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Trustees' Report

The Board of Trustees present their Annual Report for the year ended 31 July 2018 which includes administrative information together with the audited accounts for the year.

President's report

I'm very proud to start this report by sharing that we've been awarded the title of No. 1 Students' Union in the Times Higher Education Student Experience Survey, for the tenth year in a row. This means that we've been a leader of students' unions across the country for a decade, an incredible achievement. As President, I lead the first all-female Officer team at the Students' Union, a result of a successful campaign encouraging women to run for leadership roles, an example of our dedication to empowering our students.

We were delighted to collect the 'Best Students' Union' award in the What Uni Choice awards, the 'Top SU' award in the Which? University Student Survey. We received a 'Very Good' in our Green Impact award, and our Film Unit society received the prize for the 'Best Student Cinema' in the national Film Society Awards. Our Nursery successfully completed its Ofsted report achieving Outstanding in the category of Personal development, behaviour and welfare.

From a resources perspective, we continue to be in a healthy and sustainable position, all of our staff structures are in place and we have a surplus in our accounts.

The 'Ours for Life' strategy is in its second year and continues to be an ambitious and targeted vision for the improvement of our organisation and the benefit of our members over the next seventeen years.

As a Trustee Board, we continue to be aware of both our responsibility to our members, and to ensuring the sustainability of the Students' Union. I look forward to continuing to lead the Students' Union, and chair the Trustee Board throughout this year.

Purpose

Our purpose is clear in our constitution, "The Students' Union shall advance the education of students at the University of Sheffield for the public benefit by:

- representing the students of the University locally and nationally, organising services and activities to meet their needs, and providing opportunities for their involvement and personal development.
- taking positive measures to encourage and build a student community which respects and celebrates the diversity of its membership, and seeking to create an environment in which individuals and groups of students are free from discrimination, harassment and intimidation on Students' Union premises or in events and activities organised by the Students' Union. In meeting the needs of all students, the Students' Union may provide services and activities for the exclusive use of specific groups."

In short, our purpose is *representing, supporting and enhancing the lives of University of Sheffield students.*

Ours for Life

In the year 2016-17 we launched a new strategy, **Ours for Life**. This has a long-term aspiration of ensuring our members have the best university experience. There is a strong focus on removing barriers for students, and taking a long-term view to ensure we are relentlessly pursuing our ambitious plans.

Vision, values and themes

Our vision is long-term in its ambition and scope and takes the form of a promise to "the student born today", about what they can expect from student life by the time they come to university:



Improving our students' lives across five strategic themes is the heart of our strategy:

Theme 1: My academic life – transforming education

We partner with the University to transform students' HE experience: curriculum development and co-creation, peer support, and national representation. We support students through their academic life: collectively and individually, providing advice, advocacy and representation. In short, we make sure every student feels engaged with their education, part of a learning community and supported to fulfil their individual potential.

Our Goals and actions in this theme:

Representation: our students create, shape and influence their education at every level.

Communities: the Students' Union fosters intellectual communities; supporting students to develop and feel part of vibrant learning communities.

Equality: we champion an education that is equal for all; our diverse student body is celebrated, feels supported and well represented.

We support student academic representatives in their roles within the university. Thousands of students regularly participate in university committees to ensure the student voice is heard in decisions from programme level up to University Council. The Academic Awards this year attracted over 560 nominations from staff and students representing departments across the University.

Development work during 2017-18 focused on the Academic Representation Review, led by the Education Officer in partnership with the University. 'Academic Reps' will be volunteers rather than elected, which will remove barriers to entry for students from all backgrounds and departments.

Academic departments are encouraged to recruit as many academic reps as interested, ideally working towards a ratio of 1 rep to every 15 students. Other improvements include a fully-fledged training programme around enquiring, negotiating and campaigning. There is a revamped online presence for Academic Reps and staff alongside a searchable database so students can find their rep more easily. We will over the next couple of years improve our engagement with Academic Reps and establish them as a core part of our student voice within the Students' Union.

Stage 1 of the recommended changes will be implemented for 2018/19 academic year.

Theme 2: My social life – friendship and communities

All students have an important life beyond the formal curriculum. We want to help them all discover, engage in and lead activities about which they are passionate and inquisitive. They will work collaboratively to support communities. We want them to have fun. We want to make sure they find their place in this large and friendly community.

Our Goals and actions in this theme:

Knowing our students and what they need, in the building and externally.

The building/services adapts to the needs of our members.

Create a 52-week wraparound experience of Sheffield for our members.

Supporting our students' social life has been at the centre of our work for over 100 years.

We provide student focussed services from many different venues in and around the Students' Union building and beyond. Bar One and Interval Café Bar are open day and night serving food, alcoholic and non-alcoholic drinks. Our Shop provides food, drink, stationery, cards, newspapers and other convenience items. Our Sheffield sells a range of University branded clothing and gifts. Coffee Revolution remains a popular outlet for socialising through the day and into the evening and this year

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we successfully completed a refurbishment, which included extending the service into a non-alcoholic night time space.

Other food outlets include New Leaf, our healthy salad bar; Pearls, selling bubble tea, and Proper Pasty, selling authentic pasties and baked goods. We employ some 600 student staff across most of our outlets and departments.

On top of this, we provide services such as our Box Office, where we sold 196,382 tickets at a value of £1.34 million. This year we have improved our online ticketing service to make transactions smoother and quicker.

Our Events team supported over 350 events with 183 of them being student-led. Activities worthy of particular mention are the World Food Festival and InterVarsity Folk Dance Festival. On top of these Give it a Go ran 660 events, selling 8,286 tickets. We also hosted, organised and delivered a successful National Student Television Awards and Conference, recognising and encouraging sector-leading student media.

Working with Sport Sheffield we ensured beginner level sports were available for students to try throughout the year, ensuring students have more opportunities to engage in sport and subsequently improve their wellbeing.

Over the course of 2017-18, the Students' Union delivered over 134 club night events and 25 gigs attracting over 152,000 people. Six food and drink festivals also took place, including the Vegan Festival, Prosecco Festival, Beer Festival and Gin Festival.

Theme 3: My place in the world – global citizens

This theme is about helping students see and take their place in the world. Sheffield is informally known as 'the largest village in England': our students have a place in their city, country and the world. They will make global connections and champion worldwide causes, whether that is learning a new language, making friends from around the world, celebrating together, or campaigning for social, political and environmental justice.

Our Goals and actions in this theme:

Meeting others, learning about their cultures, and making global connections.

Working towards an inclusive Sheffield community.

Taking action for environmental sustainability and climate justice.

Our International Students Committee have a long history of delivering events to show the world a global life. The World Food Festival, International Cultural Evening and World Week were successful as ever and well attended. We continue to play our part in the #WeAreInternational campaign which we jointly founded with the University.

We opened the first Zero Waste shop in Sheffield in April and it has sold over 350kg bulk wholefoods, 500 reusable bottles and has over 1,700 followers on its Facebook page. We continue to prioritise sustainability as a core issue for the organisation and our students who have rejuvenated their committee to ensure staff and students are working in partnership.

We commissioned a Cultural Competency report, which was delivered in June and has formed the basis for our future planning in this crucial area.

We have a long tradition of encouraging our students get involved in their local community. Last year, our students volunteered their time for 165 different voluntary organisations and schools. In particular, 68 student-led projects each had a unique contribution (for example a homelessness & begging street outreach team; a children's bereavement network; dance classes with survivors of human trafficking or food poverty workshops in schools).

In addition, 'Raising and Giving' (RAG) students raised over £91,000 and donated to 59 different good causes. One success story was our Rag Committee's 'Adopt-a-charity' scheme which enables student groups to run fundraising events for their favourite charity. This year, it involved 42 student groups, 92 separate events and raised over £13,000. Also, our 'Give as you Rent' scheme (run in partnership with the University), raised over £10,000 for local organisations working to alleviate Sheffield homelessness and related prevention work around its causes.

Theme 4: My everyday life – better lives

This theme will focus on improving the everyday lives of all our members. Our actions will help make life better on a day to day basis, be that through resolving financial barriers, improving housing, help with settling into Sheffield, better health or other welfare-focused activity.

Our Goals and actions in this theme:

Every student will live in their choice of quality, secure and affordable home.

Every student will feel part of the Sheffield community.

Every student will feel good, happy and healthy.

All financial barriers and pressures will be eradicated.

Every student can get to where they need and want to be, safely and easily.

Our Student Advice Centre provides a specialist, independent advice service to help our students with practical issues they face while at university, particularly academic, housing, money and immigration problems. During 2017-18, advisers opened 2,275 new cases, advised 95 different nationalities and gained £628,900 for students. Where the case requires it, we provide representation and follow-up work for our clients. The work we do around financial support is often to get an additional year's tuition fee support, enabling students to continue with courses they may otherwise have had to leave. Alongside the Advice Centre, we provide several services to help students in their everyday life including nursery and play provision for students' children (through the trading subsidiary, SUSU Services Ltd), Nightline, a safe taxi scheme and a women's safety minibus.

Our central Welcome Desk addressed 50,977 enquiries during the year.

We began consultation to develop a Housing Manifesto for students to ensure a joined-up and strategic approach towards improving student housing experiences in Sheffield.

The 'wellbeing café' continues to thrive and we are creating a permanent Quiet Room to open in late 2018 to support student wellbeing in our building.

We have placed significant importance on our students' mental health this year, working closely with the university to support their counselling service, redesigning our discipline and complaints procedure to ensure we are able to give appropriate support to students involved and developing our strategy on wellbeing.

Theme 5: The rest of my life – getting ready for the future

Our students want to leave university with the confidence, resilience and experience to be successful in their future life. We will deliver opportunities and develop support and services which ensure all of our students can have clarity over what their future might be like and how they will get there, with access to information, training, support and development to help.

Our Goals and actions in this theme:

Your personal effectiveness: have the confidence to have healthy social interactions and relationships, taking care of your body and mind.

Your independence: have the practical life skills to be self-sufficient.

Your development: opportunities to learn and develop relevant skills to support your future aspirations.

Your achievements: have the ability to confidently articulate your skills and experiences.

You in society: have the passion and confidence to actively participate in society and make a positive contribution.

We routinely run hundreds of training sessions for our student leaders to succeed and excel in their roles on Students' Union and society committees and other volunteering roles. This training and the student leadership opportunities allow thousands of students to develop skills for the future.

We have run our 100 hours Third Sector Placement Scheme for the second year and supported 13 students to get paid charity sector experience during the summer. Funded by a generous alumnus, it supports students who've experienced barriers to substantial community engagement, such as working or health reasons.

We continue to offer 'Taste of Work' experience in the Students' Union for students who have limited work experience, to help them boost their skills and employability.

Owned By Students

As an unincorporated association, student ownership is at the heart of our foundation. As such we have a variety of practices which ensure students have a strong voice and power in the Students' Union, University and wider community. Our activities all have student oversight at some level. 13 of our 17 Trustees are students, with eight of them working full time as Students' Union Officers elected by students.

Elections are a common event in the Students' Union: 265 students were nominated as election candidates during the year (11% increase on previous year) and 11,825 voter turnout (10% decrease on previous year) collectively across the range of elections: Students' Union Council, Referenda topics, Student Trustees, Student Officers and NUS Delegates.

We supported 20 student-led campaigns across the year. The single biggest piece of campaigning activity, led by Officers, was #SaveStaffPensions. Other key campaigns include Take Racism Seriously, in part developed in response to an incident at last year's Varsity and led by BME committee, as well as 'She Should Run' encouraging women to run for Officer positions culminating in an all-women Officer team 2018-19.

Throughout all of our campaigns our students were actively engaged. We maintained open dialogue with the university, and some significant media coverage.

Our decision making processes are democratic and we support students to submit ideas to forums, take part in Students' Union Council and to start petitions, all of which can lead to referenda for Students' Union policy.

Our 24 working committees and representative committees are made up entirely of students who directly plan and deliver a wide range of services, events and campaigns for their peers. They represent and promote the views and interests of the student body on their remit and provide a service for all members of the University of Sheffield student population.

Some three thousand of our members give their time on a voluntary basis to contribute to Sheffield Students' Union through their activities in Committees and Societies.

We have 24 Working and Representative Committees lead by elected students. One of those Working Committees supports over 350 societies who organise activities for other students and ensure Sheffield Students' Union remains vibrant, with a diverse range of activities available to all students. We approved 38 new Societies last year. 98% of our Societies held AGMs, demonstrating the democratic process being embedded in our groups. The staff team provides advice, support and training to over 2,900 students who hold leadership positions on Society and Working & Representative committees, with over 120 training sessions and 2,000+ training attendances in the year. The team ensure all activities are run safely, democratically and inclusively.

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Our Sports committee supported the Varsity competition against Sheffield Hallam University students to great success again, with our students raising the trophy for a sixth consecutive year.

Financial Review

Our goal for 2017-18 was to produce another sustainable surplus, building on the growth in Social Enterprise activity reported in the prior year, and managing costs carefully. There were a number of challenges in the year; the closure of Coffee Revolution for refurbishment; the impact of the University concourse works on footfall (which was completely outside of our control) and staff costs with the new cost of the apprenticeship levy and national minimum wage and living wage increases. The budget agreed by Trustees for 2017-18 was £15k surplus. The actual result delivered was a small surplus of £5k which although less than we would have liked was quite an achievement given the challenges. This provides a stable base from which to continue to develop activity in line with the "Ours for Life" strategy whilst continuing to provide the consistent and wide-ranging service that our students and student groups value and rate so highly.

Our trading turnover increased by 1% over that achieved in 2016-17. For a third year we saw growth in entertainment led late night activity resulting in an improved return from the events themselves and a further small increase in associated drinks sales. Retail and daytime catering performance suffered from the footfall issues noted above. The investment in Coffee Revolution was well received by students and its performance was encouraging by the end of the year. Occupancy numbers in the Nursery were good, but some long term sickness issues impacted on its outturn.

