



Students' Union Report on Finances

<p><b>Outcome Requested:</b></p>	<p>Finance and Investment Committee is asked to <b>note</b>:</p> <ol style="list-style-type: none"> <li>1. QMSU Financial Statements and Trustee Annual report 2016-17 (<i>Appendix 1</i>)</li> <li>2. QMSU Services Ltd Financial Statements 2016-17 (<i>Appendix 2</i>)</li> <li>3. Five Year Plan updated for Board of Trustees October 2017, includes reconciliation to SOFA. (<i>Appendix 3</i>)</li> <li>4. Current year QMSU Management Accounts Year-to-date December 2017 (<i>Appendix 4</i>)</li> </ol>
<p><b>Executive Summary:</b></p>	<ul style="list-style-type: none"> <li>○ The auditors delivered an <b>unqualified audit opinion</b> on the accounts for both the Group and Subsidiary accounts. (appendix 1 &amp; 2)</li> <li>○ The 2016-17 Operating Surplus for the Group was <b>£136K, £83K better than budget</b> and £24K better than last year.</li> <li>○ The long term financial strategy within the five year plan (appendix 3) has been to improve the General Reserve position and Cash flow. <ul style="list-style-type: none"> <li>○ The <b>general reserve position improved by £93K</b> from negative £540K to negative £447K.</li> <li>○ The <b>cash in bank improved</b> from £562K to £610K.</li> </ul> </li> <li>○ The 2017-2018 Budget Target for the Group is £83.7K.</li> <li>○ The <b>current year to date</b> (December period 5) <b>operating surplus is £64K</b> (December – appendix 4), better than budget by £25K. The position <b>will worsen</b> due to <b>unexpected business interruption</b>.</li> <li>○ The total balance of the QMUL loan as of 31st July 2017 was £167,130 and there are two more payments of £83,565 due. One will be paid on 31st July 2018, leaving a balance of £83,565 from 1st August 2018. The initial loan was £889,202 in 2004, as the Union had financially collapsed at the time.</li> </ul>
<p><b>QMUL Strategy:</b></p>	<p>SA2.2, EA1.2, EA1.7</p>

<b>Internal/External regulatory/statutory reference points:</b>	<p>The Education Act (1994) requires that “the financial affairs of the Union should be properly conducted and appropriate arrangements should exist for the approval of the Union’s budget and the monitoring of its expenditure, by the governing body.”</p> <p><i>1994 Education Act</i>  <i>2006 Charities Act</i>  <i>2006 Companies Act</i></p>
<b>Strategic Risks:</b>	<p>11. Sustainable income streams for activities  12. Cost control, VFM and expenditure</p>
<b>Equality Impact Assessment:</b>	None required
<b>Subject to prior and onward consideration by:</b>	Scrutinised by QMSU Audit and Risk Committee November 2017 QMSE 27 February 2018
<b>Confidential paper</b>	No
<b>Timing:</b>	Annual report to the Committee.
<b>Author:</b>	Mike Wojcik, Chief Executive, Students’ Union Managing Director, QMSU Services Ltd.
<b>Date:</b>	8 February 2017
<b>Senior Management/External Sponsor:</b>	Yasir Yeahia, President, Students’ Union

## 1. Financial Statements and SOFA

The charity specialist auditors, Russell New, confirmed that the audit ran smoothly and there were no substantial adjustments made, reflecting positively on the Union's financial administration and sound practices.

The QMSU Board of Trustees approved a policy to build a reserve at its July 2017 meeting, with an aim to improve cash flow and the position of the general reserve by a minimum of £50K per annum. The weak balance sheet makes it difficult for the SU to reinvest in the infrastructure. The annual target was exceeded during Year 2016-2017 with an improvement of £93K.

The Statement of Financial Activities (SOFA) outflow for year ending July 2017 was £12k (*Appendix 3, page 2*), an improvement on the previous year's outflow of £35k (prior to that £71k and £166k). The primary adverse factor is the capital grant release of depreciation of £219k. This grant related to capital works carried out on the BLSA building. With the Union paying the contractor, this enabled VAT to be reclaimed to the value of £200k. The grant covered the cost of works and temporarily improved the Group's balance sheet.

## 2. The Subsidiary company performance (QMSU Services Ltd.) 2016-17

The commercial operations achieved some record results – the subsidiary company **income increased by 6%** and peaked over £4m.

Beacon performers included:

- Village Shop which saw a 7% growth despite the increased competition in the area and translated on the bottom line with £64k net profit.
- Drapers' Bar and Kitchen saw total sales growth of 14% and performed better than budget on the bottom line by £46.6k, achieving net profit of £92k.
- QMotion membership numbers grew yet again (*see Table 1*) and achieved a surplus of £74k.
- The year-on-year comparisons were distorted, as a proportion of the central administration cost (50% of the finance function and a 40% contribution from marketing) has been transferred from Group Administration to QMSU Services accounts, equating to £104k year-to-date. The impact of the transfer is favourable from a VAT perspective, with an estimated saving of £7.8k. The saving for 17-18 is expected to be £12.7k.

**3. Current year Management Accounts Year-to-date December 2017** (*Appendix 4*) show a favourable position, with the Group's performance £25k better than budget. However, there are some resource concerns on the horizon. Income generation year-to-date is on target in line with the budget, showing an uplift of 2.5% on the previous year. Salary costs are adverse to budget and other spending is within control. The central administration function is generally on track.

The Company sales are generally respectable at £36k worse than budget but 3.8% up on last year. The Village Shop and Ground Café have experienced growth in sales, better than budget, and are generally expecting better than budget end of year performances.

The Union is subject to a number of immediate financial pressures:

- a) The loss of income from two power failures during Freshers' Week affecting QMotion, Drapers Bar and Kitchen and the Union Shop (£21k) and a number of other heating and maintenance issues;

- b) An estimated unbudgeted cost of around £19k for cleaning and supervisory costs for the Hive, which has recently been refurbished by the university;
- c) A risk to achieving the end of year budget and to improving the balance sheet in line with the Five Year Plan owing to the impact of capital projects on QMotion (£15k), Drapers Bar and Kitchen (4k down on lunch trade alone with food losses running at between £1.2-1.5k per week) and the Union Shop, which will be ongoing until April 2019. There may also be additional unbudgeted costs arising from the management of health and safety and licensing risks.

**Table 1**

**Total Membership Tracked**

Trading Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Aug-Dec	7567	8411	9165	10723	11069	11939	11926	12801	13187
Jan-July	12843	13998	14852	16181	18326	18804	18577	20408	20954
Total	20410	22409	24017	26904	29395	30743	30503	33209	34141
Average Mem.	<b>1855</b>	<b>1867</b>	<b>2001</b>	<b>2242</b>	<b>2450</b>	<b>2562</b>	<b>2542</b>	<b>2767</b>	<b>2845</b>
Growth		0.6%	7.2%	12.0%	9.3%	4.6%	-0.80%	9%	3%

**Membership peaked at 3,666 in March 2017, dropping to 1,594 in July 2017**

The table shows the year on year growth of QMotion membership. The busiest months being January through to March.

Charity Registration No: 1147786  
Company Registration No: 08092471 (England & Wales)

**QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION**  
**REPORTS AND CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017**

# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

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# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

The Trustees present their report and the financial statements of Queen Mary University of London Students' Union for the year ended 31st July 2017 (the reporting year).

#### 1. Legal and Administrative Information

##### Charitable Status

Queen Mary University of London Students' Union, also known as QMSU (the Union), is a charitable company, company number 8092471 and charity registration number 1147786.

##### Registered Office

Students' Union Hub, 329 Mile End Road, London, E1 4NT

##### Charity Trustees

The Trustees of the Union who hold office at the date of this report, who are also directors of the Union for the purposes of the company law, are as follows:-

Officer Trustees (from 01/08/17 unless otherwise stated):	Yasir Yeahia, Union President and Chair of Trustees Rakin Choudhury, Vice President Barts and The London Ahmed Mahbub, Vice President Welfare Mary Ojo, Vice President Education
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Student Trustees (from 01/08/17 unless otherwise stated):	Renad Khundakji William M Atkins (also Officer Trustee for 2016/17) Redwan Shahid (appointed 01/08/16) William J B Atkins (appointed 01/08/16)
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External Trustees:	Ed Moses, Deputy Chair of Trustees (re-appointed 20/06/17) Andreas Gaitzsch (appointed 01/05/15) Richard Kuti (appointed 10/10/17) Sally Pearman (appointed 10/10/17)
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The following also held office during the reporting year as Trustees of the Union, in the capacities shown, and as directors for the purposes of company law:-

Officer Trustees (from 01/08/16 unless otherwise stated):	Miranda Black, Union President and Chair of Trustees (also Officer Trustee for 2015/16) William M Atkins, Vice President Barts and The London Adam Sparkes, Vice President Welfare Sumeera Ahmad, Vice President Education
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Student Trustees (from 01/08/16 unless otherwise stated):	Umar Haroon (appointed 01/08/15) Katie Lock (appointed 01/08/15) Redwan Shahid William J B Atkins (also Officer Trustee for 2015/16)
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External Trustees:	Vernon McClure, Deputy Chair of Trustees (appointed 31/05/13) Ed Moses (appointed 31/05/13) Kathryn Brindley-Lock (married name - appointed 31/05/13) Andreas Gaitzsch (appointed 01/05/15)
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# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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**Chief Executive**

Mike Wojcik

**Auditors**

Russell New Limited  
The Courtyard, Shoreham Road  
Upper Beeding, Steyning  
West Sussex, BN44 3TN

**Solicitors**

Russell-Cooke  
2 Putney Hill  
London SW15 6AB

**Bankers**

Barclays Bank plc



# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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### **2. Structure, Governance and Management**

#### **2.1. Governing documents**

The Union operates as a charitable company, with Articles of Association (the Articles) as its governing document, together with bye-laws made under the Articles.

#### **2.2. Recruitment and training of Trustees**

Trustees are appointed in accordance with the Articles and relevant bye-laws. The Articles provide for the appointment of up to 5 officer Trustees and 5 student Trustees, to be elected by secret ballot in accordance with Union bye-laws, and for the appointment of up to 5 external Trustees by an Appointments Committee.

Officer Trustees and Student Trustees receive an induction on the role, responsibilities and duties of Trustees. Officer Trustees also receive an induction and extensive specialist training on their roles as full-time Union officers, delivered both internally and by external organisations, such as the National Union of Students. External Trustees receive inductions and briefings as required.

#### **2.3. Organisational structure and decision-making**

Under the Articles, the Board of Trustees is responsible for the management and administration of the Union, including its governance, budget and strategy. The Board has power to overrule any decision or policy of the members made in general meeting, in referenda or at Student Council, where it is considered there are financial implications, a breach of legal requirements, a contravention of the Union's aims and objects or the carrying out of the Board's responsibilities as above are affected. In the reporting year, the Board of Trustees had 6 meetings.

The Trustees have power to delegate their functions to committees or individuals. There are 2 standing committees, as provided for in the Articles, which are responsible for the functions set out in the relevant Union bye-laws or terms of reference. These are the Executive Committee, comprising the Officer Trustees (also known as Executive Officers) and the Audit and General Purposes Committee. The powers of these Committees do not, however, include any decision-making on behalf of the Board. In the reporting year, the Executive Committee generally met weekly and the Audit and General Purposes Committee had 3 meetings. An Appointments Committee, as provided for in the Articles, responsible for the appointment of external Trustees, was set up as necessary.

Student Council, elected annually from and by the Union's members and constituted in accordance with bye-laws, has the powers set out in the Articles, including setting the representational and campaigning policy of the Union. Student Council met 5 times in the reporting year. An Annual Members' Meeting was held in May 2016.

In the reporting year, the Executive Officers were responsible for the duties of their respective full-time offices as set out in Union bye-laws.

Day to day management of the operation and administration of the Union is delegated by the Trustees to the Chief Executive. The Chief Executive reports to Trustees at each Board of Trustees' meeting, and, as necessary, between meetings and to Committees of the Board.

#### **2.4. Network - impacting on operating policies**

The Union is affiliated to the National Union of Students (NUS). The policy, guidance and other information resources of the NUS have been taken into account in the operating policies of Union.

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## TRUSTEES' ANNUAL REPORT (CONTINUED)

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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### 2.5. Relationship with related parties

#### 2.5.1 QMSU Services Limited

**QMSU Services Limited, a commercial trading company (the "Company") is the wholly-owned subsidiary of Queen Mary, University of London Students' Union (QMSU - the "Union"). The Company's principal activities are the operation of health and fitness centres, retail outlets, and bars/restaurants and cafés, including Qmotion Health and Fitness Centre, Fitness to Practice gym facilities, Drapers Bar & Kitchen, the Griff Inn Bar & Kitchen, the retail outlets of Infusion, the Village Shop and the BLSA Box Office, and Ground Coffee Shop and the Shield Café. It also operates and manages the Learning Café under contractual arrangements with Queen Mary University of London (QMUL) and administers a number of activities at the QMUL sports ground in Chislehurst. These services are provided for students at Queen Mary University of London (QMUL), in support of the charitable aims and objectives of the Union, and are carried out from three of QMUL's campuses, all in London; at Mile End, Whitechapel and at Charterhouse Square.**

The Chief Executive of the Union is, ex officio, a member of the Board of Directors of QMSU Services Limited and is the company's Managing Director. The Union President is also, ex officio, a member of the Board of Directors, and other Officer Trustees usually also serve as Board Directors. Two members of Student Council are members of the Board of Directors. There are also two University nominated directors on the Board and two external Non Executive Board members.

The Union is currently developing a 5-Year Plan to project forward its financial standing and sustainability. The Company's services and activities will endeavour to continue its support to achieve this goal in an ever-changing market place, against a background of external competitiveness.

Whilst the Union's financial statements are prepared for each year on a consolidated basis, and include the income, expenditure, assets and liabilities of QMSU Services Limited, separate reports and financial statements for QMSU Services Limited for the reporting year, compliant with company law, can be viewed on the Union's website, [www.qmsu.org/governance](http://www.qmsu.org/governance).

#### 2.5.2 Queen Mary University of London (QMUL)

The Union works closely with QMUL, both in partnership and joint working and in their respective activities. The Union President is, ex officio, a member of QMUL's Council. The Union President, Vice President Education and a student representative from each of QMUL's 3 faculties are, ex officio, members of QMUL's Senate, and 2 representatives of QMUL are members of the Board of Directors of QMSU Services Limited.

QMUL provides an annual (block) grant to the Union which funds the Union's core charitable activities and other ad hoc grant funding.

QMUL also provides the premises from which the Union and QMSU Services Limited operate their respective services and activities. Those premises include the Students' Union Hub, Infusion, the Village Shop and Ground Café on the Mile End Campus, the Griff Inn Bar & Kitchen, the BLSA Box Office and the remainder of the BLSA building at the Whitechapel campus, and, in Charterhouse Square, the Shield Café and the Fitness to Practice gym. QMUL is responsible for agreed matters relating to the premises, including maintenance of the fabric of the buildings, plant and machinery, fixtures and fittings and payment of utility and insurance costs. The Qmotion premises and Drapers Bar & Kitchen are held by QMSU Services Limited under lease from QMUL.

QMUL also provides support services in several areas, including human resources, campus security and other campus provisions, health and safety, insurance, buildings works project management, provision of ad hoc space and the hosting of the Union's and QMSU Services Limited accounting records on its accounting systems.

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**FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017**

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The estimated value of the premises and of the support services provided by QMUL totals £360,004. That amount is included in the Consolidated Statement of Financial Activities as income, as a grant, and as expenditure, allocated to relevant charitable activities. The basis on which the value of the premises and support services has been estimated, and the basis on which the allocation as expenditure has been made, is indicated in Note 2 to the financial statements.

A Code of Practice is issued from time to time by QMUL's Council under section 22 of the Education Act 1994 which sets out the agreed arrangements between QMUL and the Union in relation to Council's statutory duty to take such steps that are reasonably practicable to ensure the Union operates in a fair and democratic manner and is accountable for its finances. These arrangements are adhered to by the Union.

During the reporting year, QMUL and the Union have completed work on a Memorandum of Agreement (MOA), setting out the updated framework for their ongoing mutually supportive and beneficial relationship and detailing their respective roles and responsibilities in updated working arrangements. A MOA panel has been established to monitor developments and agree any amendments and appendix service level agreements or annexes. The panel membership consists of three members of QMUL, including Vice-Principal Student Experience, Teaching and Learning, a member of College Council and the Chief Operating Officer, together with four members of the Students' Union, including the President, Vice-President Barts and the London Students' Association, an external member of the Board of Trustees or the Board of Directors of QMSU Services (as nominated by the Board of Trustees of the Union), and the Chief Executive. QMSU Services Limited is also a party to the Memorandum of Agreement and, where relevant, to the arrangements entered under it.

