



# ANNUAL REPORT

2024-25

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@RoehamptonSU



***We're here to make  
student life better  
at Roehampton.***

*It's that simple.*

## Contents

- 4.** Trustees and Students' Union Information
- 6.** Board of Trustees' Annual Report
- 9.** Our Impact 2024-25
- 23.** Financial Review
- 34.** Structure, Governance and Management
- 38.** Statement of Trustees' Responsibilities
- 40.** Independent Auditors' Report to the Members of Roehampton Students' Union

## Trustees & Students' Union Information

### Charitable Status

The University of Roehampton Students' Union ("RSU") is constituted under the Education Act 1994 and is a Company Limited by Guarantee (No. 07323081) and not having a Share Capital and registered with the Charity Commission (No. 1139857). The University of Roehampton ("the University") takes such steps as are reasonably practicable to ensure that the Union operates fairly and democratically and is accountable for its finances.

### The Board of Trustees 2024-25 (date of appointment)

President (Chair)	Imran Shafiqi (1 July 2024, resigned 30 June 2025)
Vice President Education	Irene Reynolds (1 July 2024, resigned 30 June 2025)
Vice President Welfare	Adam Fewster (1 July 2024, resigned 30 June 2025)
Student Trustee	Julianna Eldridge (17 October 2024)
Student Trustee	Anthony Oguchi (17 October 2024, resigned 31 July 2025)
Student Trustee	Alabhya Kumar Tiwari (17 October 2024, resigned 31 July 2025)
Lay Trustee	Lee Bird (1 July 2020)
Lay Trustee	Eleanor Wheal (1 July 2020)
Lay Trustee	Siobhan Kelly (9 December 2019)
Lay Trustee	Shaun McHugh (17 October 2024)

### The Board of Trustees 2025-26 (date of appointment)

President (Chair)	Joshua Oluwarotimi Kayode (1 July 2025)
Vice President Education	Irene Reynolds (1 July 2024)
Vice President Welfare	Sukhpreet Singh (1 July 2025, resigned 20 November 2025)
Student Trustee	Julianna Eldridge (17 October 2024, resigned 29 October 2025)
Lay Trustee	Lee Bird (1 July 2020)
Lay Trustee	Eleanor Wheal (1 July 2020)
Lay Trustee	Siobhan Kelly (9 December 2019)
Lay Trustee	Shaun McHugh (17 October 2024)

### Incoming Trustees (date of appointment)

Student Trustee	Eleanor Mozley (16 December 2025)
Student Trustee	Ali Moghadam (16 December 2025)
Student Trustee	Pranay Dutt (16 December 2025)



RSU employed a Chief Executive Officer to work closely with the Board of Trustees and ensure effective management of the charity as head of a senior management team, listed below:

Chief Executive Officer	Michael Bailey
Head of Commercial Operations	Max Ross (30 July 2025)

Alongside these roles, RSU retains the services of a number of external consultants and advisors to provide strategic support to the charity:

Accountant	University of Roehampton - Jonathan Chien
University Advisor to the Board	Dr Aleata Alstad-Calkins (24 June 2025)
Company Secretary	Megan Mannion

### **Address**

2<sup>nd</sup> Floor Lawrence Building, