | <b>2015</b> |
|---|--------------|-------------|
|   | £            | £           |
| <b>Income and expenses:</b>   |              |             |
| Total interest expense for financial liabilities held at amortised cost | <b>7,686</b> | 22,128      |

Financial assets held at amortised cost comprise trade debtors, other debtors and cash at bank. Financial liabilities held at amortised cost comprise trade creditors, other creditors and accruals.

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

|                                   | <b>2016</b>     | <b>2015</b> |
|-----------------------------------|-----------------|-------------|
|                                   | £               | £           |
| Net movement in funds             | <b>(1,929)</b>  | (28,964)    |
| Add back depreciation charge      | <b>9,659</b>    | 38,566      |
| (Increase) / decrease in debtors  | <b>(22,421)</b> | (34,273)    |
| Decrease / (increase) in stock    | <b>4,033</b>    | 4,172       |
| Increase/ (decrease) in creditors | <b>18,612</b>   | (22,005)    |
|                                   | <b>7,954</b>    | (42,504)    |

**University of the Arts London Students' Union**  
**Notes to the accounts**  
**For the year ended 31st July 2016**

**20 Comparative Statement of Financial Activities**

|   | <u>General</u><br><u>Funds</u><br>£ | <u>Restricted</u><br><u>Funds</u><br>£ | <u>Capital</u><br><u>Grant</u><br>£ | <u>2015</u><br><u>Total</u><br>£ |
|---|-------------------------------------|--|-------------------------------------|----------------------------------|
| <b><u>INCOME</u></b>                      |                                     |  |                                     |                                  |
| <b>Donations:</b>                         |                                     |  |                                     |                                  |
| Block Grant                               | 773,000                             | -                                      | -                                   | 773,000                          |
| Other University Grants                   | 268,028                             | -                                      | -                                   | 268,028                          |
| Other Grants                              | 2,529                               | 38,497                                 | -                                   | 41,026                           |
| Grant of serviced accommodation           | 1,500,000                           | -                                      | -                                   | 1,500,000                        |
| <b>Activities for generating funds</b>    |                                     |  |                                     |                                  |
| Commercial Activities                     | 507,638                             | -                                      | -                                   | 507,638                          |
| Media Sales                               | 74,682                              | -                                      | -                                   | 74,682                           |
| <b>Charitable activities</b>              |                                     |  |                                     |                                  |
| Clubs and Societies                       | -                                   | 151,707                                | -                                   | 151,707                          |
| <b>Other income</b>                       | 12,735                              | -                                      | -                                   | 12,735                           |
|   | <b>3,138,612</b>                    | <b>190,204</b>                         | <b>-</b>                            | <b>3,328,816</b>                 |
| <b><u>EXPENDITURE ON</u></b>              |                                     |  |                                     |                                  |
| <b>Charitable Activities:</b>             |                                     |  |                                     |                                  |
| Student Engagement                        | 1,174,643                           | -                                      | -                                   | 1,174,643                        |
| Student Support                           | 269,341                             | -                                      | -                                   | 269,341                          |
| Student Activities                        | 518,205                             | 194,307                                | -                                   | 712,512                          |
| Entertainments and Events                 | 96,158                              | -                                      | -                                   | 96,158                           |
| Marketing and Communications              | 183,792                             | -                                      | -                                   | 183,792                          |
| Projects                                  | 67,957                              | -                                      | -                                   | 67,957                           |
| Commercial Activities                     | 842,457                             | -                                      | -                                   | 842,457                          |
| Release of Capital Grant                  | -                                   | -                                      | 10,920                              | 10,920                           |
| <b>TOTAL RESOURCES EXPENDED</b>           | <b>3,152,553</b>                    | <b>194,307</b>                         | <b>10,920</b>                       | <b>3,357,780</b>                 |
| <b>NET INCOMING/ (OUTGOING) RESOURCES</b> | <b>(13,941)</b>                     | <b>(4,103)</b>                         | <b>(10,920)</b>                     | <b>(28,964)</b>                  |
| <b>Funds brought forward</b>              | 138,101                             | 33,339                                 | 10,920                              | 182,360                          |
| <b>Funds carried forward</b>              | <b>124,160</b>                      | <b>29,236</b>                          | <b>-</b>                            | <b>153,396</b>                   |