### **3. Objectives and Activities**

#### **3.1. The Union's legal purposes**

The legal purposes of the Union are set out in its Articles. These are, in summary, the advancement of education of students at QMUL for the public benefit by:-

- promoting the interests and welfare of students at QMUL during their course of study and representing, supporting and advising them;
- being the recognised representative channel between students and QMUL and other external bodies; and
- providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of students.

#### **3.2. The Union's aims under the Strategic Plan 2014-17**

The reporting year coincides with the second delivery year for the Strategic Plan 2014-17. The Plan sets out a mission, vision and aims for the Union. The Union's mission is 'To improve students' lives' and the vision is 'For all students to feel part of a Queen Mary community where they can develop, are supported and can make changes on issues that affect them.'

The aims, developed after extensive consultation with the membership, are:

- Aim 1: Students will feel like they belong to a community
- Aim 2: Student life will be better because of the Union
- Aim 3: To prepare students for life beyond QMUL
- Aim 4: Students will know what the Union does and why it does it

The aims have been broken down into 22 objectives, measured and monitored through a series of 53 indicators of progress. For each of the strategic priorities, a monitoring and implementation group has

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## TRUSTEES' ANNUAL REPORT (CONTINUED)

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been set up. This group feeds into the Union's Strategic Plan Monitoring Group which tracks the progress on the strategic indicators and considers all potential funding bids to ensure they align and are prioritised according to the strategic priorities.

### 3.3. The Union's main objectives for the reporting year

The key objectives, as referred to in last years' Trustee report, directed from the Strategic Plan 2014-17, for the reporting year were:-

Strategic Aim	Objective
2	Objective 2.2: Find out who the Union members are and what they want their Union to do for them
2	Objective 2.5: Make more informed decisions
2	Objective 2.6: Better represent students

### 3.4. The Union's strategies for achieving its main objectives

The strategies for achieving the key objectives in the Strategic Plan 2014-17 for the reporting year were:-

Objective	Strategies for achieving the objective
2.2 & 2.5	Commission and carry out a market segmentation survey to help shape the Strategic Plan
2.6	A full review is conducted and recommendations implemented of the Union's governance structure. Create a timetable for governance reform, establish a working group and develop a plan for the governance review.
2.6	Achieve 27% in the turnout for the Students' Union elections.

### 3.5. The Union's significant activities contributing to achieving its main objectives

The significant activities for achieving the key objectives in the Strategic Plan 2014-17 for the reporting year were:-

Objective	Activities for achieving the objective
2.2 & 2.5	The Big Change Survey had a staggering response of 4,500 students. The data was invaluable and a primary source used to shape the Union's new Strategic Plan 2018-20. The resulting market segmentation has provided essential information to help form decisions, represent students and better understand their needs. The data insight into those we've considered 'hard to reach students' will provide a platform to improve their university experience.
2.6	A Board Task and Finish group reviewed the Union's governing document, its Articles of Association. The recommendations are being implemented and will be presented at the next Annual General Meeting. A plan for the review of the remaining governance areas has been developed, being implemented in 2018.
2.6	The turnout for the Union elections hit a record 5,160 votes, 26.3% of the student population voted, 5.3% up on the previous year.

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## TRUSTEES' ANNUAL REPORT (CONTINUED)

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### 3.6. The public benefit context

In the planning of activities for the reporting year, the Board of Trustees considered the Charity Commission's general guidance on public benefit. Trustees consider it to be in the public benefit that the Union assists the educational aims of QMUL by supporting students, both in terms of their academic performance and in their welfare. In turn, this will enable them to fulfil their individual potential, as well as their wider life experiences, through their personal development, allowing them to contribute to their communities and society as a whole, now and in the future.

### 3.7. Volunteers

The Union benefits from a significant volunteer contribution in taking forward its work. During the reporting year, in addition to the voluntary contribution of 4 Student Trustees and 4 External Trustees, 43 volunteer part-time officers and student representatives served on Student Council. Some 313 students also acted voluntarily as course representatives. There were 651 principle officers involved in leading the Union's societies, 400 involved in running the Union's sports clubs, 52 involved in running student media outlets, 39 students involved in running volunteering groups and 16 involved in running RAG activities.

An impressive £113,731 was raised for charities by the Mile End and Whitechapel RAG. Whilst carrying out their roles, many volunteers also participated in a wide variety of working groups. This total is nearly 300% higher than the previous year. The Union's Adopt a Charity Scheme was popular and societies, such as ISOC and MMD, also donated through RAG.

## 4. Achievements and performance for the reporting year

The Union has published a 2016/17 Impact Report which can be viewed on the Union's website, [www.qmsu.org/union](http://www.qmsu.org/union).

### 4.1. Achievements and performance for the key objectives in the Strategic Plan 2014-17

<b>1.2 "Have a greater impact in creating School and Course level communities"</b>	The three-year target of ensuring academic volunteering opportunities are available to students in 50% of all schools was achieved in the third year, up 29% on the previous year.
	There has been a gradual increase in the percentage of postgraduate course representatives, rising to 57%.
<b>1.5 "Students will be able to play an active role in their local community"</b>	Student logged community hours have increased from 473 in 2015/16 to 835 in 2016/17. The total throughput in the Union's Sports Camp, ran through the Summer holidays, has increased from 367 in 2016 to 390 in 2017. The Community Sport programme was shortlisted for the BUCS Workforce Development Programme of the Year Award.
	The Vice-President Welfare joined the Chief Operating Officer of QMUL and the CEO of the Union in signing the Tower Hamlets 'No Place for Hate' Campaign. Work is ongoing to ensure we can guarantee students the services we have pledged to provide, including providing training to University and Union staff on how to respond to victims of hate crime and ensuring both the University and Union are monitoring hate crime reports.

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2.1 "Students will know how the Union can help them make QMUL a better place" & 2.3 "Empower students to make changes"	The Union's 2016-17 Executive Officers' 'Freeze our Fees' campaign won the 'Campaign of the Year' award at the NUS Awards. Judges at the award said: "Freeze our Fees was a great example of a students' union delivering a great campaign that will impact its members, saving current and future students £100,000s, showing great resilience throughout until they reached their positive outcome". The petition gathered 1,795 signatures over a brief period and student engagement was impressive.
	The elected officers' long-standing campaign for 24/7 library access reached conclusion in 2017. During this year, over 1,200 students signed a petition to extend library hours, and discussions led to a pilot and subsequent permanent arrangement.
2.8 "Embed environment and ethical processes across the Union"	A bye-law change was passed by Student Council to introduce a cross-campus Sustainability Officer.
	The Union received Good in the NUS Green Impact Award and Gold at the QMUL Green Mary Awards. There are now coffee cup recycling bins in Union cafés on the Mile End campus.
	The Union completed a commercial tender for coffee, prioritising the ethical angle. The CEO said "[...] an initiative that we can be 100% confident will directly make a massive difference to those trying to build a better future. The coffee tastes damn good, and I'm truly touched that every box of coffee we sell donates £3 to support the schooling of orphans, and children with disabilities. I can't wait to get the regular updates and photos and see how these kids in Rwanda progress through schooling with the support of QMSU. The coffee cooperatives we support also have an incredible story to tell!"
3.2 "Students will recognise the skills they have developed"	The QM Skills Award saw a 51% increase in participants. 215 students benefited from a total of 46 employability training and reflective sessions. The Union employs around 300 talented students across a broad range of roles and varied operations and the students moving on are asked to complete exit forms. Of the 75 completed, 83.3% agreed the Union has helped them to gain the skills and confidence to progress personally and professionally.
4.3 "Use diverse and innovative communication methods"	The Union launched a mobile app with over 2,500 downloads, set up to deliver varied functionalities, including the elections. The Union also launched a Snapchat communication channel. Numbers talk: Over 2.5 million page views on the Union's website 35% increase in the number of page 'likes' on Facebook 1,359 new followers on Twitter 148,617 was the reach of the 'thunder clap' for the elections

### 4.2. Other achievements and performance in the reporting year

Student representation and campaigning made a positive difference to students' lives, aside from the award winning "Freeze our Fees" campaign, there is a long list of high impact campaigns, and increased awareness. The highlights include;

1. 'Cap the Costs' campaign to assist with the costs of graduation.
2. Campaign to improve lighting along Regent's Canal.
3. Student Council welcomed a new cross-campus Trans Representative into Student Council.
4. 'StratFest' – students have had opportunity to feed into the new Strategic Plan.
5. Study Well campaign to tackle exam stress.



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6. 'Tackle and Talk' mental health campaign - the Sports Officers led on a campaign to tackle stigma associated with mental health problems in sport at the Union. This involved a campaign photoshoot involving sports clubs, a pledge signed by members of sports clubs and purple wristbands, sock tape, stamps, stickers and temporary tattoos worn at the annual Merger Cup.
7. Campaigns surrounding the Prayer space, informal learning spaces and common-room areas led to commitment to capital investment and improvements to the Hive study space, adjacent to the SU Hub.
8. 'Please Sir can I have some more' – 1,132 students responded to this year's Oliver Twist themed Student Experience Survey on learning resources entitled 'Please Sir can I have some more' The findings of which were presented to an audience of over 50 university staff at the Student Experience Seminar on 15<sup>th</sup> March.



### Ethical and Environmental Responsibility

The collaborative, inter-departmental initiatives across the charity and commercial teams, led to a number of inspiring projects. For example, the app 'Too Good to Go' created by QMUL Alumni and supported by the QMUL Centre of Public Engagement, was developed to fight food waste. The Village Shop manager was asked in an interview why they had joined: "At the start of term I had the role in trying to tackle and reduce food waste in our cafés and shops. Naturally, there will be wastage of some sort due to the risk of holding more stock to increase sales. Finding that stock level balance of ordering just enough sandwiches, salads, baguettes and wraps to last the day without running out or having too much was a difficult task. No-one likes to waste food, especially when there are people in London finding it difficult to put food on their table. The 'Too Good To Go' app gives people that option of buying a portion that is affordable, with the food being perfectly edible. Having this app in a university setting excites me from a student perspective. Being a former student, balancing finances during studies was challenging, and the app offers students to buy an inexpensive dinner or lunch suitable to their weekly budget." To follow on, the Village Shop worked closely with student volunteers to make regular food donations to Hackney Winter Night Shelter and Round Chapel.

The new cup recycling scheme provides ensures all cups collected are directly recycled into second-life materials. Aside from the environmental sustainability benefit, there are savings:

- by reducing the number of times internal bins need to be emptied by the cleaners
- by reducing the number of times external bins need to be collected
- by avoiding additional charges when paper cups contaminate mixed recycling waste



# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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### **Student Engagement**

The Union is committed to making sure every student feels they belong to a community at QMUL which is vibrant and active. Over 7,400 students were involved in student-led activities and a record-breaking 10,000 students attended the Union's Welcome Fair.

### **Volunteering**

Over 900 students volunteered in the community through Volunteering last year, an increase of 10% compared to the previous year. The popular one-day volunteering opportunities saw 137 students getting involved and there were more than 400 students involved in 15 student-led volunteering groups. For example, 'Mary Christmas' distributed essential items to rough sleepers in London during winter. OpenMinds train university students at QM and BL to go into local schools and run mental health workshops. SexEd run sex and relationship sessions in the community.

100% of volunteering committee members felt the Union has given them adequate opportunities to promote their activities.

100% of volunteering group leaders agreed the Union recognises and values the time they spend leading, running and engaging in Union activities

### **Societies**

The Union's societies continue to grow and thrive.

Overall total of groups:

2014/15 – 221 societies affiliated

2015/16 – 250 societies affiliated

2016/17 – 286 societies affiliated were the highest level ever.

### **Employability**

The QM Skills Award saw a 51% increase in participants. 215 students benefited from a total of 46 employability training and reflective sessions. The Union employs around 300 talented students across a broad range of roles and varied operations and the students moving on are asked to complete exit forms. Of the 75 completed, 83.3% agreed the Union has helped them to gain the skills and confidence to progress personally and professionally.

### **Student Media**

There are now 6 outlets and during this year, a new home for student media was developed within the SU Hub. This year's Student Media Conference was bigger than ever before. It ran over two days with over a dozen talks, workshops, debates and activities. This event is the perfect start to a career in media as students get to hear the insights from 15 key industry players, all offering tips on how to get jobs in the business, how to stand out and what to truly expect.

### **Buddy Scheme**

The Buddy Scheme is an opt-out peer mentoring programme for incoming first-year students. The scheme ran with nearly 3,000 mentees and 198 mentors in 2016/17 and focuses on the pastoral side of student life. Each mentor is trained to support their students and encourage them to engage with life at QMUL.

### **Recreational Sport**

The Union consists of two main strands, Get Active and Sport Leagues, with an aim of delivering fun, flexible and affordable sports activities which fit in with the lifestyles of students, staff and alumni, adding to the campus community vibe. The Recreational Sport offer has grown from a small, informal 5-a-side Societies Football League in 2010/11, to an extensive programme offering 40 turn-up-and play sessions per week across 15 different sports, as well as Sport Leagues in Football (7-a-side and 11-a-side), Basketball, Netball, Cricket and Squash. 2,036 participants currently engage in Recreational Sport with over 21,500 individual attendances for the 16/17 academic year.

The growth of these programmes has been facilitated, initially by Sport England Active Universities Funding of £280,000 covering the 2011/12 to 2013/14 academic years, followed by further Sport England funding of £180,000 through the University Sport Activation Fund to expand and offer new



# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

activities for the 2014/15 to 2016/17 academic years.

A range of sports are on offer as outlined below:

	Get Active	Sport League		Get Active	Sport League
Archery	✓		Badminton	✓	
Basketball	✓	✓	Cricket	✓	✓
Cheerleading	✓		Dance	✓	
Diving	✓		Fencing	✓	
Football	✓	✓	Kickboxing	✓	
Squash		✓	Netball		✓
Swimming	✓		Table Tennis	✓	
Tennis	✓		Trampolining	✓	
Volleyball	✓				

(15 Get Active & 5 Sport Leagues)

Get Active also has a strong emphasis on engaging those who are currently under-represented in sport and, through the latest round of Sport England funding, the Union has offered more 'nontraditional' sporting activities such as Cheerleading, Diving, Fencing and Kickboxing. These sports generally appeal to a different audience than traditional sports, such as Football and Netball, and therefore attract more people to sport. There is also a particular focus on female participation and the Union runs a Women's Only programme which includes Badminton, Basketball, Football, Kickboxing and Swimming. Female participation through Get Active is currently at 39% for the 2016/17 academic year, up from around 30% of participants for the Active Universities project (2011-2014). We are aiming to further reduce this gap through positive reinforcement of female sports participation, especially linking to Sport England's 'This Girl Can' campaign and through research into what female students at Queen Mary want from sport.

### Rites of Passage

This is a student-led event held at St. Paul's Cathedral, with 293 students attending along with family and friends of the Barts and The London Students' Association community.

The ceremony celebrates the individuals from this community as they transition from being a medical or dental student to becoming a clinician, with finalists reciting the Declaration of Geneva (the modern version of the Hippocratic Oath) at the culmination of the event. Surpluses from the event were allocated to the Association Fund which awards grants to improve the university experience for Barts and The London students.

### Advocacy

All students using the advocacy service were given the opportunity for a face-to-face appointment; this may be a contributing factor to the 75% satisfaction rate of the service as rated by those students who have used it.

## 5. Financial Review

### 5.1. Principal sources of funding

The principal sources of funding for the reporting year, on a consolidated basis, were grant funding (comprising the core grant from QMUL and grants from third parties) and trading income from QMSU Services Limited. As noted in 2.5.2 above, QMUL has also provided premises and additional services to support the activities of the Union and QMSU Services Limited. An amount equal to the estimated value of the premises and support services is included in the Consolidated Statement of Financial Activities (SOFA) both as grant income, as corresponding expenditure allocated and as donated services and facilities to relevant charitable activities as indicated in the notes to the financial statements. The Trustees would like to thank QMUL for its support of the Union's work in carrying out its charitable objects.

# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### 5.2. Income and expenditure

As shown in the SOFA, total incoming resources for the operating year, on a consolidated basis, were £6.596m (2016: £6.172m). Grant funding totalled £2.421m (2016: £2.178m). Income generated by QMSU Services Limited totalled £3.644m (2016: £3.574m). Student activity income contributed £487k (2016: £390k) through Clubs and Societies, student events, Recreational Sport income and RAG.