Savings were also made in other areas much of which related to staff vacancies due to natural staff turnover and the timing of recruitment. This year some of this saving was offset but higher than expected costs relating to maternity and apprenticeship levy. There was an underspend on student led activity and we continue to actively work with managers, student leaders and student groups to improve their financial knowledge to ensure they are able to use allocated resources effectively.

The University have continued to be supportive with a £3.27m base line subvention settlement that increased with inflation. We have received confirmation of the rolling three year funding agreement albeit without inflationary increases for the second and third years. This does still provide a level of certainty as we plan our core activity.

The £5k surplus has had a negligible effect on the balance sheet with total net assets remaining at £1.68m. The cash balance has fallen slightly from £1.98m to £1.97m. Our unrestricted funds stood at £1.64m with a further £42k of restricted funds. Our general reserve fell slightly to £769k, due to the increase in investment in Fixed Assets during the year, but still meets the reserves policy target. Our current financial strategy requires careful management of resources in order to achieve our strategic aspirations with a focus on securing sufficient stable funding streams for core activity, identifying new income and carefully managing expenditure to deliver value for money. With the removal of inflationary increases to our subvention this will be even more important over the next few years. We will continue the review of some key aspects of our service provision in order to deliver results that support the achievement of our reserves target.

Cash deposits are placed in a range of interest bearing accounts with terms varying between instant access and 2 years to ensure access to working capital as required, but with a view to maximising interest income where possible.

We recognise the hard work and dedication of our talented staff team and their role in the delivery of a surplus result. Our organisation is very lean, but front line service delivery to our members is always prioritised. This is recognised by our members and nationally in our receipt of the 'Best Students' Union' award in the What Uni Choice awards, and the 'Top SU' ranking in the Which? University Student Survey.

Investment Powers and Policy

The Constitution of the Students' Union explicitly gives the power to invest money not immediately required and to delegate the management of such funds.

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The trustees, having regard to the liquidity requirements of operating the Students' Union, have kept available funds in an interest-bearing deposit account and seek to achieve a maximum return from our surplus funds. Due to wider economic circumstances deposit rates have been depressed and the invested funds held on deposit achieved an average rate of 0.25% and earned £5,060 interest.

Reserves Policy and Going Concern

Trustees have agreed that within the unrestricted funds there should be a minimum level of general reserve that is sufficient to offset any trading uncertainties and provide base level stability. In addition, a target will be set for the general reserve which will allow for the development of new activities. In considering the level of reserves required the Trustees have reflected the nature of the Charity's relationship with the University of Sheffield, its principle funder, and its desire to ensure funds are available for student activity.

The trustees consider that the target level for the general reserve as at 31 July 2018 should be £749,000. The general reserve stood at £768,642.

The consolidated balance sheet remains strong with net assets of £1,678,281. The trustees have reviewed the circumstances of the University of Sheffield Students' Union and consider that adequate resources continue to be available to fund the activities of the Students' Union and its subsidiary companies for the foreseeable future. The trustees are of the view that Students' Union and group are a going concern.

Future Plans

The Students' Union will continue to respond to a changing environment in terms of the demographics, needs and expectations of students. We are well placed to do this with a strong research base and close relationship to students, but many of the issues are outside of our control and we need to remain flexible in the delivery of our strategy to respond appropriately to this changing nature of our environment.

Ours for Life makes this adaptability easier for us, our long term aspiration being supported by a series of short term, flexible plans. As we develop these we are creating projects with clear targets and impacts. The goal is to consistently improve the overall wellbeing of our students, by concentrating our efforts on our five strategic theme areas. We measure this through the annual Membership Survey by asking our students questions about their overall wellbeing as well as their lives in relation to each theme.

We are using a measure of happiness as a test of our plan's overall impact. Students in 2017-18 are noticeably happier than students the previous year with a score of 7.10 compared to 6.92 in 2016-17. (Interestingly, the World Happiness Score for the UK population is 6.80 which suggests our students are happier than the UK population as a whole.) Our short term plans aim to see this figure increase to over seven for our members. We are able to focus on specific demographics of our membership to ensure our impact is felt where it is most needed.

In our most recent membership survey the students clearly showed that our strategic theme 'My Everyday Life' was the area most in need of our direct attention. The Trustee Board prioritised this theme for 2018-19, along with a clear focus on student leadership development and inclusion. In particular, the Students' Union has given a commitment at Trustee Board to improve race equity in the organisation.

We also ask our students to rate out of 10 where they are in comparison to our vision for each strategic theme, and our goals beneath those. A significant decrease is noted in the top level 'current life score' across 4 themes for 2017-18 (excluding Social Life). The rise in mental health problems for students is well reported and we recognise the need to ensure all of our activity contributes positively to our members' wellbeing.

Below is a list of projects currently planned for 2018-19 to move forwards our strategic work.

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Theme/ Enabler	Name of project
Themes	
My Academic Life	Academic Rep review
	Informed choices & accessible processes
	Student led curricula
My Social Life	Food Van
My Place in the World	Audit to identify activity across both SU and University in relation to a) international students b) integration c) globalisation
	Audits & action plans on how to meet strategic aims on a) Zero Waste b) normalised sustainable diets
	Eliminate Single Use Coffee Cups
	Our Zero Waste Shop
	Post study work access
	Recycling/ waste stream improvement
	Single Use Plastic Free SU
My Everyday Life	Create persona financial scenarios (budgets)
	Housing Manifesto
	Transport
Enablers	
Student Leadership and Democracy	Coaching Service
	Democracy review
	Link Corridor
	Review of Working & Representative Committee Support
Strong Relationships	Creating a knowledge base of student journeys
	Students' Union Role in Sport
	Understanding our Asian student population
Resources	Beach Hut Area Reconfiguration
	Building Masterplan
	Employee benefits
	Events systems & processes
	Health & Wellbeing Assessment
	New Leaf Development
	Nursery Development
	Paperclip
	Wayfinding
Digital and Data	Ticketing & Door Entry
	A new website for Sheffield SU
	Data Warehouse
	Developing Digital Confidence in Sheffield SU Employees
	EPOS Specification
	My Student Life

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Reference and administrative details

Charity Name: University of Sheffield Students' Union
Other Names: Sheffield Students' Union
Registered Charity Number: 1147855
Principle Address: Sheffield University Students' Union, Western Bank, Sheffield, S10, 2TG

Our advisers

Auditor

KPMG LLP
1 Sovereign Square
Sovereign Street
Leeds
LS1 4DA

Bank

NatWest Sheffield Commercial Banking Centre
1st Floor, 1 St Paul's Place
121 Norfolk Street
Sheffield
S1 2JF

Solicitor – Property advice

Keeble Hawson LLP
14 Prince's Street
Doncaster
DN1 3NJ

Solicitor – General advice

DLA Piper UK LLP
1 St Paul's Place
Sheffield
S1 2JX

Solicitor – Charity law advice

Wrigleys Solicitors LLP
19 Cookridge Street
Leeds
LS2 3AG

Directors and Trustees

Officer Trustees

President and Chair
Activities Officer
Women's Officer
Education Officer
International Students' Officer
Sports Officer
Development Officer
Welfare Officer

to 24.06.18

Kieran Maxwell
Thomas Brindley
Celeste Jones
Stuart McMillan
Santhana Gopalakrishnan
Florence Brookes
Megan McGrath
Reena Staves

from 25.06.18

Lilian Jones
Cecelia Hudson-Molinaro
Mayeda Tayyab
Anna Crump Raiswell
Roxanne Bechu
Sarah Morse
Melanie Kee
Katharine Swindells

Student Trustees

Julia Hodder (from 01.07.17 to 21.11.17)
Michael Barge (from 01.07.17)
Robbie Morgan (from 01.07.17)
Cate O'Brien (from 01.07.17)
Mayeda Tayyab (from 19.10.17 to 24.06.18)
Benjamin Hawker (from 14.12.17)
Francesca Boyd (from 01.07.18)

External Trustees

Anita Chib (to 30.6.18)
John O'Leary (to 30.6.18)
Helen Mackenzie
Mark Simpson
Paul White (from 01.07.18)
Dan White (from 01.07.18)

Sheffield Students' Union employs a Chief Executive, Jaki Booth, who works closely with the Students' Union Officers (listed above) and the Senior Leadership Team: Director of Digital Transformation – Richard Copley, Director of Membership Engagement – Lisa Scanlon, Director of Resources – Lucy Pritchard and Director of Social Enterprise – Chris Aucott.

Structure, Governance and Management

The University of Sheffield Students' Union is an unincorporated association operating under the Education Act 1994. It has also been a registered charity since July 2012. The primary aim of the Students' Union is the advancement of the education of students at the University of Sheffield for public benefit.

Governing Document

The Students' Union's governing document is its Constitution, supported by the Bye-Laws. The Constitution is reviewed by Constitutional Committee, with any changes subject to the approval of Students' Union Council, a referendum of students and the approval of University Council. The Constitution is also subject to a five-year review by the University; the last review took place in 2015-6.

The Bye-Laws can be amended by Students' Union Council and are regularly reviewed.

Trustee Board

The Board of Trustees is responsible for the governance and financial and strategic management of the Students' Union. The Board is currently made up of eight Officers, five Student Trustees and four External Trustees.

Appointment of Trustees

The Students' Union Officers are elected by and from the Full Members of the Students' Union each year, through a cross-campus ballot, and serve in office for one year. Two of the five Student Trustees are also elected by cross-campus ballot and serve for a one-year term of office and may stand for re-election (subject to meeting eligibility criteria). Three of the five Student Trustees, and four External Trustees, are nominated by a Nominations and Board Effectiveness Committee, following a process of open advertisement and application. Nominations are subject to the approval of Students' Union Council, which is an elected body of students.

The three appointed Student Trustees are appointed for a term of office of up to two years and may be reappointed for a second term. They must be registered students for the duration of their term(s) of office. They are selected on the basis of their skills, knowledge, experience and characteristics, taking into account the current composition of the Board.

The External Trustees are appointed for a term of office of up to four years and may be reappointed for a second term. They must not have been registered students for at least three years at the date of their appointment. They are also selected on the basis of their skills, knowledge, experience and characteristics, taking into account the current composition of the Board, and tend to bring a greater degree of professional experience than the Officer and Student Trustees.

Induction and Training

Upon appointment, all trustees receive an induction, which includes their legal obligations and other trustee responsibilities, and is adapted according to their knowledge and experience. The Students' Union Officers receive a more intensive and in-depth induction and training programme, since they are new to the Board each year, and have a variety of responsibilities in the Students' Union in addition to their Trustee roles.

Management and Oversight

The Board is supported by five committees, each of which meets between two and four times each year. Each committee includes two or three Students' Union Officer Trustees, one External Trustee and one Student Trustee. They each have a Terms of Reference approved by the Trustee Board. Listed below is the Scope of Work agreed for each committee.

Trading and Finance

- a. Receive and scrutinise quarterly management accounts and
- b. Receive and scrutinise budgets and financial forecasts

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- c. Approve the Authorisation Limits
- d. Approve expenditure over limits set in the Authorisation Limits Table
- e. Approve financial policies
- f. Oversee matters relating to the trading activity and service delivery of the Students' Union.

Audit and Risk

- a. Review and oversee the SU's audit framework, approve audit systems and ensure that audit checks are carried out
- b. recommend appointment of auditors and bankers
- c. Oversee the Internal Audit activity
- d. Review internal and external audit reports and monitor implementation of any recommendations
- e. Review and update the risk management policy and oversee its implementation
- f. Oversee SU compliance with all relevant laws and regulations

Human Resources and Remuneration

- a. Approve HR and staffing policies and monitoring their effectiveness
- b. Receive and consider annual staffing report and results of staff surveys
- c. Consider and approve the pay award for Students' Union staff and oversee significant changes to staff pay and rewards system, making recommendations to the Trustee Board.
- d. Consider and approve processes for salary reviews.
- e. Responsible for the appraisal and performance management of the Chief Executive (making recommendations to the Trustee Board)
- f. Consider matters relating to the pay and conditions of employment of the Senior Management Team and make recommendations to the Trustee Board
- g. Oversee SU compliance with employment legislation
- h. Oversee the employer relationship with Trades Unions
- i. Review effectiveness of any external agencies responsible for HR issues

Strategy, Development and Insight Committee

- a. SU Strategy:
 - i. Oversee the development and implementation of organisational strategic and business plans.
 - ii. Monitor delivery of the SU's objectives and performance of SU services
- b. Development
 - i. Consider the development of the SU facilities and the allocation of space
 - ii. Consider major strategic projects ahead of finalising plans
- c. Insights
 - i. Oversight of research activity
 - ii. Review of routine market research, satisfaction information and data insights.

Nominations and Board Effectiveness

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- a. Fulfil the responsibilities of the Nominations Committee established in Bye Law 5 (you can view Bye Law 5 here – page 22.)
- b. Plan and ensure delivery of Trustee induction programme and subsequent training requirements
- c. Plan and ensure the delivery of individual and collective trustee performance, effectiveness and development reviews.
- d. Maintain oversight of the register of interests and gifts/donations
- e. Develop and implement improvements to Trustee Board effectiveness.

The Trustee Board and constitutional documents delegate authority throughout the organisation for the operational delivery of the Students' Union's activity.

The Students' Union is a democratic membership organisation with the eight Students' Union Officers and fifty-six student members of Students' Union Council elected by and from students. Students' Union Officers report to Students' Union Council on their objectives and activities and are held to account by Council. Students can put forward ideas for policy or debate to Students' Union Council, which may then be referred to a referendum of all students. Whenever possible, the Students' Union seeks to act in accordance with the views of its members, as expressed through referendum or by the elected members of Students' Union Council. However, the Trustee Board does have the power to override any decision of referendum or Council which is in breach of charity or education law or other legal requirements, or which is considered not to be in the best interests of the Students' Union or its charitable objectives.

Related parties

We have considered any conflicts of interest and there are none to disclose.

Relationship with the University of Sheffield

The Students' Union has a formal relationship with the University of Sheffield. This is expressed in a jointly endorsed relationship agreement that sets out principles, and also by a code of practice which governs the formal interaction between the two organisations. The University of Sheffield has a statutory duty under the Education Act 1994 to ensure, such as is reasonably practicable, that the Students' Union operates in a fair and democratic manner and it is responsible in management of its finances. The code of practice outlines how this statutory obligation is met. In addition, changes to the Students' Union's Constitution and certain bye-laws require the approval of the University Council or Senate.

Relationship with Subsidiary Companies

SUSU Services Limited is a limited liability company wholly owned by the University of Sheffield Students' Union. The company operates a number of services provided to a mix of students and non-students.

Union Leisure Limited is a wholly owned subsidiary of SUSU Services Limited that is now dormant.

Relationship with the National Union of Students

The Students' Union is a member of the National Union of Students (NUS). This is a national confederation of Students' Unions. The Students' Union co-operates with NUS and other Students' Unions in pursuit of some of its charitable objectives. This cooperation relates mainly to campaigning on national student issues and support from NUS with organisational development.

Pay policy for senior staff

The salaries of the Senior Leadership Team are determined by the Human Resources and Remuneration Committee within the Pay Zone and Band structure applicable to all employees and with reference to appropriate sector and market salary levels.

Risk Management

The Trustee Board is responsible for ensuring that the Students' Union has a robust approach to the management of opportunities and risks, and the Audit and Risk Committee reviews the highest strategic level

risks on an annual basis. Each department is responsible for their own risk register and the Senior Leadership Team review these. A range of systems and processes are in place to mitigate the risks faced by the Students' Union. Financial and control risks are mitigated through a robust budget management process and supporting policies and procedures for the authorisation and processing of transactions. Procedures are also in place to ensure legal compliance with Health and Safety and Employment law and to safeguard staff, volunteers and participants in all activities organised by the Students' Union. These procedures are regularly reviewed to ensure that they meet the needs of the Students' Union. The Trustees believe that all major risks are appropriately addressed.

Factors outside of Our Control

There are many factors that affect the organisation's ability to achieve its charitable objectives. The Students' Union seeks to influence its key partner, the University, on issues relating to its members' educational experience as well as social policy issues locally and nationally; however, most of these issues are outside of the charity's direct control. The Students' Union has a complex relationship with its beneficiaries who are students at the University of Sheffield and are also significant customers of the organisation. Further, the organisation operates democratically to take account of students' views. The Students' Union also employs a significant number of its beneficiaries to deliver its services to the wider body of students.

Custodian Activities

Sheffield Students' Union acts as custodian for several activities:

- Funds raised by the many clubs and societies run by its members - these funds are separately identified in the finance system and the balance at the year-end was £443k.
- Funds raised by students under the RAG (Raising and Giving) initiative for distribution to nominated charities. Over £91k was raised and distributed in the year.
- The Bethan Reeves Community Action Trust, with a balance of £5k at the year end.

Declaration

The Trustees who held office at the date of approval of this trustees' report confirm that that they are aware of all the relevant audit information and that there is no relevant audit information which has not been supplied to the charity's auditors.

We wish to thank all staff and volunteers for their continued commitment and hard work to make this another successful year at Sheffield Students' Union

By order of the board

Students' Union President and Chair of Trustees

Students' Union Development Officer

Responsibilities of the Trustee Board

Statement of the Trustee Board's responsibilities in respect of the Annual report and the Financial Statements

Under the Constitution and Bye-Laws of the Students' Union and charity law, the Trustees are responsible for preparing the Trustee's Annual Report and financial statements for each financial year which show a true and fair view of the state of affairs of the group and the charity and of the group's and charity's excess of income over expenditure for that period.

The Trustees have elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures being disclosed and explained in the financial statements;
- state whether the financial statements comply with the Constitution and Bye-Laws of the Students' Union, subject to any departures disclosed and fully explained in the financial statements.
- assess the group and the charity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the charity or cease operations, or have no realistic option but to do so.

The Trustees are required to act in accordance with the Constitution and Bye-Laws of the Students' Union, within the framework of charity law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial and other information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent auditor's report to the Trustees of University of Sheffield Students' Union

Opinion

We have audited the group and charity financial statements of University of Sheffield Students' Union for the year ended 31 July 2018 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 31 July 2018 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been properly prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

We conduct our audit in accordance with International Standards on Auditing (UK) ("ISAs(UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going Concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or if there is undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

Other information

The trustees are responsible for the other information, which comprises the Trustee's Annual Report and Administrative information. Our opinion on financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information, and in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. We are required to report to you if:

- based solely on that work, we have identified material misstatements in the other information; or
- in our opinion, the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements.

We have nothing to report in these respects.

Matters on which we are required to report by exception

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 15, the trustees are responsible for: the preparation of financial statements which give a true and fair view; such internal control as they determine

is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group and the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charity to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 (or its predecessors) and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Clare Partridge (Partner)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

1 Sovereign Square

Sovereign Street

Leeds

LS1 4DA

KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Consolidated Statement of Financial Activities for the year ended 31 July 2018

	Note	Unrestricted Funds	Restricted Funds	2018	2017
		£	£	£	£
Income and Endowments from Incoming Resources from Generated Funds					
Donations and Legacies					
University Grant		3,265,500	-	3,265,500	3,188,100
Activities for Generating Funds					
Children's Services		596,280	-	596,280	552,950
Rental Income		34,497	-	34,497	37,584
Sponsorship and Advertising Income		467,435	-	467,435	483,342
Investment Income					
Interest Receivable		5,060	-	5,060	5,400
Incoming Resources from Charitable Activities for Students					
Bars and Catering		2,638,949	-	2,638,949	2,641,731
Venues and Entertainments		2,127,721	-	2,127,721	1,992,895
Retail		1,432,115	-	1,432,115	1,525,420
Member Services		213,517	-	213,517	185,870
Membership Engagement		497,534	184,115	681,649	704,368
Other Income		112,993	-	112,993	115,666
Total Incoming Resources		11,391,601	184,115	11,575,716	11,433,326
Resources Expended					
Costs of Raising Funds					
Children's Services		704,721	-	704,721	658,562
Sponsorship and Advertising Income		207,123	-	207,123	208,790
Charitable Activities for Students					
Bars and Catering		2,883,882	-	2,883,882	2,839,877
Venues and Entertainments		1,635,191	-	1,635,191	1,620,016
Retail		1,391,918	-	1,391,918	1,418,968
Member Services		2,228,458	-	2,228,458	2,105,149
Membership Engagement		2,164,942	174,059	2,339,001	2,291,638
Rental Costs		180,131	-	180,131	180,131
Exceptional Redundancy Costs		-	-	-	-
Total Resources Expended	2-9	11,396,366	174,059	11,570,425	11,323,131
Net Incoming/(Outgoing) Resources for the year		(4,765)	10,056	5,291	110,195
Fund balances brought forward at start of year		1,641,394	31,596	1,672,990	1,562,795
Total funds carried forward		1,636,629	41,652	1,678,281	1,672,990

The notes on pages 23 to 33 form part of these Financial Statements.

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Charity Statement of Financial Activities for the year ended 31 July 2018

	Note	Unrestricted Funds	Restricted Funds	2018	2017
		£	£	£	£
Income and Endowments from Incoming Resources from Generated Funds					
Donations and Legacies					
University Grant		3,265,500	-	3,265,500	3,188,100
Compensation Grant		-	-	-	-
Investment Income					
Interest Receivable		14,323	-	14,323	13,480
Incoming Resources from Charitable Activities for Students					
Bars and Catering		2,638,949	-	2,638,949	2,641,731
Venues and Entertainments		2,127,721	-	2,127,721	1,992,895
Retail		1,432,115	-	1,432,115	1,525,420
Member Services		213,517	-	213,517	185,870
Membership Engagement		502,442	184,115	686,557	708,280
Other Income		112,993	-	112,993	115,666
Total Incoming Resources		10,307,560	184,115	10,491,675	10,371,442
Resources Expended					
Charitable Activities for Students					
Bars and Catering		2,862,845	-	2,862,845	2,815,155
Venues and Entertainments		1,628,425	-	1,628,425	1,611,823
Retail		1,386,988	-	1,386,988	1,413,163
Member Services		2,265,584	-	2,265,584	2,157,759
Membership Engagement		2,158,446	174,059	2,332,505	2,280,909
Rental Costs		71,000	-	71,000	71,000
Exceptional Redundancy Costs		-	-	-	-
Total Resources Expended	2-9	10,373,288	174,059	10,547,347	10,349,809
Net Incoming/(Outgoing) Resources for the year		(65,728)	10,056	(55,672)	21,633
Fund balances brought forward at start of year		1,702,716	31,596	1,734,312	1,712,679
Total funds carried forward		1,636,988	41,652	1,678,640	1,734,312

The notes on pages 23 to 33 form part of these Financial Statements.

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Consolidated Balance Sheet as at 31 July 2018

	Note	2018 £	2017 £
Fixed Assets			
Intangible Assets	10	7,296	11,741
Tangible Assets	11	719,665	619,157
Total Fixed Assets		726,961	630,898
Current Assets			
Stock		211,928	217,438
Debtors and prepayments	13	272,821	249,542
Cash at bank and in hand	14	1,969,030	1,978,375
Total Current Assets		2,453,779	2,445,355
Current Liabilities			
Creditors and accruals	15	(1,492,459)	(1,386,573)
Net Current Assets		961,320	1,058,782
Total Assets less Current Liabilities		1,688,281	1,689,680
Deferred income	16	(10,000)	(16,690)
Total Net Assets		1,678,281	1,672,990
Represented by Charitable Funds			
Unrestricted Funds			
Fixed Asset Reserve	17	716,961	614,208
General Reserve	17	768,643	871,943
Designated Reserve	17	151,025	155,243
Restricted Funds			
	17	41,652	31,596
Total reserves		1,678,281	1,672,990

The notes on pages 23 to 33 form part of these Financial Statements.

Approved by the Trustee Board of the University of the Sheffield Students' Union on 6 December 2018 and signed on its behalf by:

Lilian Jones
Students' Union President and Chair of Trustees

Jaki Booth
Chief Executive

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Charity Balance Sheet as at 31 July 2018

	Note	2018 £	2017 £
Fixed Assets			
Intangible Assets	10	104,172	114,866
Tangible Assets	11	717,950	615,673
Investments	12	25,000	25,000
Total Fixed Assets		847,122	755,539
Current Assets			
Stock		211,928	217,438
Debtors and prepayments	13	135,708	194,504
Cash at bank and in hand	14	1,910,909	1,936,787
Total Current Assets		2,258,545	2,348,729
Current Liabilities			
Creditors and accruals	15	(1,417,027)	(1,353,266)
Net Current Assets		841,518	995,463
Total Assets less Current Liabilities		1,688,640	1,751,002
Deferred income	16	(10,000)	(16,690)
Total Net Assets		1,678,640	1,734,312
Represented by Charitable Funds			
Unrestricted Funds			
Fixed Asset Reserve	17	837,122	738,849
General Reserve	17	648,841	808,624
Designated Reserve	17	151,025	155,243
Restricted Funds			
	17	41,652	31,596
Total reserves		1,678,640	1,734,312

The notes on pages 23 to 33 form part of these Financial Statements.

Approved by the Trustee Board of the University of the Sheffield Students' Union on 6 December 2018 and signed on its behalf by:

Lilian Jones
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University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Cashflow Statement for the year ended 31 July 2018

	2018	2017
	£	£
Reconciliation of net income to net cash flow from operating activities:		
Net income for the reporting period	5,291	110,195
Adjustments for:		
Depreciation and amortisation charges	295,363	330,867
Loss on asset write offs	6,292	2,455
Decrease/(increase) in stocks	5,510	(8,305)
(Increase) in debtors	(23,279)	(9,544)
Increase in creditors	105,886	121,007
(Decrease)/increase in deferred income	(6,690)	12,083
Net cash provided by operating activities	388,373	558,758
Purchase of tangible fixed assets	(397,718)	(155,031)
Purchase of intangible fixed assets	-	-
(Decrease)/increase in cash and cash equivalents in the year	(9,345)	403,727
Cash and cash equivalents at the beginning of the year	1,978,375	1,574,648
Cash and cash equivalents at the end of the year	1,969,030	1,978,375

The notes on pages 23 to 33 form part of these Financial Statements.

Notes to the accounts

1. Accounting policies

The Constitution and Bye-Laws of the Students' Union require the Trustee Board to prepare consolidated accounts for each financial year. Under these requirements, the Trustee Board have elected to prepare the consolidated accounts in accordance with UK Accounting Standards (UK Generally Accepted Accounting Practice), including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

The principal accounting policies of the Students' Union are set out below and have remained unchanged from the previous year.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings, SUSU Services Limited and Union Leisure Limited, made up to 31 July 2018. The consolidated statement of financial activities consolidates the results of the charitable activities of the group on a line by line basis.

Basis of preparation

The Students' Union meets its' day-to-day working capital without the need for any loan or overdraft facility. The Students' Union's forecasts and projections, taking reasonable account of possible changes in trading performance, show that the Students' Union should be able to continue to operate for the foreseeable future.

On this basis, the trustees have a reasonable expectation that the Students' Union has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the consolidated accounts.

Incoming resources

Incoming resources is the total amount receivable by the Students' Union for goods supplied and services provided, excluding VAT. All income and capital resources are recognised in the accounts when it is probable they will be received. Income is deferred only when the Students' Union has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances.

Resources expended

Expenditure is accounted for on an accruals basis and is recognised when the liability is incurred. Costs of raising funds comprise the costs of trading with non-members and their associated support costs. Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs. Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

Notes to the accounts

Intangible assets and goodwill

Goodwill arising on an acquisition of a trade is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Positive goodwill is capitalised and amortised through the profit and loss account over the trustees' estimate of its useful economic life of 20 years. Impairment tests on the carrying value of goodwill are undertaken if events or changes in circumstances indicate that the carrying value may not be recoverable

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation.

Depreciation is calculated to write down the cost of tangible fixed assets by equal instalments over their estimated useful economic lives. The rates generally applicable are:

Leasehold buildings	2-20 years
Plant and equipment	3-4 years
Vehicles	4 years

Stocks

Stocks are valued at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised at settlement amount due. Prepayments are valued at the amounts prepaid.

Cash

Cash, for the purpose of the cash flow statement, comprises cash in hand and deposits repayable on demand, less overdrafts payable on demand.

Creditors

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

Taxation

No provision is made for taxation since it is the Students' Union's intention to use all of its income for charitable purposes.

Fund accounting

The Students' Union administers and accounts for a number of charitable funds as follows:

Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion

Designated funds are those set aside by the Trustees to be spent on some specific purpose but remain at the discretion of the Trustees. The designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.

Restricted funds are those received from a donor to be used for activities prescribed by the donor.

Notes to the accounts

Post retirement benefits

The Students' Union is a member of three pension schemes but is unable to identify its share of the underlying assets and liabilities of any scheme on a consistent and reasonable basis and therefore, as required by FRS102 'Retirement and post-employment benefits', accounts for each scheme as if it were a defined contribution scheme. As a result, the amount charged to the Students' Union's profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Operating leases

Payments made under operating leases are charged to the income and expenditure account on a straight line basis over the lease term.

Deferred income

Funds received in one accounting period that are specifically restricted to activities to be carried out in subsequent accounting periods are not accounted for as income but are carried forward as deferred income.

2. Surplus for the financial year

The Surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2018	2017
	£	£
Auditor's remuneration – audit of these financial statements	23,000	20,500
Depreciation and amortisation	295,363	330,867
Operating lease rentals	191,764	192,554

3. Trading subsidiaries

At the balance sheet date SUSU Services Limited had net liabilities of £748,848 (2017 £894,238) which have been guaranteed by The University of Sheffield Students' Union.

Separate accounts have been prepared for SUSU Services Limited and will be filed with the Registrar of Companies in accordance with the Companies Act 2006.

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Notes to the accounts

4. Charitable and other activity costs

	Purchases	Staff Costs	Depreciation and Amortisation	Support Costs	Total
	£	£	£	£	£
Children's Services	82,012	508,723	4,217	109,769	704,721
Sponsorship and Advertising	132,827	60,785	395	13,116	207,123
Bars and Catering	1,177,960	1,282,274	146,966	276,682	2,883,882
Venues and Entertainment	1,114,565	412,426	19,209	88,991	1,635,191
Retail	992,101	300,490	34,489	64,838	1,391,918
Member Services	318,016	1,422,669	74,321	413,452	2,228,458
Membership Engagement	829,212	1,158,797	15,766	335,226	2,339,001
Rental	180,131	-	-	-	180,131
Total costs	4,826,824	5,146,164	295,363	1,302,074	11,570,425

Included within Membership Engagement are costs of £174,059 (£146,926 in 2017) in relation to restricted funds.

5. Support costs (included in note 4)

	Use	Staff Costs	Operating Costs	Marketing	Total
		£	£	£	£
Children's Services	10%	79,883	27,475	2,411	109,769
Sponsorship and Advertising	1%	9,545	3,283	288	13,116
Bars and Catering	25%	201,352	69,252	6,078	276,682
Venues and Entertainment	8%	64,762	22,274	1,955	88,991
Retail	6%	47,185	16,229	1,424	64,838
Member Services	27%	329,874	76,835	6,743	413,452
Membership Engagement	23%	267,150	62,583	5,493	335,226
Total costs	100%	999,751	277,931	24,392	1,302,074

6. Unrestricted funds

The breakdown of the unrestricted funds between designated and general funds is as follows:

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
Group				
Designated funds				
Volunteering, fundraising and community support	155,243	263,980	(268,198)	151,025
General funds				
Fixed asset reserve	614,208	397,718	(294,965)	716,961
General reserve	871,943	10,729,903	(10,833,203)	768,643
	1,641,394	11,391,601	(11,396,366)	1,636,629

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Notes to the accounts

The Designated Reserve represents deferred, but unrestricted income in relation to Volunteering, Fundraising and Community projects.

The Fixed Asset reserve represents the balance of Tangible Fixed Assets plus Investments less the balance of the Capital grant from the Alumni Foundation (note 15) contained within Deferred Income.

7. Restricted funds

Group	At beginning of year £000	Incoming resources £000	Outgoing resources £000	At end of year £000
Restricted funds	31,596	184,115	(174,059)	41,652

The Restricted funds represent funds at the year-end that must be spent on specific activity.

8. Staff Costs

	2018	2017
	£	£
Wages and salaries	5,404,828	4,989,267
Social security costs	318,155	317,086
Pensions	422,502	421,516
Total Costs	6,145,485	5,727,869

The average staffing was as follows

	2018	2017
Monthly salaried staff	210	210
Weekly paid student and casual staff	563	497
	773	707

**This equates to the following average number of Full Time
Equivalents**

	2018	2017
	256	252

The total salary of the Senior Leadership Team was £306,485 in the year. Four employees were paid more than £60,000 in salary and all participate in the Universities Superannuation Scheme (USS) to which £50,587 was paid on their behalf.

Salary	Employees
£60,000 - £70,000	3
£80,000 - £90,000	1

9. Trustees Remuneration and Expenses

The Trustee Board is made up of the 8 Students' Union officers, 4 external trustees and 5 student trustees. The Students' Union Officers are students, elected by the whole student population, who work full time at the Students' Union for a year. They work on all issues to do with student life. They listen to how students

University of Sheffield Students' Union
Annual Report and Accounts for the year ended 31 July 2018

Notes to the accounts

want things to be done and work with the relevant people to make it happen. They represent student views to the University and local and national decision makers.

Each of the 8 Students' Union Officers were paid a salary of £19,305 (£18,940 in 2017) during the year with a total cost of £173,118 (£172,471 in 2017) including social security costs and pensions. The level of salary is determined by the Students' Union Council and is set out in their contract of employment.

17 Trustees (16 in 2017) were reimbursed a total of £1,364 (£2,937 in 2017) for personal travel and subsistence expenses in performing their role as a Trustee.

10. Intangible Fixed Assets

Group	Goodwill
	£
Cost	
At 31 July 2017	20,000
Additions	-
At 31 July 2018	20,000
Amortisation	
At 31 July 2017	8,259
Charge for the year	4,445
At 31 July 2018	12,704
Net book value at 31 July 2018	7,296
Net book value at 31 July 2017	11,741

Goodwill relates to the acquisition of trade relating to Proper Pasty on 3 August 2015.

Charity	Goodwill
	£
Cost	
At 31 July 2017	145,000
Additions	-
At 31 July 2018	145,000
Amortisation	
At 31 July 2017	30,134
Charge for the year	10,694
At 31 July 2018	40,828
Net book value at 31 July 2018	104,172
Net book value at 31 July 2017	114,866

Goodwill in the Charity relates to the hive up of the trade and certain assets of Union Leisure Limited on 26 January 2014 and the acquisition of trade relating to Proper Pasty on 3 August 2015.

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11. Tangible Fixed Assets

Group	Leasehold buildings £	Plant and equipment £	Vehicles £	Total £
Cost				
At 31 July 2017	1,725,131	2,145,169	8,506	3,878,806
Additions	169,637	228,081	-	397,718
Write offs	(170,124)	(267,466)	-	(437,590)
At 31 July 2018	1,724,644	2,105,784	8,506	3,838,934
Depreciation				
At 31 July 2017	1,423,202	1,827,941	8,506	3,259,649
Charge for the year	101,621	189,297	-	290,918
Write offs	(170,124)	(261,174)	-	(431,298)
At 31 July 2018	1,354,699	1,756,064	8,506	3,119,269
Net book value at 31 July 2018	369,945	349,720	-	719,665
Net book value at 31 July 2017	301,929	317,228	-	619,157

Write offs relate to assets that were in the most part fully depreciated and having reached the end of their useful life were either scrapped or replaced as part of general refurbishment works.

Charity

	Leasehold buildings £	Plant and equipment £	Vehicles £	Total £
Cost				
At 31 July 2017	1,608,915	2,069,792	8,506	3,687,213
Additions	169,638	228,081	-	397,719
Write offs	(170,124)	(267,466)	-	(437,590)
At 31 July 2018	1,608,429	2,030,407	8,506	3,647,342
Depreciation				
At 31 July 2017	1,309,561	1,753,473	8,506	3,071,540
Charge for the year	100,763	188,387	-	289,150
Write offs	(170,124)	(261,174)	-	(431,298)
At 31 July 2018	1,240,200	1,680,686	8,506	2,929,392
Net book value at 31 July 2018	368,229	349,721	-	717,950
Net book value at 31 July 2017	299,354	316,319	-	615,673

Write offs relate to assets that were in the most part fully depreciated and having reached the end of their useful life were either scrapped or replaced as part of general refurbishment works.

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12. Fixed asset investments

Charity

	Shares in subsidiary undertakings £
Cost	
At 31 July 2017 and 31 July 2018	25,000

The companies in which the Charity's beneficial interest is more than 10% are as follows:

	Principal activity	Country of registration	Percentage of ordinary shares held
Subsidiary undertakings			
SUSU Services Ltd	Provision of nursery facilities and advertising opportunities	England and Wales	100
Union Leisure Ltd	Dormant	England and Wales	100

13. Debtors and prepayments

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Trade debtors	108,375	145,076	44,467	25,194
Amounts receivable from the University of Sheffield	-	14,898	-	23,915
Sundry debtors, prepayments and accrued income	164,446	89,568	91,241	84,224
Amounts owed by group undertakings	-	-	-	61,171
	272,821	249,542	135,708	194,504

14. Cash at bank and in hand

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Sheffield Students' Union cash	1,525,798	1,563,218	1,467,677	1,521,630
Cash held on behalf of student clubs and societies	443,232	415,157	443,232	415,157
	1,969,030	1,978,375	1,910,909	1,936,787

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15. Creditors and accruals

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Trade creditors	196,179	278,372	183,836	255,108
Amounts payable to the University of Sheffield	113,040	-	105,280	-
Sundry creditors, accruals	1,183,240	1,108,201	1,110,341	1,098,158
Amounts owed to group undertakings	-	-	17,570	-
	1,492,459	1,386,573	1,417,027	1,353,266

16. Deferred income

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Capital and other grants	10,000	16,690	10,000	16,690

The deferred capital grant is in respect of grants from the University of Sheffield Alumni Foundation. The grant is being released to the Income and Expenditure Account to offset a proportion of the depreciation charged over the life of each of the assets.

17. Analysis of Net Assets Between Funds

Group

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fixed Assets	726,961	-	726,961
Net Current Assets	919,668	41,652	961,320
Deferred income	(10,000)	-	(10,000)
	1,636,629	41,652	1,678,281

Charity

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fixed Assets	847,122	-	847,122
Net Current Assets	799,866	41,652	841,518
Deferred income	(10,000)	-	(10,000)
	1,636,988	41,652	1,678,640

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18. Capital Commitments

The Students' Union had the following commitments for capital expenditure at 31 July 2018:	2018	2017
	£	£
Authorised and contracted	13,930	-
Authorised but not contracted	27,720	177,800
	41,650	177,800

19. Lease Commitments

The Students' Union had the following commitments in respect of operating leases at 31 July 2018:	2018		2017	
	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Lease payable:				
Within 1 year	-	-	-	9,594
Between 1 and 2 years	-	10,439	-	-
Between 2 and 5 years	540,393	-	720,524	-
	540,393	10,439	720,524	9,594

During the year £191,764 (2017: £192,554) was recognised in the Statement of Financial Activities in respect of operating leases.

20. Retirement Benefits

The Students' Union has three separate pension arrangements. Two defined benefit schemes (the University of Sheffield Pension Scheme (USPS) and The Universities Superannuation Scheme (USS)) the assets of which are held in separate trustee-administered funds, and the People's Pension Scheme which is a defined contribution scheme managed by B&CE.

The assets of the USPS and USS schemes are not separable and therefore the proportion of any surplus or deficit arising in any either scheme cannot be attributed to members employed by the Students' Union (either past or present). The Students' Union accounts for the schemes as if they were defined contribution schemes. Employer contributions to these schemes are charged to the Income and Expenditure account in the year in which they are paid and are included within the disclosure of individual activities within these accounts. Contributions amounted to £422,502 (2017: £421,516) as shown in note 8.

Details of the defined benefit schemes are as follows:

- a. The University of Sheffield Pension Scheme (USPS) is a cash balance defined benefit pension scheme. The scheme is externally funded but is no longer contracted out of the state second-tier pension provision. Accrual up to 30 November 2011 was on a final salary basis and certain members retain a final salary link.

During the accounting period, the Students' Union paid contributions to the scheme in accordance with the tiered contribution structure that had been effective from 1 December 2011.

Notes to the accounts

The most recent actuarial valuation of the scheme was undertaken as at 1 April 2017:

	Final Salary Section £m	Cash Balance Section £m
The value of the Scheme's liabilities on the Trustee's ongoing funding basis:	(214.5)	(19.3)
The Scheme's assets were valued at:	207.0	21.4
The (shortfall)/surplus (on an ongoing funding basis)	(7.5)	2.1
	=====	=====
Funding level	97%	111%

- b. The Universities Superannuation Scheme (USS) is contracted out of the State Second Pension (S2P). The Students' Union is required to contribute a specified percentage of payroll costs to the pension scheme to fund the benefits payable to the Students' Union's employees. This is currently set at 18%.

The latest available full actuarial valuation of the scheme was at March 2014 ("the valuation date") which was carried out using the projected unit method. The valuation as at 31 March 2017 is underway but not yet completed.

At the valuation date, the value of the assets of the scheme was £41.6 billion and the value of the scheme's technical provision was £46.9 billion indicating a shortfall of £5.3 billion. The assets were therefore sufficient to cover 89% of the benefits which had accrued to members after allowing for expected future increases in earnings.

21. Affiliations

The Students' Union paid the following fees during the year:	2018 £	2017 £
National Union of Students	54,526	51,789
	54,526	51,738

The affiliations above are disclosed in accordance with the 1994 Education Act.