Also, as shown in the SOFA, total resources expended in the operating year, on a consolidated basis, were £6.613m (2015: £6.203m). QMSU Services Limited's expenditure totalled £3.3798m (2016: £3.535m). Charitable activity costs totalled £2632m (2016: £2.494m) including student activity costs of £1.1605m (2016: £1.475m), student representation and communication costs of £768k (2016: £753k), and volunteering costs of £187k (2016: £264k) student media £72k (2016: £71.5k). All such costs include both direct costs and apportioned overheads. Note 13 to the financial statements indicates the allocation of support costs across the range of charitable activities, and the basis on which such allocation is made.

The SOFA indicates, on a consolidated basis, a net outflow of funds of £12.2k. This compares with a net outflow of funds of £33k for the preceding reporting year, and £71k the year before that.

### 5.3. Financial position and reserves

As at 31<sup>st</sup> July 2017, as indicated on the consolidated balance sheet, net current assets were positive, both on a consolidated basis £119.6k (2016: £69k) and in the Union £67k (2016: £24k).

As at 31<sup>st</sup> July 2017, also as indicated on the consolidated balance sheet, consolidated reserves in aggregate, stood at £300k (2016: £313). On a consolidated basis, designated funds totalled £473k (2016: £402k) and restricted funds (comprising principally capital grants) stood at £275.4k (2016: £451.8k). The consolidated general reserve balance, however, was £448.6k (2016: -£540.5k, 2015: -£608k) in deficit. As the general reserve of QMSU Services Limited, as at 31<sup>st</sup> July 2017, stood at £190.6k (2016: £167k), the general reserve of the Union was ££638.3k (2016: £708k) in deficit.

The overall financial position at the balance sheet date reflects what will be a continuing reliance of the Union and of the Group on the support of QMUL. QMUL has indicated its willingness to continue its support for the Union, both through grant funding for the year to 31<sup>st</sup> July 2017 and by not pressing for the repayment of the current loan and indebtedness arrangements for at least 12 months from the signing of the 2017 accounts.

The reserves policy has been developed, and will be reviewed as necessary, by the Union's Trustees, taking into account:-

- the Charity Commission's guidance in *Charity Reserves - building resilience*;
- the Union 2014/17 Strategic Plan;
- the Union Group 5-year Financial Plan 2016/20, as revised from time to time;
- the Risk Registers of both the Union and QMSU Services Limited with specific reference to financial risks, as revised from time to time;
- the latest reports and accounts for both the Union on a consolidated basis and QMSU Services Limited;
- current annual budgets for both the Union and QMSU Services Limited;
- current year management accounts, prepared at minimum on a quarterly basis.

The current Union Group 5-year Financial Plan highlights the need to achieve annual operating surpluses of over £100k and particularly new funding streams to significant improvement in the adverse general reserve status.

# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

### FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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To ensure the Union Group's longer term sustainability, the Union Group will:-

- pursue income-generating opportunities, particularly through increased external fundraising, commercial activity including provision to external users;
- work with its parent institution, Queen Mary University of London (QMUL), to secure improved financial and other support commensurate with other students' unions of Russell Group universities and with international collaborative provision;
- QMUL has, in principle, agreed to increasing the Block Grant annually to cover annual cost of living increase, subject to conditions;
- The MOA between QMUL and the Union now includes an agreed process and format for an annual review of the Block Grant.

Historically QMSU Services Limited has 'gift-aided' most of its annual surpluses to the Union to be used in the Union's service provision, restricting QMSU Services Limited's ability to develop and invest in its enhancement of its provision.

To further ensure the Union Group's longer term sustainability, the Union's Trustees consider it prudent to work towards eliminating the current general reserves deficit and thereafter towards building reserves in the Union in order to:-

- sustain service provision at a level appropriate to meet the needs and expectations of its increasing number of members;
- enable investment in facilities and equipment to enhance service provision;
- enable key activities to be maintained where appropriate, taking into account identified financial risks.

In line with recommended best practice, the trustees feel that it is important that the Union benchmarks their financial position with reference to 'free reserves' rather than unrestricted reserves. As such, the Union's reserves, in the context of a reserves policy, are unrestricted funds which are freely available to spend on any of the Union's charitable purposes. They therefore do not include restricted or designated funds (though holding such funds may influence the Union's reserves policy from time to time).

'Free reserves' are calculated as being unrestricted reserves, less fixed assets, plus the creditors due to the University in over 1 year. General reserves are the only unrestricted reserves. The table below shows consolidated 'free reserves' as at 31 July 2017 compared to 31 July 2016:

	July 2017	July 2016
	£k	£k
General Reserves	(448)	(541)
Fixed Assets	(232.6)	(384)
University Creditor > 1 Year	83.6	167
Total Free Reserves	(597)	(758)

Although the 'free reserves' are negative in both years, there has been a positive movement from July 2016 to July 2017 of £161k.

The Union will continue to work towards eliminating the current general reserves deficit and thereafter towards building an appropriate level of reserves on the basis of budgeting surpluses in the coming years of no less than £50k per year.

# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### 5.4. Risk management

During the reporting year, the major risks the Union or QMSU Services Limited were exposed to as identified by the Trustees, were reviewed, and systems and procedures were established to manage those risks. During the year, the Union's corporate Risk Register was updated twice.

The QMSU Corporate Risk Register has 1 residual risk scores of 12 (high) and 5 residual risk scores of 9 (Medium / High).

- 2.b Inter Board relations (12)
- 2.c Inability of student council to carry out its functions effectively
- 2d Reputational risk.
- 6a Compliance with all relevant legislative and regulatory requirements appropriate to activities.
- 6e Major disaster such as fire, explosion, power failure.
- 8c Financial crisis and long-term recession/Brexit.

Summary details of the plans and strategies for managing those risks are as set out below.

- The annual Block Grant budget format and process was agreed through the MOA panel.
- A five-year resource plan to strengthen the balance sheet was developed and agreed by the Board. The Board approved a new Reserves Policy.
- The lack of understanding of respective roles between the Board of Trustees and Student Council leads to tensions between the two bodies. There has been an improved refocus on student representation with improved governance for Student Council as well as facilitated sessions between the two bodies.
- Governance review, review of bye laws, and the Three-year governance enabling plan developed, measures will mitigate first couple of risks.
- A GDPR working group has been established.
- Business continuity insurance levels have been enhanced.
- In the continuing difficult economic climate, there will continue to be significant challenges in securing adequate funding to meet members' expectations of the Union's core provision. Other funding sources are regularly being explored and opportunities are being taken to increase income streams.
- The ability to support the Union's provision, through QMSU Services Limited's commercial operations, may be adversely affected in the current trading conditions and by continued pressure on the 'student pound'. The Company has progressed with reducing the exposure relating to maintenance through the QMUL Estates and Facilities Service Level Agreement.

### 6. Affiliations

During the reporting year, the Union was centrally affiliated to the organisations listed below. The annual affiliation fees payable are as indicated below. A list of individual affiliations by individual clubs and societies, together with any fees paid, is given in Appendix 2.

Organisation	Subscription
National Union of Students (NUS)	£50,950.50
British Universities and Colleges Sports (BUCS)	£6,397.31

# QUEEN MARY UNIVERSITY OF LONDON STUDENTS' UNION

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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London Nightline	£1,506.50
UK Council for International Student Affairs (UKCISA)	Free

### 7. Plans for the future

The new QMSU Strategic Plan is to be launched January 2017.

#### **Mission**

Together we improve students' lives

#### **Vision**

We want to be at the heart of the student experience.

#### **Values**

Student-led, Democratic, Transparent

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Supportive, Inclusive, Accessible

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Welcoming, Fun, Committed

#### **Strategic Objectives**

1. We will make sure that students' voices are heard, valued and acted upon

-----

2. We will support students' education and welfare so each student has the opportunity to fulfil their potential

-----

3. We will create and support social, cultural and recreational activities so that students feel part of a community

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4. We will empower students to shape their own future

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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### STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to companies and charities in England and Wales requires the Charity Trustees (who are also directors of the Company for the purposes of Company law) to prepare consolidated financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Charitable Company and of the Group's incoming resources and resources expended (including its income and expenditure) for that period. In preparing these financial statements, the Trustees are required to:-

- select suitable accounting policies and apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on an ongoing concern basis unless it is inappropriate to presume that the Charitable Company will continue to operate.

The Trustees are responsible for keeping proper accounting records which 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 the Charity (Accounts and Reports) Regulations 2008. 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.

The Trustees confirm that, in the case of each of the persons who are Trustees at the date of this report, the following applies:-

- so far, as each Trustee is aware, there is no relevant audit information (information needed by the Charitable Company's auditors in connection with preparing their report) of which the Charitable Company's auditors are unaware;
- each Trustee has taken all the steps necessary to make herself/himself aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

Approved by The Board of Trustees on

2017 and signed on its behalf by

**Yasir Yeahia**  
**Union President and Chair of the Board.**

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

**FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017**

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We have audited the consolidated financial statements of Queen Mary, University of London Students' Union (the Charitable Company) for the period ended 31st July 2017 which comprise the consolidated Statement of Financial Activities (including the income and expenditure account), the balance sheets and the related notes. 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 which 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 Charitable Company's members, as a body, for our audit work, this report or the opinion we have formed.

In our opinion the financial statements:

give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2017 and the group's surplus or deficit 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.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the governors' report (incorporating the directors' report and strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the governors' report (incorporating the directors' report and strategic report) have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report (incorporating the directors' report and strategic report).

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of the governors

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the governors either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/s/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

**Mr Mark Cummins FCCA (Senior Statutory Auditor)**  
**for and on behalf of Russell New Limited**  
**Statutory Auditors**

The Courtyard, Shoreham Road  
Upper Beeding, Steyning  
West Sussex, BN44 3TN

Dated: .....



# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING THE INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

	Notes	-----Unrestricted Funds-----			Total 2017 £	Total 2016 £
		General Fund 2017 £	Designated 2017 £	Restricted Fund 2017 £		
<b>INCOME FROM</b>						
<b>Charitable Activities</b>						
Student Activity	6	58,800	298,897	129,692	487,389	389,986
Student Media		320	-	-	320	250
Grant income	3	1,954,454	194,881	271,201	2,420,536	2,177,816
<b>Other trading</b>						
Sponsorship and Marketing Income	4	42,692	-	-	42,692	28,482
Subsidiary Company Income	5	3,643,793	-	-	3,643,793	3,574,096
		1,276	-	-	1,276	1,679
<b>Investment Income</b>						
Total income		5,701,335	493,778	400,893	6,596,006	6,172,309
<b>EXPENDITURE ON</b>						
<b>Raising Funds</b>						
Communication and Marketing	7	182,634	-	-	182,634	175,065
Subsidiary Company Expenditure	5	3,588,615	-	209,771	3,798,386	3,534,610
		3,771,249	-	209,771	3,981,020	3,709,675
<b>Charitable Activities</b>						
Student Activity	6	774,175	422,541	408,287	1,605,003	1,474,778
Student Media	8	71,566	-	445	72,011	71,469
Volunteering	9	185,979	-	1,429	187,408	194,772
Student Representation & Communication	10	762,629	-	4,975	767,604	752,622
		1,794,349	422,541	415,136	2,632,026	2,493,641
Total expenditure		5,565,598	422,541	624,907	6,613,046	6,203,316
<b>Movement in fair value of Investments</b>	17	4,848	-	-	4,848	(1,968)
<b>Net income/(expenditure)</b>		140,585	71,237	(224,014)	(12,192)	(32,975)
<b>Transfers</b>		(47,655)	-	47,655	-	-
<b>NET MOVEMENT IN FUNDS FOR THE YEAR</b>		92,930	71,237	(176,359)	(12,192)	(32,975)
<b>Reserves Brought Forward</b>		(540,565)	401,817	451,767	313,019	345,994
<b>RESERVES CARRIED FORWARD</b>	21	(447,635)	473,054	275,408	300,827	313,019

All recognised gains and losses are reflected through the SOFA.

All transactions noted above derive from continuing operations.

Of the deficit of £12,192 recorded above, a deficit of (£101,323) is dealt with in the parent Charitable Company.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## BALANCE SHEETS

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

		Consolidated		Union	
		2017	2016	2017	2016
		£	£	£	£
<b>FIXED ASSETS</b>	16	232,649	384,081	84,898	54,067
<b>INVESTMENTS</b>	17	32,208	27,360	32,209	27,361
<b>CURRENT ASSETS</b>					
Stock		81,677	73,076	-	-
Debtors and Prepayments	18	90,932	166,612	32,079	93,443
Cash at Bank and in Hand		<u>687,974</u>	<u>562,324</u>	<u>729,721</u>	<u>494,685</u>
		860,583	802,012	761,800	588,128
<b>CREDITORS</b>					
Due within one Year	19	<u>(741,047)</u>	<u>(733,303)</u>	<u>(694,724)</u>	<u>(564,191)</u>
<b>NET CURRENT ASSETS</b>		119,536	68,709	67,076	23,937
<b>CREDITORS: Due after more than one year</b>	20	<u>(83,566)</u>	<u>(167,131)</u>	<u>(83,566)</u>	<u>(167,131)</u>
		<u>300,827</u>	<u>313,019</u>	<u>100,617</u>	<u>(61,766)</u>
<b>FINANCED BY:</b>					
<b>FUNDS</b>					
<b>Restricted Funds</b>		275,408	451,767	265,810	244,395
<b>Unrestricted Funds</b>					
General Reserve		(447,635)	(540,565)	(638,247)	(707,978)
Designated Funds		473,054	401,817	473,054	401,817
	21	<u>300,827</u>	<u>313,019</u>	<u>100,617</u>	<u>(61,766)</u>

Approved by the Board of Trustees on 25 January 2018 and signed on their behalf by:

**Yasir Yeahia**  
Union President and Chair of the Board

**Mike Wojcik**  
Chief Executive

Registered Charity Number: 1147786  
Company Registration Number: 08092471

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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	Notes	2017	2016
		£	£
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	25	325,711	111,361
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Investment Income		1,276	1,679
Interest Paid		(3,340)	(5,036)
Payments to acquire tangible fixed assets		(151,579)	(56,796)
Capital Grant Received		37,147	39,791
		<u>(116,496)</u>	<u>(20,362)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Loan Repayment		<u>(83,565)</u>	<u>(83,565)</u>
<b>Increase/(Decrease) in Cash</b>		<u>125,650</u>	<u>7,434</u>
Cash and cash equivalents at start of year		<u>562,324</u>	<u>554,890</u>
Cash and cash equivalents at end of year		<u>687,974</u>	<u>562,324</u>

All cash held consists of cash and cash equivalents.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### 1 Statutory information

QMUL Students' Union (QMSU) is a Charitable Company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustees' Report (incorporating the Strategic Report).

### 2 Accounting policies

(a) **Basis of preparation and reconciliation with previous generally accepted accounting principles (GAAP)**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

QMSU meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about QMSU's ability to continue as an ongoing concern. The Union has relied on the continued support of Queen Mary University of London (QMUL), which in a letter dated 17th November 2017 has guaranteed continued support for at least 12 months from the date of signing these financial statements. On this basis, the Trustees consider it appropriate to prepare the financial statements on an ongoing concern basis. Although the Union works closely with QMUL, the Union is a separate legal entity operating independently from the University.

(b) **Fixed assets and depreciation**

Tangible fixed assets are stated at historic purchase and cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is calculated to write off the cost of fixed assets on a straight line basis over the expected useful lives of the assets as follows:

Building Works	5 to 10 years
Trading Equipment	5 years
Union Equipment	4 years

(c) **Investments**

Investments other than the £1 share in QMSU Services Limited are valued at fair value. The share in QMSU Services Limited is disclosed at cost.

(d) **Stocks**

Stocks are valued at the lower of cost and net realisable value on a weighted average basis, with a 5% provision for slow moving stock.

(e) **Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments. The Trustees seek to use short- and medium-term deposits where possible to maximise the return on monies held at the bank and to manage cash flow.

(f) **Creditors and provisions**

Creditors and provisions 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 or estimated reliably.

(g) **Debtors**

Trade and other debtors are recognised at settlement amount due.

(h) **Recognition of income**

- (i) Financial assistance in the form of grants from Queen Mary University of London is accounted for in the period to which it relates.
- (ii) Donations are accounted for in the Statement of Financial Activities when the Union becomes entitled to receive them.
- (iii) Donated services and facilities provided by Queen Mary University of London are recognised as both income and expenditure.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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Queen Mary University of London (QMUL) provides the premises from which the Union and QMSU Services Limited operate their respective services and activities. Those premises include the Students' Union Hub, Infusion, the Village Shop and Ground café on Mile End campus, the Griff Inn Bar & Kitchen, the BLSA Box Office and the remainder of the BLSA building on the Whitechapel campus, and the Shield Café and the Fitness to Practice gym located in Charterhouse Square. QMUL is responsible for agreed matters relating to the premises, including maintenance of the fabric of the buildings, plant and machinery, and fixtures and fittings, payment of utility and insurance costs. The Qmotion premises and Drapers Bar & Kitchen are held by QMSU Services Limited under lease from QMUL. QMUL also provides support services in a number of areas including human resources, campus security and other campus provision, health and safety, insurance, buildings works project management, provision of ad hoc space, and the hosting of the Union's and QMSU Services Limited accounting records on its accounting systems.

The value of the premises and support services provided by QMUL is estimated by reference to the amounts payable by QMSU Services Limited under its lease of the Qmotion premises and Drapers Bar & Kitchen, by way of inclusive rent, and under the contractual arrangements for the Learning Café, by way of charges for use of the premises, taking into account the location and relative size of the premises concerned and the nature of their occupancy. Where the provision of support services has involved regular QMUL staff time, an estimate of salary costs for time spent has been included. Sums have been included for support and services provided on an ad hoc basis, based on an estimate of the amounts which would be payable for such provision by independent third parties.

An amount equal to such estimated value is included as income in the statement of financial activities as a grant and is indicated as donated services and facilities in Note 3.

(iv) Bar, café, retail and entertainments income is credited to income on a receivable basis.

(v) Gym membership subscriptions are credited to income over the duration of the subscription period.

(vi) Investment income is credited on a receivable basis whereas realised and unrealised gains on investments are reflected through the Statement of Financial Activities.

(i) **Grants to fund the acquisition of fixed assets**

Capital grants received to fund fixed assets are accounted for in the Statement of Financial Activities as restricted income when the Union becomes entitled to receive them. Depreciation of the related fixed assets is charged against the restricted fund.

(j) **Expenditure**

Expenditure is recognised on an accruals basis. Costs of raising funds consist of costs incurred by the subsidiary trading company and the costs of marketing and communication. Charitable activities costs reflect the costs of services provided for students and are analysed between student activity, communications and marketing, student media, volunteering and student representation and communication. Governance costs reflect costs incurred to achieve sound governance and compliance with legal and regulatory requirements. These costs include costs of strategic planning, management and organisation costs including legal advice and audit fees. The costs recorded under charitable activities include both direct costs and support costs. Support costs, i.e. costs incurred in support of a range of charitable activities, are allocated to the various charitable activities on the basis of permanent staff costs. Irrecoverable VAT is expended through the SOFA as incurred.

An amount equal to the estimated value of premises and support services provided by QMUL, (see paragraph (f) above) is included as expenditure in the Statement of Financial Activities, allocated to relevant charitable activities, as donated services and facilities, as indicated in the notes below. Such allocation is made by reference to the extent to which such activities are considered to benefit from such provision and payment.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017**

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(k) **Pension schemes**

As described in Note 15, pension costs relate to recharges of pension costs incurred in relation the staff employed by Queen Mary University of London (QMUL) working for QMSU and QMSU Services Ltd. The recharges relate to two defined benefit pension schemes, the Superannuation Arrangements of the University of London (SAUL) and the Universities Superannuation Scheme (USS). Both are multi-employer schemes where the share of assets and liabilities attributable to each employer cannot be allocated on a systematic basis. Pension costs are therefore accounted for on a defined contribution basis as permitted by section 28 of FRS102 and are recharged to the company accordingly.

(l) **Fund accounting**

General funds consists of funds freely available which may be applied by the Trustees at their discretion in furtherance of the Union's charitable objects.

Designated funds represent general funds earmarked by the Trustees for specific purposes.

Restricted funds are those funds which are subject to donor imposed restrictions and may only be applied in accordance with those restrictions.

(m) **Consolidation**

The financial statements have been prepared as consolidated financial statements. The financial statements consolidate the results and net assets of the Union and QMSU Services Limited, the Union's wholly-owned subsidiary. Uniform accounting policies are applied across the group with the elimination of profits/losses on intra group transactions. QMSU Services Limited is incorporated in the United Kingdom. Its principal activities are operating a health and fitness centre, bars, cafés, shops and entertainments. The Union holds one ordinary share of £1 in the investment.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 3. Grant Income

	-----2017-----				2016 Total £
	Unrestricted £	Designated £	Restricted £	Total £	
<b>Queen Mary University of London</b>					
Revenue Grants	1,594,450	194,881	134,198	1,923,529	1,703,721
Donated Services and Facilities	360,004	-	-	360,004	349,519
Capital Grants	-	-	37,147	37,147	39,791
	<u>1,954,454</u>	<u>194,881</u>	<u>171,345</u>	<u>2,320,680</u>	<u>2,093,031</u>
<b>Community Campus Fund Sport England</b>	-	-	29,432	29,432	29,686
	-	-	70,424	70,424	55,099
	<u>1,954,454</u>	<u>194,881</u>	<u>271,201</u>	<u>2,420,536</u>	<u>2,177,816</u>

### 4. Sponsorship and Marketing Income

	2017 £	2016 £
Sponsorship and Marketing	14,534	2,013
Freshers' Fair	28,158	26,469
	<u>42,692</u>	<u>28,482</u>

### 5. QMSU Services Limited

	Income £	Expenditure £	Total 2017 £	Total 2016 £
<b>Trading Activities</b>				
Gym	750,838	(541,338)	209,500	242,844
Bars	837,545	(700,182)	137,363	120,575
Retail	925,232	(851,553)	73,679	62,383
Cafes	1,057,746	(798,578)	259,168	305,099
Entertainments	181,981	(147,406)	34,575	16,704
NUS Card Sales	43,634	(25,815)	17,819	17,235
Other	83,733	(14,756)	68,977	25,708
	<u>3,880,709</u>	<u>(3,079,628)</u>	<u>801,081</u>	<u>790,548</u>
Less amounts reflected in grants	(236,916)	10,037	(226,879)	(107,000)
Total Administrative Costs	-	(728,795)	(728,795)	(644,062)
	<u>3,643,793</u>	<u>(3,798,386)</u>	<u>(154,593)</u>	<u>39,486</u>

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 5. QMSU Services Ltd. (continued)

QMSU Services Limited (company number 06677304) is a wholly-owned subsidiary of the Union set up in August 2008 to develop the commercial operations of the Union's unincorporated predecessor. The accounts of QMSU Services Limited for the year ended 31<sup>st</sup> July 2017 disclose a surplus before gift aid of £282,057. This result is stated after the amortisation of deferred capital grants with the amount credited to the income and expenditure account amounting to £209,771. In the Union's consolidated accounts however, deferred capital grants are disclosed as restricted funds. Therefore, no release to the revenue account arises. The registered office address is the same as the parent.

### 6. Student Activity

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
<b>Income</b>		
Students' Events Income	18,827	13,869
Recreational Sport Income	32,489	35,165
Other Income	7,484	7,269
Student Activity Groups Income	298,897	280,783
RAG Income	129,692	52,900
	<u>487,389</u>	<u>389,986</u>
<b>Expenditure</b>		
Events Direct Costs	18,941	12,749
Student Activity Groups	151,821	158,181
	270,720	285,159
Student Development	142	451
Wages and Salaries (Note 12)	207,025	204,825
Insurance	8,826	8,229
Training	5,062	4,558
Affiliation Fees	7,732	7,641
Other Expenditure	16,625	5,394
Donated Services and Facilities	237,603	230,683
Support Costs (Note 13)	272,219	290,753
<b>Costs charged against Restricted Funds-</b>		
Sport England	118,079	104,866
Community Campus	21,846	19,224
QM Annual Fund	32,113	27,885
Employability	3,997	2,873
Student Experience	3,004	3,948
Depreciation of Equipment	10,057	7,516
RAG Costs and Donations	143,629	64,278
Westfield Trust	8,154	9,240
QM Centre for Public Engagement	-	281
New Grant	29,574	-
Drapers	882	460
Buddy Scheme	36,952	25,584
	<u>1,605,003</u>	<u>1,474,778</u>

Student Activity Groups are listed in Appendix 1.



# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 7. Communication & Marketing Expenditure

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Staff Salaries and Wages (Note 12)	131,272	135,430
Freshers' Fair	10,106	6,164
Publicity & Marketing	11,782	9,144
Depreciation on Equipment	4,166	3,855
Other Expenditure	3,998	5,559
Information Technology	21,310	14,913
	<u>182,634</u>	<u>175,065</u>

### 8. Student Media Expenditure

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Staff Salaries and Wages (Note 12)	22,215	20,470
Radio & Media	8,628	9,510
Staff Training	-	-
Student Development	915	1,902
Events	536	239
Depreciation on Equipment	445	513
Donated Services and Facilities	10,061	9,768
Support Costs (Note 13)	29,211	29,058
	<u>72,011</u>	<u>71,469</u>

### 9. Volunteering Expenditure

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Salaries & Wages (Note 12)	71,364	70,930
Volunteering Expenses	3,794	5,470
Publicity & Marketing	4,692	3,529
Depreciation	1,429	-
Other Expenditure	1,833	4,003
Donated Services and Facilities	10,459	10,154
Support Costs (Note 13)	93,837	100,686
	<u>187,408</u>	<u>194,772</u>

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 10. Student Representation & Communication Expenditure

	2017	2016
	£	£
Staff Salaries and Wages (Note 12)	248,368	233,817
Affiliation Fees	53,933	51,745
Student Development	3,384	1,934
Printing & Stationery	4,949	4,952
Cleaning (excluding staff costs)	-	587
Depreciation on Buildings & Equipment	9,045	5,915
Finance Charges	11,262	11,238
Equipment	1,347	3,323
Hospitality	264	259
Staff Training	1,340	1,141
Other Expenditure	5,249	6,890
Donated Services and Facilities	101,881	98,914
Support Costs (Note 13)	326,582	331,907
	<u>767,604</u>	<u>752,622</u>

### 11. Governance Costs

	2017	2016
	£	£
Salaries & Wages (Note 12)	411,461	212,356
Legal and Professional	51,156	42,749
Audit	19,861	24,060
Staff Training	15,403	15,123
Board Meeting and Trustee Expenses	8,939	6,614
Finance	3,400	5,036
Hospitality	2,449	1,498
Publicity & Marketing	258	1,193
Welfare	4,833	2,125
Elections	4,781	4,240
Affiliations	70	70
Recruitment	3,200	-
	<u>525,811</u>	<u>315,064</u>

### Governance Costs declared in the Financial Statements as follows:

Charity	367,821	285,998
Subsidiary Company	157,990	29,066
	<u>525,811</u>	<u>315,064</u>

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 12. Staff Costs

	2017	2016
	£	£
<b>Permanent staff</b>		
Gross Salaries	1,804,798	1,676,658
Employers N.I.	166,189	142,675
Employers Pension	192,624	151,864
Apprenticeship Levy	2,887	-
<b>Sabbatical Officers</b>		
Gross Salaries	98,000	96,151
Employees NI	8,801	11,441
Employees' Pension	5,856	882
<b>Part Time Students</b>		
Gross Salaries	625,346	551,247
Employees NI	6,910	5,920
Employees' Pension	3,475	4,796
Apprenticeship Levy	1,074	-
<b>Total Staff Costs</b>	2,915,960	2,641,634
<b>Allocated as Follows:</b>		
Communication & Marketing (Note 7)	131,272	135,430
QMSU Services Limited Total	1,628,479	1,363,413
QMSU Services Limited included in Governance Costs (Note 11)	(151,414)	(18,706)
Student Activity (Note 6)	207,025	204,825
Sport England Fund	77,589	71,259
Student Media (Note 8)	22,215	20,470
Volunteering (Note 9)	71,364	70,930
Student Representation & Communication (Note 10)	248,368	233,817
Buddy Scheme Fund	24,882	20,370
Governance (Note 11)	411,461	212,356
Support Staff Costs (Note 13)	244,719	327,470
	2,915,960	2,641,634

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

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### 12. Staff Costs (continued)

The average full-time equivalent number of permanent staff during the period was 68 (2016:64).

The average full-time equivalent number of student staff during the period was 35 (2016:31).

The average full-time equivalent number of staff during the period was 103 (2016:95).

The monthly average number of permanent staff during the period was 71 (2016:67).

The monthly average number of student staff during the period was 159 (2016:161).

The monthly average number of staff during period was 230 (2016:228).

One member of staff earned in excess of £60,000. This salary fell in the range £100,000 - £110,000.

Pension contributions paid on behalf of this member of staff amounted to £14,452

The key personnel during the year were the Chief Executive and Deputy Chief Executive.

Their total remuneration was £141,613 (2016: £164,567).

Permanent staff (both full-time and part-time), except for the Union's four Executive (Sabbatical) Officers, are employees of Queen Mary University of London and are recharged at cost to the Union or to QMSU Services Limited, as appropriate. Casual (student) staff hold joint contracts of employment with Queen Mary University of London and the Union and are similarly recharged at cost. The Union's Executive (Sabbatical) Officers are employees of the Union.

During the year an ex-gratia payment of £1,743 was made following a review of staff structure.

### Trustees' emoluments

Trustees, other than Officer Trustees also known as Executive (Sabbatical) Officers, are not remunerated. Amounts charged in the accounts and paid to the four Officer Trustees during the year amounted to £112,657 (2016: £108,474). £5,856 pension contributions were paid on behalf of the Officer Trustees (2016: £882). During the year 1 trustee was reimbursed expenditure totalling £399 (2016: £457) in respect of travel expenses.

The following amounts have been charged as emoluments to the Officer Trustees:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Carolina Mantzalos	-	26,579
Imran Hussain	-	26,197
Miranda Jane Black	31,759	28,473
William James Boissonnade Atkins	27,069	27,225
Adam Sparkes	26,760	-
Sumeera Ahmad	27,069	-
	<hr/>	<hr/>
	112,657	108,474

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 13. Support Costs

	2017	2016
	£	£
Governance (Note 11)	525,811	315,064
Salaries and Wages (Note 12)	244,719	327,470
Irrecoverable VAT	65,328	66,245
Depreciation on Buildings & Equipment	210,345	210,288
Information Technology	23,827	61,248
Finance Charges	53,192	69,974
Staff Training	14,284	7,784
Printing & Stationery	15,593	11,472
Telephone & Postage	5,466	5,774
Legal & Professional	435	8,233
Hospitality	5,300	5,437
Insurance	32,866	31,143
Licences	45,641	45,725
Lease & Rentals	128,206	108,823
Cafes Profit Share	53,173	79,560
Publicity & Marketing	7,055	8,942
Maintenance	11,125	17,707
Other Expenditure	8,278	15,577
	<u>1,450,644</u>	<u>1,396,466</u>

#### Support Costs are declared in the Financial Statements as follows:

Charity	721,849	752,404
Subsidiary Company	728,795	644,062
	<u>1,450,644</u>	<u>1,396,466</u>

#### Charity Support Costs are apportioned to Charitable Activities as follows:

Student Activity (Note 6)	272,219	290,753
Student Media (Note 8)	29,211	29,058
Volunteering (Note 9)	93,837	100,686
Student Representation & Communication (Note 10)	326,582	331,907
	<u>721,849</u>	<u>752,404</u>

Support costs have been allocated based on the cost of permanent staff in the various activities.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 14. Comparative funds – year ended 31 July 2016

-----Unrestricted Funds-----					
	Notes	General Fund 2016 £	Designated 2016 £	Restricted Fund 2016 £	Total 2016 £
<b>INCOME FROM Charitable Activities</b>					
Student Activity	6	56,303	280,783	52,900	389,986
Student Media		250	-	-	250
Grant income	3	1,740,735	202,709	234,372	2,177,816
<b>Other trading</b>					
Sponsorship and Marketing Income	4	28,482	-	-	28,482
Subsidiary Company Income	5	3,574,096	-	-	3,574,096
<b>Investment Income</b>		1,679	-	-	1,679
<b>Total Income</b>		<b>5,401,545</b>	<b>483,492</b>	<b>287,272</b>	<b>6,172,309</b>
<b>EXPENDITURE ON Raising Funds</b>					
Communication and Marketing	7	175,065	-	-	175,065
Subsidiary Company Expenditure	5	3,326,281	-	208,329	3,534,610
		<b>3,501,346</b>	<b>-</b>	<b>208,329</b>	<b>3,709,675</b>
<b>Charitable Activities</b>					
Student Activity	6	765,283	443,340	266,155	1,474,778
Student Media	8	71,369	-	100	71,469
Volunteering	9	193,776	-	996	194,772
Student Representation & Communication	10	750,410	-	2,212	752,622
		<b>1,780,838</b>	<b>443,340</b>	<b>269,463</b>	<b>2,493,641</b>
<b>Total Expenditure</b>		<b>5,282,184</b>	<b>443,340</b>	<b>477,792</b>	<b>6,203,316</b>
<b>Movement in fair value of Investments</b>	17	<b>(1,968)</b>	<b>-</b>	<b>-</b>	<b>(1,968)</b>
<b>Net income (expenditure)</b>		<b>117,393</b>	<b>40,152</b>	<b>(190,520)</b>	<b>(32,975)</b>
<b>Transfers</b>		<b>(49,767)</b>	<b>-</b>	<b>49,767</b>	<b>-</b>
<b>NET MOVEMENT IN FUNDS FOR THE YEAR</b>		<b>67,626</b>	<b>40,152</b>	<b>(140,753)</b>	<b>(32,975)</b>

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

*FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017*

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### **15. Pension Arrangements**

Pension costs consist entirely of recharges relating to staff employed by Queen Mary University of London (QMUL). Recharges are based upon scheme contribution rates, staff salaries and time spent by staff working on QMSU and QMSU Services Limited activities.

The recharged pension costs relate to two QMUL pension schemes, the Universities Superannuation Scheme (a defined benefit only pension scheme which was contracted out of the State Second Pension) and the Superannuation Arrangements for the University of London (a centralised defined benefit scheme within the United Kingdom, contracted-out of the Second State Pension).

Further information relating to these schemes can be found in the QMUL accounts for the year to 31<sup>st</sup> July 2017 which are available to download from the QMUL website.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 16. Fixed Assets

Consolidated	Building Works £	Trading Equipment £	Union Equipment £	Total £
<b>Cost:</b>				
As at 1 <sup>st</sup> August 2016	2,267,314	885,232	620,060	3,772,606
Additions	44,841	101,856	4,882	151,579
Disposals	-	(261,717)	(470,958)	(732,675)
At 31 <sup>st</sup> July 2017	<u>2,312,155</u>	<u>725,371</u>	<u>153,984</u>	<u>3,191,510</u>
<b>Depreciation:</b>				
As at 1 <sup>st</sup> August 2016	(2,005,653)	(767,201)	(615,671)	(3,388,525)
Charge for the year	(242,127)	(58,060)	(2,824)	(303,011)
Disposals	-	261,717	470,958	732,675
At 31 <sup>st</sup> July 2017	<u>(2,247,780)</u>	<u>(563,544)</u>	<u>(147,537)</u>	<u>(2,958,861)</u>
<b>Net Book Value:</b>				
At 31 <sup>st</sup> July 2017	<u>64,375</u>	<u>161,827</u>	<u>6,447</u>	<u>232,649</u>
At 31 <sup>st</sup> July 2016	<u>261,661</u>	<u>118,031</u>	<u>4,389</u>	<u>384,081</u>
<b>Fixed Assets Union</b>				
	Building Works £	Trading Equipment £	Union Equipment £	Total £
<b>Cost:</b>				
As at 1 <sup>st</sup> August 2016	1,204,067	262,699	620,060	2,086,826
Additions	30,403	25,150	4,882	60,435
Disposals	-	(111,133)	(470,958)	(582,091)
At 31 <sup>st</sup> July 2017	<u>1,234,470</u>	<u>176,716</u>	<u>153,984</u>	<u>1,565,170</u>
<b>Depreciation:</b>				
As at 1 <sup>st</sup> August 2016	(1,156,857)	(260,231)	(615,671)	(2,032,759)
Charge for the year	(24,311)	(2,469)	(2,824)	(29,604)
Disposals	-	111,133	470,958	582,091
At 31 <sup>st</sup> July 2017	<u>(1,181,168)</u>	<u>(151,567)</u>	<u>(147,537)</u>	<u>(1,480,272)</u>
<b>Net Book Value:</b>				
At 31 <sup>st</sup> July 2017	<u>53,302</u>	<u>25,149</u>	<u>6,447</u>	<u>84,898</u>
At 31 <sup>st</sup> July 2016	<u>47,210</u>	<u>2,468</u>	<u>4,389</u>	<u>54,067</u>



# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 17. Investments

	2017 Consolidated £	2016 Consolidated £	2017 Union £	2016 Union £
<b>Listed Investments at fair value</b>				
Brought Forward	27,360	29,328	27,360	29,328
Movement in fair value of investments	4,848	(1,968)	4,848	(1,968)
At 31 <sup>st</sup> July 2017	32,208	27,360	32,208	27,360
Unlisted investments at cost	-	-	1	1
	32,208	27,360	32,209	27,361

Listed Investments consist of 4,800 ordinary shares of 25p each in JP Morgan Claverhouse Investment Trust plc.

The Union's unlisted investment consists of 1 ordinary share of £1 in QMSU Services Limited, a company incorporated in England and a wholly-owned subsidiary of the Union.

### 18. Debtors

	2017 Consolidated £	2016 Consolidated £	2017 Union £	2016 Union £
Trade Debtors	15,774	57,526	4,900	56,332
Queen Mary University of London	12,652	44,941	1,939	9,014
Other Debtors and Prepayments	62,506	64,145	25,240	28,097
	90,932	166,612	32,079	93,443

### 19. Creditors: Amounts falling due within 1 year

	2017 Consolidated £	2016 Consolidated £	2017 Union £	2016 Union £
Loans (note 20)	83,565	83,565	83,565	83,565
Trade Creditors	131,389	130,209	54,458	57,348
Queen Mary University of London	245,401	231,668	102,876	109,953
QMSU Services Limited	-	-	320,671	175,114
Other Creditors	280,692	287,861	133,154	138,211
	741,047	733,303	694,724	564,191

### 20. Creditors: Amounts falling due outside 1 year – Consolidated and Union

	2017 £	2016 £
Loan from Queen Mary University of London	83,566	167,131

The loan has been extended by Queen Mary University of London. Interest is charged at the prevailing Bank of England rate plus 1%. The term of the loan is variable up to 1<sup>st</sup> August 2019.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

21. Reserves	At 1 <sup>st</sup> August 2016	Income and Movement in Fair Value of Investments	Expenditure	Transfers	At 31 <sup>st</sup> July 2017
	£	£	£	£	£
<b>Consolidated</b>					
<b>Restricted</b>					
Capital Grants	280,797	37,147	(226,677)	-	91,267
RAG	25,739	129,692	(143,629)	-	11,802
Drapers Fund	1,913	-	(882)	-	1,031
Community Campus Fund	26,356	29,432	(21,846)	-	33,942
Student Experience Fund	21,459	15,667	(3,004)	-	34,122
Buddy Scheme Fund	20,227	35,400	(36,952)	-	18,675
Sport England Fund	-	70,424	(118,079)	47,655	-
QM Annual Fund	47,687	45,501	(32,113)	-	61,075
Westfield Trust Fund	24,462	18,332	(29,574)	-	13,220
Employability Fund	3,127	3,000	(3,997)	-	2,130
New Grant	-	16,298	(8,154)	-	8,144
<b>Total Restricted</b>	<b>451,767</b>	<b>400,893</b>	<b>(624,907)</b>	<b>47,655</b>	<b>275,408</b>
<b>Designated</b>					
Student Activity Groups	401,817	493,778	(422,541)	-	473,054
<b>Total Designated</b>	<b>401,817</b>	<b>493,778</b>	<b>(422,541)</b>	<b>-</b>	<b>473,054</b>
<b>General Reserve</b>	<b>(540,565)</b>	<b>5,706,183</b>	<b>(5,565,598)</b>	<b>(47,655)</b>	<b>(447,635)</b>
	<b>313,019</b>	<b>6,600,854</b>	<b>(6,613,046)</b>	<b>-</b>	<b>300,827</b>

The transfer of £47,655 from Restricted Funds to General Reserve, represents the expenditure incurred in excess of the Sport England grant income awarded.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 21. Reserves (continued)

#### Union

	At 1 <sup>st</sup> August 2016	Income and Movement in Fair Value of Investments	Expenditure	Transfers	At 31 <sup>st</sup> July 2017
<b>Restricted</b>					
Capital Grants	73,425	25,150	(16,906)	-	81,669
RAG Fund	25,739	129,692	(143,629)	-	11,802
Drapers Fund	1,913	-	(882)	-	1,031
Community Campus Fund	26,356	29,135	(21,549)	-	33,942
Student Experience Fund	21,459	15,667	(3,004)	-	34,122
Buddy Scheme Fund	20,227	35,400	(36,952)	-	18,675
Sport England Fund	-	70,424	(118,079)	47,655	-
QM Annual Fund	47,687	40,761	(27,373)	-	61,075
Employability Fund	3,127	3,000	(3,997)	-	2,130
Westfield Trust Fund	24,462	18,332	(29,574)	-	13,220
New Grant	-	11,298	(3,154)	-	8,144
<b>Total Restricted</b>	<b>244,395</b>	<b>378,859</b>	<b>(405,099)</b>	<b>47,655</b>	<b>265,810</b>
<b>Designated</b>					
Student Activity Groups	401,817	493,778	(422,541)	-	473,054
<b>Total Designated</b>	<b>401,817</b>	<b>493,778</b>	<b>(422,541)</b>	<b>-</b>	<b>473,054</b>
General Reserve	(707,978)	2,084,332	(1,966,946)	(47,655)	(638,247)
	<b>(61,766)</b>	<b>2,956,969</b>	<b>(2,794,586)</b>	<b>-</b>	<b>(100,617)</b>

The Designated Student Activity Groups Fund represents the unspent balances of all student activity groups.

Restricted Capital Grants represent capital funding for fixed assets less depreciation charged on these fixed assets to date.

#### **Funds**

Restricted funds represent funds raised or donated for a specific purpose, which can only be applied by the Trustees for that purpose.

The Restricted RAG Fund represents the unspent balance of all RAG collections.

The Restricted Sport England Fund represents income and expenditure relating to the Sport England Get Active grant.

The Restricted Capital Grants Fund represents grants received from Queen Mary University of London to fund fixed assets. Depreciation of the related fixed assets is charged against the restricted fund.

The Volunteering, QM Annual Fund, Westfield Trust, Drapers, Buddy Scheme and QM Centre for Public Engagement Restricted Funds represent grants received from Queen Mary University of London to fund specific projects.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 21. Reserves (continued)

The Campus Community Restricted Fund represents funds generated from surpluses from the Learning Café to develop arts, cultural and learning activities within the Union.

The Student Experience Fund represents funds generated from BLSA Entertainments to support the student experience.

Designated funds represent amounts allocated by the Trustees, at their discretion, which are earmarked for a particular purpose. They may include funds already expended on fixed assets, or funds which are due to be spent on a fixed asset or project in the near future. Funds raised by student activity groups are deemed to be designated for the particular club or society.

General funds are amounts generally available to the Trustees and may be applied at the Trustees discretion to the generality of the Union's charitable objects.

### 22. Operating Lease Commitment

At 31 July 2017, QMSU Services Limited had total commitments under non-cancellable operating leases as detailed below;

	Land and buildings		Other	
	2017	2016	2017	2016
	£	£	£	£
Within one year	<b>88,824</b>	86,164	<b>42,041</b>	40,725
Between one and two years	-	88,824	<b>42,041</b>	40,725
Between two and five years	-	-	<b>17,959</b>	57,120
	<b>88,824</b>	174,988	<b>102,041</b>	138,570

### 23. Related Party Transactions

During the period ended 31<sup>st</sup> July 2017, the controlling party of the Union was, under its Articles of Association, the Trustees.

During the year one trustee was reimbursed travel expenditure totalling £399.

The Union received a substantial part of its income by means of grant funding from Queen Mary University of London. This funding comprised £1,789,331 revenue funding and the value of premises and support services provided by Queen Mary University of London estimated at £360,004. The Trustees were of the opinion that this financial and other assistance was not an influencing factor with regards to the formulation of Union policy nor did it have any effect on the internal management and decision-making of the Union.

### 24. Taxation

The Union is a registered charity and is entitled to the exemptions from tax available to charities.

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31<sup>st</sup> JULY 2017

### 25. Net Cash Inflow from Operating Activities

	2017	2016
	£	£
Net income/(expenditure)	(12,192)	(32,975)
Depreciation	303,011	303,609
Capital grants received	(37,147)	(39,791)
Interest payable	3,340	5,036
Investment income	(1,276)	(1,679)
Change in market value of investments	(4,848)	1,968
(Increase)/Decrease in stock	(8,601)	9,308
(Decrease)/Increase in Debtors	75,680	271,109
Increase/(Decrease) in Creditors due within 1 year	7,744	(405,224)
	<u>325,711</u>	<u>111,361</u>

### 26. Net Funds (Debt)

	2017	2016
	£	£
Cash	687,974	562,324
Loan from Queen Mary University of London	(167,131)	(250,696)
Net Funds/(Debt) at 31st July 2017	<u>520,843</u>	<u>311,628</u>

### 27. Net Assets between Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total
Fund balances at 31 July 2017 are represented by:				
Tangible fixed assets	232,649	-	-	<b>232,649</b>
Investments	32,208	-	-	<b>32,208</b>
Current assets	112,121	473,054	275,408	<b>860,583</b>
Creditors: amounts falling due within one year	(741,047)	-	-	<b>(741,047)</b>
Creditors: amounts falling due after more than one year	(83,566)	-	-	<b>(83,566)</b>
	<u>(447,635)</u>	<u>473,054</u>	<u>275,408</u>	<u>300,827</u>

	Unrestricted funds £	Designated funds £	Restricted funds £	Total
Fund balances at 31 July 2016 are represented by:				
Tangible fixed assets	384,081	-	-	<b>384,081</b>
Investments	27,360	-	-	<b>27,360</b>
Current assets	(51,572)	401,817	451,767	<b>802,012</b>
Creditors: amounts falling due within one year	(733,303)	-	-	<b>(733,303)</b>
Creditors: amounts falling due after more than one year	(167,131)	-	-	<b>(167,131)</b>
	<u>(540,565)</u>	<u>401,817</u>	<u>451,767</u>	<u>313,019</u>

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

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### APPENDIX 1 STUDENT ACTIVITY GROUPS

#### Appendix 1.1 Queen Mary Sports Clubs

Aikido Club  
American Football Club (Queen Mary Barts and the London)  
Archery Club  
Athletics and Running Club  
Badminton Club  
Ballroom and Latin Dance Club  
Barbell Club  
Baseball  
Basketball Club (Queen Mary & Barts and The London Women)  
Basketball Club (Queen Mary Men)  
Boat Club  
Boxing Club  
Breakdancing Club  
Capoeira Club  
Cheerleading Club  
Climbing Club  
Cricket Club  
Dance Club  
DARE  
Equestrian  
Fencing Club  
Flex FX  
Football Club (Queen Mary Men)  
Football Club (Queen Mary Women)  
Futsal Club  
Go-Karting Club  
Golf  
Handball  
Hockey Club  
Jiu Jitsu Club  
Judo Club  
Karate (Queen Mary Barts and the London)  
Kendo Club  
Kung Fu Club  
Muay Thai Club  
Netball Club  
Rugby Club  
Rugby Club (Queen Mary and Barts and the London Women)  
Snow Sports Club  
Snooker and Pool club  
Squash Club  
Surf  
Swimming Club  
Table Tennis Club  
Taekwondo  
Tennis Club  
Ultimate Frisbee Club  
Volleyball Club

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

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### Appendix 1.2 Queen Mary Societies

Accounting  
Afro-Caribbean Society (ACS)  
Afghan Society  
Ahlulbayt Society  
Ahmadiyya Muslim Student Association (AMSA)  
AIESEC  
Albanian Society  
Alpha Kappa Psi Society  
Amnesty International Society  
Anime Society  
Anti Imperialistic Society  
Arabic  
Art Society  
Artificial Intelligence Society  
Abacus Society - Association of British & Chinese Students (ABACUS)  
Asean Society  
Bollywood Dance, formerly Asian Dance  
Aspergers Society  
Aspiring Solicitors Society  
Athena Swan Society  
Austrian Society  
Azerbaijan Society  
Baking Society  
Bangladesh Society  
Bhangra Society  
Beard Appreciation Society  
Beastmode Society  
Biological & Pharmaceutical Sciences Society  
Biological Sciences  
BioMedics Society  
Book Society  
Bulgarian Society  
Business Management Society  
Business & Enterprise Society  
Catholic Society  
Chemistry Society  
Chess Society  
Chinese (Cantonese) Society  
Chinese Students and Scholars Association (CSSA)  
Christian Union Society (QM)  
Comedy  
Commuters' Society  
Conservative Society  
Criminal Justice Society  
Debate Society  
Debke Society

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

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Design Society  
Disabled Society  
Disco Society  
EAAS (East African Association Society)  
Eastern European Society  
Economics Society  
EECS Society  
Effective Altruism Society  
Egyptian Society  
Employable Students Society  
Enactus Society  
Engineering Without Borders  
English Society  
Entrepreneurs Society  
Equality in Leadership  
QMEquality Feminist  
EquipAfrica  
Erasmus Student Network  
Ethiopian & Eritrean Society  
European Law Students Association  
Every Nation Christian Society  
Fashion Society  
Film Society  
First Love Society  
Food  
Formula Student Society  
Free Speech Society  
Friends of Palestine  
Future Frontiers Society  
Games and Video Gaming  
Genetics Society  
Geography Society  
German Society  
Global Brigades Society  
Global Health Society  
Greek & Cypriot Society  
Harry Potter Appreciation Society  
Henna and Nail Art Society  
Hindu Students Society  
Hip Hop Society  
History Society  
HKPASS  
Hungarian Society  
Iberian & Latin American Society  
Indian Society  
Indonesian Society  
International Students Society  
Iranian Society  
Iraqi Society



# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

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Islamic Society  
Italian Society  
Japanese Society  
Jewish Society  
Knit-a-Soc  
Korean Society  
Krishna Consciousness Society  
Kurdish Society  
Labour Society  
Law Society  
Law Academia Society  
Lawyers Without Borders Society  
LGBT Society  
Liberal Democrats Society  
Lithuanian Society  
Madinah Society  
Make Up & Beauty Society  
Malaysian Society  
Marxist Society  
Materials Society  
Mathematics Society  
Mauritian Society  
Medieval Re-enactment Society  
MEDI Society  
Mental Health Awareness Society  
Moroccan Society  
Music Society  
Musical Theatre Society  
Nature Society  
Neo-Bloomsbury Group Society  
Nepalese Cultural Society  
Neuroscience Society  
Oxfam Society  
Pakistani Society  
PanAfrican Society  
Philosophy Society  
Photography  
Playwrights Society  
Pokémon Society  
Poker Society  
Polish Society  
Politics and International Relations Society  
Post Graduate Association  
PsiStar Society  
Psychology Society  
Punjabi Society

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

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### Appendix 1.3 Barts and The London Clubs

Alpine Club  
American Football Club  
Badminton Club  
Basketball Club  
Boat Club  
Cricket Club  
Cycling Club  
Football Club (Barts and the London Women)  
Football Club (Barts and the London Women)  
Hockey Club (Barts and the London Men)  
Hockey Club (Barts and the London Mixed)  
Hockey Club (Barts and the London Women)  
Lacrosse Club  
Netball Club  
Rugby Club  
Running Club  
Sailing Club  
Squash Club  
Tennis Club  
Ultimate Club  
Water Polo Club

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

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### Appendix 1.4 Barts and The London Societies

Academic Research Society  
ACS (African Caribbean Society)  
Allied Courses Society  
Art  
Anatomy Society  
Anaesthetics and Intensive Care  
Asian Society  
Barts Cancer Institute PHD  
Barts Cardiology Society  
Barts East Asian Dental Students Society (BEADS)  
Barts Lifesavers Society  
Be The Change Society  
Carron Federation Society  
Clinical Learning and Associated Skills Society (CLASS)  
Christian Society  
Dance Society  
Dental Society  
Dental Journal Society  
Dentalks Society  
Dermatology Society  
Drama Society  
Emergency Medicine (BLEMSO)  
Endocrinology Society  
Forensic Society  
Friends of MSF  
GP Society  
Healthy Planet Society  
Hellenic Society  
Infectious Diseases Society  
Language and Culture Society  
LGBT Society (BL)  
Medical Humanities  
Medical Leadership Society  
Medtech Society  
Medsin Society  
MESS (Medical Education Support Society)  
Monopoly Society  
Music Society  
Muslim Medics and Dentists Society (MMD)  
Neuroscience  
Obstetrics and Gynaecology Society  
Oncology Society  
Ophthalmology Society  
Orthopaedics and Rheumatology Society  
Paediatric Society  
Pakistani Society  
Peer Assisted Learning Society  
Pharmacology Society  
Pole Fitness  
Psych Soc (Mind in Medicine)  
Questions in Medicine Society

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

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Radiology Society  
Simulation Society  
Surgical Society  
Tamil Society  
Yoga Society

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

### Appendix 2 Affiliations and Fees paid by Clubs and Societies (as presented to AMM 25 May 2017)

QMSU Department	Club/Society or other group affiliating	Affiliation to	Subscription Amount
Volunteering	Union	Antony Nolan	n/a
Volunteering	Union	Bow Foodbank	n/a
Volunteering	Union	Cancer Awareness in Teenagers and Young People Society (CATS)	n/a
Volunteering	Union	Doctors of the World	n/a
Volunteering	Union	OpenMinds	n/a
Volunteering	Union	St. John's Hospice	n/a
Volunteering	Union	Student Action for Refugees (STAR)	n/a
Volunteering	Union	Team Up	n/a
Student Media	QMTV	National Student Television Association (NASTA)	£60
Student Media	Quest	Limited online music license (LOML) for PRS	Currently reviewing
Student Media	Quest	Phonographic Performance Ltd (PPL)	£253.20
Student Media	Quest	Student Radio Association (SRA)	Currently reviewing
Student Media	The Cub	Student Publication Association (SPA)	FREE
Student Media	The Print	Student Publication Association (SPA)	FREE
BL Sport	Boat	British Rowing	£445.10
BL Sport	Football (Mens)	Amatuer Football Alliance	£118
QM Sport	Archery	Archery GB / GNAS	£140
QM Sport	Boat	British Rowing	£250.80
QM Sport	Basketball (Mens)	Basketball England	£195
QM Sport	Basketball (Womens)	Basketball England	£165
QM Sport	Fencing	British Fencing	£45.84
QM Sport	Football (Mens)	Amatuer Football Alliance	£153
QM Sport	Football (Womens)	Amatuer Football Alliance	£73

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

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QM Sport	Ju Jitsu	The Jitsu Foundation	£325
QM Sport	Weightlifting and Powerlifting	British Weightlifting Association	£61
QM Sport	Volleyball	Volleyball England	£48
QM Sport	Snowsports	King Ski Club	£250
QM Sport	American Football	BAFA	£58.50 per/person - £409.50 spent this year
QM/BL Sport	Rugby	LSRFUR	£384
ME Society	ACS	EquipAfrica	n/a
ME Society	AISEC	AIESEC network, AIESEC UK.	n/a
ME Society	Albanian	Shpresa Programme.	n/a
ME Society	Alpha Kappa Psi	Alpha Kappa Psi- largest business co-ed fraternity	n/a
ME Society	Amnesty international	Amnesty International UK	n/a
ME Society	Aspergers	NAS	n/a
ME Society	Christian Union	UCCF	n/a
ME Society	Economics	Oxford Business Group, Grad Diary, Society of Business Economists	n/a
ME Society	EECS	British Computer Society.	n/a
ME Society	European law students	European Law Students' Association (ELSA) UK	n/a
ME Society	Enactus	Enactus UK.	n/a
ME Society	Every nation Christian society	Every Nation London Stratford Church	n/a
ME Society	English	Royal Society of Literature, Globe Theatre.	n/a
ME Society	Fashion	FHS Solutions Group	n/a
ME Society	First love	First Love Church	n/a
ME Society	Formula student	Institute of Mechanical Engineers (IMechE)	n/a
ME Society			n/a
ME Society	Future frontiers	Future Frontiers	n/a

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

ME Society	Game and video gaming	National University eSports League, Twitch	n/a
ME Society	Global brigades	Global Brigades UK	n/a
ME Society	Henna and nail art	Ash Kumar - Henna artists	n/a
ME Society	Indian society	ASHA For Education.	n/a
ME Society	Iranian	?	n/a
ME Society	QMISOC	FOSIS	n/a
ME Society	Labour	The Labour Party	n/a
ME Society			n/a
ME Society	Lawyers without borders	Lawyers Without Borders	n/a
ME Society	LGBT	Positive East	n/a
ME Society	Liberal democrats	Liberal Democrats and Liberal Youth	n/a
ME Society	Marxist	Marxist Federation	n/a
ME Society	Materials	IOM3	n/a
ME Society	Math	Institute of Mathematics	n/a
ME Society	Medieval	Historia Normannis	n/a
ME Society	Mental health awareness society	Beat, Mind, YMCA	n/a
ME Society	Nature	the RSPCA for volunteering opportunities	n/a
ME Society	Oxfam	Oxfam	n/a
ME Society	Palestine solidarity	Palestine Solidarity Campaign (PSC)	n/a
ME Society	Poker	Health Poverty Action	n/a
ME Society	Politics made public	Milkround and Student Publication Association.	n/a
ME Society	QM Lawyers for animal welfare	The Association of Lawyers for Animal Welfare (ALAW)	n/a
ME Society	QM Barts catholic	Catholic Church, Newman House Catholic Chaplaincy, and Diocese of Westminster	n/a
ME Society	Red Cross on campus	British Red Cross	n/a
ME Society			n/a

# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

ME Society	Rocket and space	UKSEDS	n/a
ME Society	Sikh	'Nishaan'	n/a
ME Society	Socialist worker group	Socialist Workers Party	n/a
ME Society	QM SSAGO	SSAGO	n/a
ME Society	St Johns	Saint John Ambulance	n/a
ME Society	Syria solidarity	Hand in Hand for Syria	n/a
ME Society	Third culture Kid	British International School Vietnam, British International School of Jakarta, Rossall School, Bangkok Patana School, South Island School, Jumeirah College, UWSEA	n/a
ME Society	Turkish	Turkish Student Union (TUSU).	n/a
ME Society	UNICEF	'Unicef on campus'	n/a
ME Society	United Nations	UNA-UK	n/a
ME Society	Young greens	Tower Hamlets Green Party and London Young Greens	n/a
BL Society	BL Academic Research	The National Student Association of Medical Research (NSAMR)	n/a
BL Society	BL Cardiology	BUCA	n/a
BL Society	BL Carrom	UK Carrom Federation - informal affiliation	n/a
BL Society	BL DermSoc	DermSoc National	n/a
BL Society	BL Endocrinology	Society for Endocrinology	n/a
BL Society	BL Friends of MSF	MSF	n/a
BL Society	BL GP	Royal College of General Practitioners student division	n/a
BL Society	BL Healthy Planet	Healthy Planet UK Medsin-UK	n/a



# QUEEN MARY, UNIVERSITY OF LONDON STUDENTS' UNION

## APPENDIX

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BL Society	BL Healthy Planet	IFMSA (International Federation of Medical Students)	n/a
BL Society	BL Medsin	Medsin UK	n/a
BL Society	BL Medtech	IFMSA (International Federation of Medical Student's Associations)	n/a
BL Society	BL Monopoly	MedTech Student	n/a
BL Society	BL Oncology	FOSIS	n/a
BL Society	BL Psychiatry society	British Pharmacological Society	n/a
BL Society	BL Questions in medicine	London dance academy à LAPD	n/a
BL Society	BL Radiology	Royal College of Psychiatrists	n/a
BL Society	BL Tamil	SKIP	n/a

**QMSU SERVICES LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2017**

# QMSU SERVICES LIMITED

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# QMSU SERVICES LIMITED

## LEGAL & ADMINISTRATIVE INFORMATION

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### Administrative information

#### Legal status

QMSU Services Limited, company number 06677304 (England and Wales), is a subsidiary of Queen Mary University of London, Students' Union.

#### Registered Office

Students Union Hub  
329 Mile End Road  
London  
E1 4NT

#### Managing Director

Mike Wojcik

#### Auditors

Russell New Limited  
The Courtyard, Shoreham Road  
Upper Beeding  
Steyning  
West Sussex BN44 3TN

#### Solicitors

Russell-Cooke LLP  
2 Putney Hill  
London  
SW15 6AB

#### Bankers

Barclays Bank plc  
240 Whitechapel Road  
London  
E1 1BS

#### Directors

**Chair**  
**QMSU President Ex-Officio**  
**QMUL Ex-Officio**  
**QMUL Ex-Officio**  
**Non-Executive Director**  
**Non-Executive Director**  
**Vice President BL**  
**QMSU Commercial Services Officer**  
**VP Barts**  
**Managing Director**

Alan J Begg  
Yasir Yeahia  
Sarah Cowls  
Andrew Gladin  
Elizabeth Hall  
John Thew  
Rakin Choudhury  
Yueqing Gao  
Thomas Longbottom  
Mike Wojcik

#### Company Secretary

Bradley Coales

# **QMSU SERVICES LIMITED**

## **DIRECTORS' REPORT**

### **FOR THE YEAR ENDED 31 JULY 2017**

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The Directors present their report and audited financial statements for the year ended 31 July 2017 (the year).

#### **1. Principal Activities**

QMSU Services Limited, a commercial trading company (the "Company") is the wholly-owned subsidiary of Queen Mary University of London Students' Union (QMSU - the "Union").

The Company's principal activities are the operation of health and fitness centres, retail outlets, and bars/restaurants and cafés. These services are provided for students at Queen Mary University of London (QMUL), in support of the charitable aims and objectives of the Union, and are carried out from three of QMUL's campuses, all in London; at Mile End, Whitechapel and Charterhouse Square.

The Company continued through the year to support the Union's 2014/17 strategic plan under which the Union's mission is 'To improve students' lives', and its vision is 'For all students to feel a part of a Queen Mary Community where they can develop, are supported and can make changes on issues that affect them'. This plan recognises the Company as an enabler in supporting student engagement, principally by providing a range of commercial services as focal points to enhance the student experience. The Union is currently developing a 5-Year Plan to project forward its financial standing and sustainability. The Company's services and activities will endeavour to continue its support to achieve this goal in an ever-changing market place, against a background of external competitiveness.

The Company's portfolio of operations includes: -

#### **Health and Fitness Provision**

QMotion, on the Mile End campus, is a state-of-the-art health and fitness centre, offering a range of competitively priced services to its members, including students, staff and members of the public. Its vision is to provide a first class, contemporary sport and fitness centre, motivating members to enhance their lifestyle and achieve their personal goals. The Company also runs Fitness to Practice, a small gym within Dawson Hall, Charterhouse Square, open only to students and staff.

#### **Student Bars/Restaurants and Cafes**

A key activity within the Union's strategic plan is to provide 'eclectic, popular and student-focused services across the campuses'. In support across the campuses, the Company operates the Drapers Bar & Kitchen at Mile End, the Griff Inn Bar & Kitchen, located within the Barts and The London Students' Association (BLSA) building in Whitechapel, and the student entertainments' provisions at both these locations. The Company also runs the Ground Café at Mile End, the Shield Café Bar in Charterhouse Square, and manages the Learning Café in QMUL's Mile End Library. By arrangement with QMUL, the Company oversees the trading and sports facility hiring activities at QMUL's Chislehurst Sports Ground in Kent.

#### **Retail Outlets**

The Company operates three retail outlets - the Village Shop and Infusion shop at Mile End and the Box Office reception in the BLSA building in Whitechapel.

# **QMSU SERVICES LIMITED**

## **DIRECTORS' REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 JULY 2017**

---

#### **2. Trading Performance**

The Board is satisfied with the overall trading performance of the company. A slightly better than budget total income of £3,880,709 was 5.3% higher than the previous year.

The Qmotion sport and fitness centre had another successful year, membership peaking around the 3,650 mark, averaging 2,845 and sales increased by £43,985 (6.2%). The membership levels were month on month consistently higher than the previous year, seeing more customers opting for off-peak and super off-peak memberships, improving their membership experience, and reducing the overcrowding at peak times. Membership satisfaction and retention is excellent, despite ongoing unresolved maintenance problems outside of the company's control.

Retail sales increased by 3.8%. The Village Shop performed sensationally well, with sales up 6.8%, and translating effectively to the bottom line, up £15,586 (32%) on the previous year. During the year, a number of rival shops in the locality have had major refits, however the company has been agile in overseeing the sales mix, and developing niche ranges, such as global products. On-going capital works on campus continued to affect some trading activity. The Infusion shop was adversely affected by a new University café which opened in the immediate vicinity. The concept of digital marketing and data recognition, will be further exploited through 2017/18 to ensure management makes use of all available statistical information.

The licensed venues' results were the best for a decade, and were particularly satisfying as the sector is generally struggling against the high street concept brands and gastro pubs. The management regularly benchmark pricing against local operators and consistently offer better value for money to students, with lower prices across the top selling lines. A heavy promotional programme, an improved menu and delivery of the dishes ensured an increase in the key performance indicators. The profitability of Drapers Bar and Kitchen was up £20,690 on the previous year, with sales up £49,226 and generally robust controls in place. The recorded attendance at events was 38,216, 1,516 up on the previous year. The special measures plan for the Griff Inn in Whitechapel exceeded expectation and turned around a trading loss almost on budget at £34,470 to a modest surplus of £2,106.

The café operations had mixed results, with the Learning Café having adverse results, due to extended building works in the Library, and income was £43,240 worse than budget. A third of the profits from the Learning Café are ring fenced and allocated to the Campus Community Fund. The sums allocated are substantial, over £25,000 per year, and enable students and staff to lead on some inspiring initiatives. Ground Café income was £15,277 better than budget and £34,595 better than last year. The focus this year has been around developing the ethical part of the business. The tender for a new coffee bean supplier resulted in a superb tasting bean, superior in quality to big brand rivals, with generous proportion of arabica bean from the red earth of Rwanda, from cooperatives primarily led by women. A proportion of the supplier's profits from sales to us fund specific disabled children from the cooperatives to go to school, perfectly transparent and inspiring.

A breakdown of all trading activities with corresponding contributions to the overall profitability is available from the Finance Department.

#### **3. Results and Dividends**

The profit and loss account, set out on page 8 of this report, records a gross profit for the year of £801,081 (2016: £790,548) before administrative expenses and transfers. Net profit before gift aid was £282,057 (2016: £354,815). The Directors do not propose the payment of any ordinary dividend for the year (2016: £nil).

# **QMSU SERVICES LIMITED**

## **DIRECTORS' REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 JULY 2017**

---

#### **4. Overall Financial Performance and End of Year Position**

Turnover for the company was £3,880,709, an increase on the previous year of £195,167 (5%).

There continues to be a rise in competitors close to campus, and on campus, who have invested heavily in their businesses. Despite this, the gross margin has only slightly decreased from 21.4% to 20.6%.

The controls in the business continue to be robust, wages and salaries costs increased by 17% on the previous year and were £40,878 better than budget. The new apprenticeship levy was introduced in April 2016, and the cost was £2,280. Employer contribution to pensions have increased by 31% (£20,724), and social security costs by 58% (£30,534). The London Living Wage is now paid to all permanent staff and is being phased-in for casual staff.

The company's financial administration, communications and marketing support is undertaken by the departments within the Group Charity, Queen Mary University of London Students' Union. During the year the company agreed to be charged an apportionment of the central costs from its parent undertaking, amounting to £93,102.

After gift aid, as shown on page 8, of £258,858, the Company returned a year-end profit of £23,199 (2016: loss £3,113).

#### **5. Directors**

The Directors who were in office during the year and those Directors of the Company who remain in office up to the date of approval of this report, and those Directors appointed since the year end are as stated below.

Alan J Begg	Chairman
Mike Wojcik	Managing Director
John Thew	
Miranda Black	(ceased to act 31 July 2017)
William M Atkins	(ceased to act 31 July 2017)
Alexandros Mantzalos	(ceased to act 31 July 2017)
Emma Norris	(ceased to act 31 July 2017)
Emma Bull	(ceased to act 31 July 2017)
Joanne M Jones	(ceased to act 12 November 2017)
Rohini Contractor	(ceased to act 31 July 2017)
Yasir Yeahia	(appointed 1 August 2017)
Rakin Choudhury	(appointed 11 October 2017)
Yueqing Gao	(appointed 11 October 2017)
Thomas Longbottom	(appointed 11 October 2017)
Sarah Cows	(appointed 11 October 2017)
Andrew Gladin	(appointed 11 October 2017)
Elizabeth Hall	(appointed 11 October 2017)

#### **6. Gift Aid**

The Company gift aids all taxable profits to the Union as its parent charity, thereby resulting in a nil corporation tax charge for the year. Gift Aid in the current year amounted to £258,858 (2016: £357,928).

# **QMSU SERVICES LIMITED**

## **DIRECTORS' REPORT (CONTINUED)**

***FOR THE YEAR ENDED 31 JULY 2017***

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### **Statement of Directors' Responsibilities**

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

### **Disclosure of information to auditors**

The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware; and each Director has taken all the steps that he ought to have taken as a Director to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

### **Independent Auditors**

Russell New Limited have indicated their willingness to continue in office and their re-appointment will be proposed to the directors.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

**ON BEHALF OF THE BOARD**

**Mike Wojcik**  
**Managing Director, 6 December 2017**



# **QMSU SERVICES LIMITED**

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF QMSU SERVICES LIMITED**

***FOR THE YEAR ENDED 31 JULY 2017***

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We have audited the financial statements of QMSU Services Limited for the year ended 31 July 2017 which comprise the Profit and Loss Account, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the 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 company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 July 2017 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

### **Other information**

The director is responsible for the other information. The other information comprises the information in the Report of the Director, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# QMSU SERVICES LIMITED

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF QMSU SERVICES LIMITED

**FOR THE YEAR ENDED 31 JULY 2017**

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### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Director for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Director has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Director.

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 returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small company's exemption in preparing the report of the directors, and exemption from the requirement to prepare a Strategic Report.

### **Responsibilities of the directors**

As explained more fully in the Statement of Director's Responsibilities set out on page two, the director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the director determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the director is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the director either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

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 a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

### **Mark Cummins FCCA (Senior Statutory Auditor)**

for and on behalf of Russell New Limited

The Courtyard  
Shoreham Road  
Upper Beeding  
West Sussex  
BN44 3TN

Date: 6 December 2017

# QMSU SERVICES LIMITED

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 JULY 2017

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	Note	2017 £	2016 £
Turnover	4	3,880,709	3,685,542
Cost of sales		<u>(3,079,628)</u>	<u>(2,894,994)</u>
<b>Gross Profit</b>		<b>801,081</b>	<b>790,548</b>
Administrative expenses		<b>(728,795)</b>	(644,062)
Transfer from Capital Funds	11	<u>209,771</u>	<u>208,329</u>
<b>Profit on Ordinary Activities before Taxation</b>		<b>282,057</b>	<b>354,815</b>
Gift aid payment		<u>(258,858)</u>	<u>(357,928)</u>
<b>Profit/(Loss) for the Financial Year</b>		<u><b>23,199</b></u>	<u><b>(3,113)</b></u>
<b>Other comprehensive income</b>		<u>-</u>	<u>-</u>
<b>Total comprehensive income/(expenditure)</b>		<u><b>23,199</b></u>	<u><b>(3,113)</b></u>

All recognised gains and losses in the year and the previous year are included in the profit and loss account. Further detail is provided in the statement of changes in equity.

Results for the year and the previous year as set out above are derived entirely from continuing operations.

The notes on pages 11 to 16 form part of these financial statements.

# QMSU SERVICES LIMITED

## BALANCE SHEET

FOR THE YEAR ENDED 31 JULY 2017

	Note	2017 £	2016 £
<b>Fixed Assets</b>			
Tangible Assets	8	<u>147,751</u>	<u>330,014</u>
		<b>147,751</b>	<b>330,014</b>
<b>Current Assets</b>			
Stock		81,677	73,076
Debtors	9	379,524	248,283
Cash at bank and in hand		<u>20,860</u>	<u>67,639</u>
		<b>482,061</b>	<b>388,998</b>
<b>Creditors: Amounts falling due within one year</b>	10	<u>(429,602)</u>	<u>(344,227)</u>
<b>Current Assets Less Current Liabilities</b>		<u><b>52,459</b></u>	<u><b>44,771</b></u>
<b>Total Assets Less Current Liabilities</b>		<u><b>200,210</b></u>	<u><b>374,785</b></u>
<b>Capital and Reserves</b>			
Deferred capital grants	11	9,598	207,372
Called up share capital		1	1
Profit and Loss account		<u>190,611</u>	<u>167,412</u>
<b>Total Capital and Reserves</b>		<u><b>200,210</b></u>	<u><b>374,785</b></u>

The financial statements were approved by the Board of Directors on 6 December 2017 and signed on its behalf by:

.....

Alan J Begg  
Chairman

.....

Mike Wojcik  
Managing Director

**Company no. 6677304**

The notes on pages 11 to 16 form part of these financial statements.

# QMSU SERVICES LIMITED

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 JULY 2017

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	Called up share capital £	Deferred capital grant £	Retained earnings £	Total equity £
<b>Balance at 1 August 2015</b>	<b>1</b>	<b>415,701</b>	<b>170,525</b>	<b>586,277</b>
<b>Changes in equity</b>				
Capital grant	-	(208,329)	-	(208,329)
Comprehensive income	-	-	(3,113)	(3,113)
<b>Balance at 31 July 2016</b>	<b>1</b>	<b>207,372</b>	<b>167,412</b>	<b>374,785</b>
<b>Changes in equity</b>				
Capital grant	-	(197,774)	-	(197,774)
Comprehensive income	-	-	23,199	23,199
<b>Balance at 31 July 2017</b>	<b>1</b>	<b>9,598</b>	<b>190,611</b>	<b>200,210</b>

# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31 JULY 2017**

---

### 1. STATUTORY INFORMATION

QMSU Services Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### **Basis of Accounting**

The financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention and have been prepared on a going concern basis.

#### **Turnover**

Turnover represents the total invoiced value, excluding value added tax, of sales made during the year and derives from the provision of goods/services falling within the Company's ordinary activities.

#### **Expenditure**

All expenditure is accounted for on an accruals basis.

#### **Tangible Fixed Assets and Depreciation**

Tangible Fixed Assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is calculated to write off the cost of Fixed Assets on a straight-line basis over the expected useful lives of the assets.

Building improvements are capitalised although the Company has no title to the underlying building, title vesting in Queen Mary University of London. The costs are capitalised because they are of enduring benefit to the Company's trade and as both parties recognise that the Company's use of the premises is for the longer term. Building improvements are depreciated over 5 or 10 years on a straight-line basis depending on the nature of the improvement and the underlying asset.

Fixtures, fittings and equipment are depreciated over 5 years on a straight-line basis.

#### **Deferred Capital Grants**

Where assets are acquired with the aid of specific grants they are capitalised and depreciated as per the depreciation policy above. The related grants are treated as deferred capital grants and released to income in line with the depreciation charge.

#### **Pensions**

As described in Note 6, pension costs relate to recharges of pension costs incurred in relation the staff employed by Queen Mary University of London working for the company. The recharges relate to two defined benefit pension schemes, the Superannuation Arrangements of the University of London and the Universities Superannuation Scheme. Both are multi-employer schemes where the share of assets and liabilities attributable to each employer cannot be allocated on a systematic basis. Pension costs are therefore accounted for on a defined contribution basis as permitted by section 28 of FRS102 and are recharged to the company accordingly.

# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 JULY 2017

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#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

##### Stock

Stocks are valued at the lower of cost and net realisable value on a weighted average basis, with a 5% provision for slow moving stock.

##### Operating Leases

Costs in respect of Operating Leases are charged to the profit and loss account as premiums become payable.

##### Cash Flow

Under FRS102, the Company is exempt from the requirement to prepare a cash flow statement, on the grounds that the ultimate parent undertaking includes the Company in its own published consolidated statements.

##### Deferred Tax

As the Company intends to gift aid all taxable profits to the Union as its parent charity, no deferred tax provision is required.

##### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The directors seek to use short and medium-term deposits where possible to maximise the return on monies held at the bank and to manage cash flow.

##### Creditors and provisions

Creditors and provisions are recognised where the company 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 or estimated reliably.

##### Debtors

Trade and other debtors are recognised at settlement amount due.

#### 3. PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

The profit on ordinary activities before taxation is stated after charging:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Depreciation	<b>273,408</b>	272,653
Auditors' remuneration	<b>6,576</b>	10,360
Operating lease charges	<b>128,205</b>	121,669

# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2017

### 4. TURNOVER

By Trading Activity, all in the United Kingdom market:

	2017 £	2016 £
Gyms	750,838	706,853
Bars	837,545	808,809
Cafes	1,057,746	1,050,374
Retail outlets	925,232	891,086
Entertainments	181,981	154,671
Other Income	83,733	33,405
NUS Card Sales	43,634	40,344
	<u>3,880,709</u>	<u>3,685,542</u>

### 5. STAFF COSTS

Staff costs excluding directors:

	2017 £	2016 £
Wages and salaries	1,431,934	1,220,456
Social Security costs	82,768	52,234
Pension costs	87,592	66,868
Apprenticeship Levy	2,280	-
	<u>1,604,574</u>	<u>1,339,558</u>

Directors' remuneration:

	2017 £	2016 £
Aggregate emoluments including social security costs	20,553	20,811
Company pension contribution for one director	3,324	3,044
Apprenticeship Levy	28	-
	<u>23,905</u>	<u>23,855</u>

The monthly average number of staff, including executive directors, during the period was 177 (2016: 181).

The Company does not employ labour direct. It relies on the services of permanent full time and part time members of staff who are employees of Queen Mary University of London and casual members of staff who are jointly employed by Queen Mary University of London and the Union. The Company accepts recharges at cost for their services.



# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2017

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### 6. PENSION COSTS

Pension costs consist entirely of recharges relating to staff employed by Queen Mary University of London (QMUL). Recharges are based upon scheme contribution rates, staff salaries and time spent by staff working on QMSU Services Limited activities.

The recharged pension costs relate to two QMUL pension schemes, the Universities Superannuation Scheme (a defined benefit only pension scheme which was contracted out of the State Second Pension) and the Superannuation Arrangements for the University of London (a centralised defined benefit scheme within the United Kingdom, contracted-out of the Second State Pension).

Further information relating to these schemes can be found in the QMUL accounts for the year to 31 July 2017 which are available to download from the QMUL website.

### 7. TAX ON PROFIT ON ORDINARY ACTIVITIES

No corporation tax charge arose in the year ended 31 July 2017.

#### RECONCILIATION OF CURRENT TAX CHARGE

	2017 £	2016 £
Profit on ordinary activities before taxation	<u>282,057</u>	<u>354,815</u>
Profit on ordinary activities at 19/20%	55,469	70,963
Effect of difference between depreciation and capital allowances	36,691	42,287
Non-taxable income	(41,253)	(41,666)
Gift Aid (19/20% of £258,858 donation to parent)	(50,907)	(71,586)
<b>Total Current Tax</b>	<u><u>-</u></u>	<u><u>-</u></u>

The Company gift aids profits which are assessed to corporation tax to the Union as its parent charity and as such no tax charge arises.

# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2017

### 8. TANGIBLE ASSETS

	Building Works £	Equipment Fixtures & Fittings £	Total £
<b>Cost</b>			
At 1 August 2016	1,063,247	622,533	<b>1,685,780</b>
Additions	14,438	76,706	<b>91,144</b>
Disposals	-	(150,584)	<b>(150,584)</b>
At 31 July 2017	<u>1,077,685</u>	<u>548,655</u>	<u><b>1,626,340</b></u>
<b>Accumulated Depreciation</b>			
At 1 August 2016	(848,796)	(506,970)	<b>(1,355,766)</b>
Charge for the period	(217,816)	(55,591)	<b>(273,407)</b>
Disposals	-	150,584	<b>150,584</b>
At 31 July 2017	<u>(1,066,612)</u>	<u>(411,977)</u>	<u><b>(1,478,589)</b></u>
<b>Net Book Value</b>			
At 31 July 2017	<u>11,073</u>	<u>136,678</u>	<u><b>147,751</b></u>
At 31 July 2016	<u>214,451</u>	<u>115,563</u>	<u><b>330,014</b></u>

### 9. DEBTORS

	2017 £	2016 £
Trade debtors	<b>10,874</b>	1,194
Amounts due from Queen Mary University of London	<b>10,713</b>	35,927
Prepayments and accrued income	<b>37,266</b>	35,987
Other debtors	-	61
Amount due from Ultimate Parent Undertaking	<b>320,671</b>	175,114
	<u><b>379,524</b></u>	<u>248,283</u>

### 10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017 £	2016 £
Trade creditors	<b>76,931</b>	72,861
Accruals and deferred income	<b>147,539</b>	149,651
Amount owed to Queen Mary University of London	<b>142,525</b>	121,715
Bank overdraft	<b>62,607</b>	-
	<u><b>429,602</b></u>	<u>344,227</u>

# QMSU SERVICES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2017

### 11. DEFERRED CAPITAL GRANTS

	Balance at 1 August 2016 £	Transfers Capital Grant £	Depreciation £	Balance at 31 July 2017 £
Deferred Capital Grants Reserve	207,372	11,997	(209,771)	<b>9,598</b>

### 12. FINANCIAL COMMITMENTS

The Company had total commitments under non-cancellable operating leases as follows:

	Land and buildings 2017 £	2016 £	Other 2017 £	2016 £
Within one year	<b>88,824</b>	86,164	<b>42,041</b>	40,725
Between one and two years	-	88,824	<b>42,041</b>	40,725
Between two and five years	-	-	<b>60,000</b>	57,120
	<b>88,824</b>	174,988	<b>144,082</b>	138,570

### 13. ULTIMATE PARENT AND CONTROLLING INTEREST

The ultimate parent undertaking and controlling party at the balance sheet date was Queen Mary, University of London Students' Union, a company limited by guarantee (company number 8092471) and a charity registered in the United Kingdom (charity number 1147786). Copies of the ultimate parent undertaking's accounts can be obtained from their website. The parent undertaking shares an address with QMSU Services Limited.

### 14. RELATED PARTY TRANSACTIONS

The Company is exempt from disclosure of transactions with group undertakings under Financial Reporting Standard 102 as it is wholly owned within Queen Mary, University of London Students' Union's consolidated accounts.

# FINAL DRAFT FIVE YEAR FINANCE PLAN 2016-2020

<b>Outcome requested:</b>	<b>The Board is asked to note updated five year plan (text in red updates). The document is particularly useful for new Board members.</b>		
<b>Summary of key components</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Five year I&amp;E forecasts</li> <li><input type="checkbox"/> Five Year Balance Sheet</li> <li><input type="checkbox"/> QMSU Services Ltd. Balance Sheet July 16</li> <li><input type="checkbox"/> Past Five Years I&amp;E</li> <li><input type="checkbox"/> Five year SOFA</li> <li><input type="checkbox"/> Five Year Funding gap</li> <li><input type="checkbox"/> Reasons for weak balance sheet</li> </ul>	<p><i>Key assumptions, which at this point do not factor additional block grant cost of living increase 2017 / 18.</i></p> <p><i>The Balance sheet and SOFA will need further steps to improve the position, though funding gap is expected to reduce.</i></p>	<p><b>Key recommendations;</b></p> <ul style="list-style-type: none"> <li>• <b>Progress with discussions with QMUL in principle agree to cost of living grant post 2017, and summarise in Memorandum of Agreement Panel meetings. (ACTIONED and successful)</b></li> <li>• <b>QMSU work towards building reserves and higher budgeted profit. (Progress evidence in financial statements)</b></li> <li>• <b>QMUL / QMUL consider future capital grants, and approach. (ACTIONING with discussions with QMUL around the future mechanisms of the Block grant).</b></li> <li>• <b>QMUL / QMSU review recommendations table at the end of the document. (incorporating within Enabling plan).</b></li> <li>• <b>Following on from recommendation's, CEO / MD to draft Enabling Operating Plan) (completed February 2017)</b></li> </ul>
<b>Author</b>	Mike Wojcik		

# APPENDIX 3 FIVE YEAR FINANCIAL PLAN – I&E RE- STATED IN CHARITIES SOFA FORMAT

5 Year Plan Summary Aug 2015 to Jul 2020  
QMSU Group

Forecast Feb 2016 was \*

	5 Year Plan					
	Actual Aug 14 to Jul 15	Year 1 Act Aug 15 to Jul 16	Year 2 Act Aug 16 to Jul 17	Year 3 Budget Aug 17 to Jul 18	Year 4 Aug 18 to Jul 19	Year 5 Aug 19 to Jul 20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>GROUP SURPLUS/ (DEFICIT)</b>	<b>39</b>	<b>112</b>	<b>136</b>	<b>83</b>	<b>93</b>	<b>(6)</b>
			<b>£121K *</b>			
Clubs & Socs Grants included in Management Accounts - Transfer to Designated Funds	(20)	(46)	(43)			
Prior Yr Unspent Grant, spent in Current Year - taken out of Reserves - plan assumes no unspent grant	(9)					
Total Student Activity Groups - not included in Management Accounts	73	40	71	20	20	20
<b>Restricted Fund Movements - not included in Management Accounts:</b>						
Capital Grants - released to offset depreciation	(219)	(219)	(226)	(26)	(21)	(21)
Capital Grants - awarded		40	37			
RAG	4	(11)	(14)	(12)		
Annual Fund	31	9	13	(61)		
Buddy Scheme	7	14	(1)	(19)		
Community Campus Fund	(2)	10	7	(34)		
Drapers Fund	2	0	(1)	(1)		
Employability		3	(1)	(2)		
New Fund			8	(8)		
Westfield Fund	9	6	(11)	(13)		
Student Experience (BLSA)	14	7	13	(34)		
Movement in Market Value of Investments - not included in SOFA (Deficit)/Surplus	(1)	2	5			
<b>SOFA - (Deficit)/Surplus</b>	<b>(72)</b>	<b>(33)</b>	<b>(7)</b>	<b>(107)</b>	<b>92</b>	<b>(7)</b>
Movement in Market Value of Investments	1	(2)	(5)			
<b>SOFA - Net Movement in Funds for the Year</b>	<b>(71)</b>	<b>(35)</b>	<b>(12)</b>	<b>(107)</b>	<b>92</b>	<b>(7)</b>

(£105K)\*

## Clarification note on Charities Statement of Financial Activities (SOFA)

The profit concept is not appropriate to charities, as charity law requires them to use all funds to further the charitable objectives. The I&E is therefore replaced by the SOFA. QMSU Services results are consolidated with QMSU into the QMSU Group SOFA. The SOFA brings together all the resources available to the charity and shows how these have been used to fulfil the charity's objectives.

The SOFA uses Fund Accounting, which requires all incoming and outgoing resources, assets and liabilities to belong to a fund. The different types of fund are:

**Restricted Funds** – subject to special trusts specified by the donor, eg the Annual Fund, Westfield Fund, Capital Grants etc.

**Unrestricted Funds** – available for the purposes of the charity, to be spent as the trustees see fit. The Block Grant & QMSU Services income & expenditure is unrestricted.

**Designated Funds** – unrestricted funds that have been earmarked for a particular purpose by the trustees

# BALANCE SHEET

## QMSU GROUP BALANCE SHEET

	Group		Group		Group	
	Actual 2015		Actual 2016		Actual 2017	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>FIXED ASSETS</b>	631		384		233	
<b>INVESTMENTS</b>	29		27		32	
<b>CURRENT ASSETS</b>						
Stock	82		73		82	
Debtors and Prepayments						
Trade Debtors	25		58		16	
QMUL Debtor	350		45		13	
Other Debtors & Prepayments	63		64		57	
Cash at Bank and in Hand	555		562		688	
	<u>1,075</u>		<u>802</u>		<u>856</u>	
<b>CREDITORS:</b>						
<b>Due Within one Year:</b>						
Trade Creditors	(121)		(130)		(131)	
QMUL Loan	(83)		(83)		(84)	
QMUL Creditor	(743)		(232)		(245)	
Other Creditors & Accruals	(191)		(288)		(276)	
<b>NET CURRENT ASSETS/ (LIABILITIES)</b>	<u>(63)</u>		<u>69</u>		<u>120</u>	
<b>CREDITORS: Due after more than one year</b>	(251)		(167)		(84)	
	<u><b>346</b></u>		<u><b>313</b></u>		<u><b>301</b></u>	
<b>FINANCED BY:</b>						
<b>FUNDS</b>						
Designated Funds	362		402		473	
Total Restricted Funds	592		451		275	
General Reserve	(608)		(540)		(447)	
	<u><b>346</b></u>		<u><b>313</b></u>		<u><b>301</b></u>	

Cash flow improved

The total balance as of 31st July 2017 was £167,130 and there are two more payments of £83,565 due. One will be paid on 31st July 2018, leaving a balance of £83,565 from 1st August 2018. The initial loan was £889,202 in 2004 which was essential in bailing out the Union and preventing financial turmoil.

Total negative reserve improved

# FIVE YEAR FINANCIAL PLAN – I&E

5 Year Plan Summary Aug 2015 to Jul 2020  
QMSU Group

	5 Year Plan						
	Actual Aug 14 to Jul 15	Year 1 Act Aug 15 to Jul 16	Year 2 Act Aug 16 to Jul 17	Year 3 Budget Aug 17 to Jul 18	Year 4 Aug 18 to Jul 19	Year 5 Aug 19 to Jul 20	Total Aug 15 to Jul 20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Charity</b>							
Income	1,627	1,558	1,727	1,648	1,710	1,720	8,363
Pay	830	901	987	1,073	1,116	1,162	5,239
Non Pay	653	539	626	578	581	584	2,908
<b>Charity SURPLUS/ (DEFICIT)</b>	<b>144</b>	<b>118</b>	<b>114</b>	<b>(3)</b>	<b>13</b>	<b>(26)</b>	<b>216</b>
<b>Administration</b>							
Income	82	153	150	164	165	166	797
Pay	287	317	235	198	206	214	1,170
Non Pay	152	197	175	137	138	138	785
<b>Administration SURPLUS/(DEFICIT)</b>	<b>(357)</b>	<b>(361)</b>	<b>(260)</b>	<b>(171)</b>	<b>(179)</b>	<b>(187)</b>	<b>(1,158)</b>
<b>TOTAL QMSU SURPLUS/(DEFICIT)</b>	<b>(213)</b>	<b>(243)</b>	<b>(146)</b>	<b>(174)</b>	<b>(166)</b>	<b>(213)</b>	<b>(942)</b>
<b>QMSU Services Ltd</b>							
Income	3,595	3,892	4,098	4,408	4,488	4,517	21,403
Pay	1,309	1,389	1,665	1,976	2,043	2,113	9,186
Non Pay	2,034	2,148	2,151	2,175	2,186	2,197	10,857
<b>QMSU Services Ltd SURPLUS/(DEFICIT)</b>	<b>252</b>	<b>355</b>	<b>282</b>	<b>257</b>	<b>259</b>	<b>207</b>	<b>1,360</b>
<b>GROUP SURPLUS/ (DEFICIT)</b>	<b>39</b>	<b>112</b>	<b>136</b>	<b>83</b>	<b>93</b>	<b>(6)</b>	<b>418</b>
<b>Total Group</b>							
Income	5,305	5,603	5,975	6,220	6,363	6,402	30,564
Pay	2,426	2,607	2,887	3,247	3,366	3,489	15,596
Non Pay	2,840	2,884	2,952	2,890	2,904	2,919	14,550
<b>GROUP SURPLUS/ (DEFICIT)</b>	<b>39</b>	<b>112</b>	<b>136</b>	<b>83</b>	<b>93</b>	<b>(6)</b>	<b>418</b>

# FIVE YEAR FINANCIAL PLAN – I&E RE- STATED IN CHARITIES SOFA FORMAT

5 Year Plan Summary Aug 2015 to Jul 2020  
QMSU Group

	5 Year Plan					
	Actual Aug 14 to Jul 15	Year 1 Act 15 to Jul 16	Aug Year 2 Act 16 to Jul 17	Aug Year 3 Budget 17 to Jul 18	Year 4 to Jul 19	Aug 18 Year 5 to Jul 20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>GROUP SURPLUS/ (DEFICIT)</b>	<b>39</b>	<b>112</b>	<b>136</b>	<b>83</b>	<b>93</b>	<b>(6)</b>
Clubs & Socs Grants included in Management Accounts - Transfer to Designated Funds	(20)	(46)	(43)			
Prior Yr Unspent Grant, spent in Current Year - taken out of Reserves - plan assumes no unspent grant	(9)					
Total Student Activity Groups - not included in Management Accounts	73	40	71	20	20	20
<b>Restricted Fund Movements - not included in Management Accounts:</b>						
Capital Grants - released to offset depreciation	(219)	(219)	(226)	(26)	(21)	(21)
Capital Grants - awarded		40	37			
RAG	4	(11)	(14)	(12)		
Annual Fund	31	9	13	(61)		
Buddy Scheme	7	14	(1)	(19)		
Community Campus Fund	(2)	10	7	(34)		
Drapers Fund	2	0	(1)	(1)		
Employability		3	(1)	(2)		
New Fund			8	(8)		
Westfield Fund	9	6	(11)	(13)		
Student Experience (BLSA)	14	7	13	(34)		
Movement in Market Value of Investments - not included in SOFA (Deficit)/Surplus	(1)	2	5			
<b>SOFA - (Deficit)/Surplus</b>	<b>(72)</b>	<b>(33)</b>	<b>(7)</b>	<b>(107)</b>	<b>92</b>	<b>(7)</b>
Movement in Market Value of Investments	1	(2)	(5)			
<b>SOFA - Net Movement in Funds for the Year</b>	<b>(71)</b>	<b>(35)</b>	<b>(12)</b>	<b>(107)</b>	<b>92</b>	<b>(7)</b>



# FIVE YEAR FINANCIAL PLAN – BALANCE SHEET

## QMSU GROUP BALANCE SHEET

	Group		Group		Group		Group		Group		Group	
	Actual 2015		Actual 2016		Actual 2017		Budget 2018		Plan 2019		Plan 2020	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>FIXED ASSETS</b>	631		384		233		166		103		52	
<b>INVESTMENTS</b>	29		27		32		32		32		32	
<b>CURRENT ASSETS</b>												
Stock	82		73		82		82		82		83	
Debtors and Prepayments												
Trade Debtors	25		58		16		16		16		16	
QMUL Debtor	350		45		13		13		13		13	
Other Debtors & Prepayments	63		64		62		58		58		58	
Cash at Bank and in Hand	555		562		688		567		642		690	
	1,075		802		861		736		811		860	
<b>CREDITORS:</b>												
<b>Due Within one Year:</b>												
Trade Creditors	(121)		(130)		(131)		(132)		(133)		(133)	
QMUL Loan	(83)		(83)		(84)		(84)		0		0	
QMUL Creditor	(743)		(232)		(245)		(248)		(250)		(253)	
Other Creditors & Accruals	(191)		(288)		(281)		(277)		(278)		(280)	
<b>NET CURRENT ASSETS/ (LIABILITIES)</b>	(63)		69		120		(5)		150		194	
<b>CREDITORS: Due after more than one year</b>												
	(251)		(167)		(84)		0		0		0	
	<u>346</u>		<u>313</u>		<u>301</u>		<u>193</u>		<u>285</u>		<u>278</u>	
<b>FINANCED BY:</b>												
<b>FUNDS</b>												
Designated Funds	362		402		473		493		513		533	
Total Restricted Funds	592		451		275		65		44		22	
General Reserve	(608)		(540)		(447)		(365)		(272)		(277)	
	<u>346</u>		<u>313</u>		<u>301</u>		<u>193</u>		<u>285</u>		<u>278</u>	

<b>Group Accounts</b>								
<b>For December 17</b>								
		<b>YTD to Month 5</b>				<b>for Month 5</b>		
	<b>Prior Yr Amount</b>	<b>Budget</b>	<b>Amount</b>	<b>Variance</b>	<b>Prior Yr Amount</b>	<b>Budget</b>	<b>Amount</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Charity</b>								
Income	747	685	732	46	150	138	127	(11)
Pay	400	448	465	(17)	77	91	98	(7)
Non Pay	271	286	254	32	58	42	41	0
<b>Charity SURPLUS/ (DEFICIT)</b>	<b>76</b>	<b>(48)</b>	<b>13</b>	<b>61</b>	<b>14</b>	<b>6</b>	<b>(12)</b>	<b>(17)</b>
<b>QMSU Services Ltd</b>								
Income	1,855	1,963	1,927	(36)	329	346	327	(19)
Pay	668	830	874	(44)	133	163	162	1
Non Pay	979	975	935	40	179	179	141	38
<b>QMSU Services Ltd SURPLUS/(DEFICIT)</b>	<b>209</b>	<b>158</b>	<b>118</b>	<b>(40)</b>	<b>17</b>	<b>3</b>	<b>23</b>	<b>20</b>
<b>Administration</b>								
Income	60	68	69	0	12	14	14	1
Pay	122	82	84	(2)	24	16	18	(1)
Non Pay	82	57	53	5	16	11	12	(1)
<b>Administration SURPLUS/(DEFICIT)</b>	<b>(144)</b>	<b>(71)</b>	<b>(68)</b>	<b>3</b>	<b>(27)</b>	<b>(14)</b>	<b>(16)</b>	<b>(1)</b>
<b>GROUP SURPLUS/ (DEFICIT)</b>	<b>140</b>	<b>39</b>	<b>64</b>	<b>25</b>	<b>4</b>	<b>(5)</b>	<b>(4)</b>	<b>1</b>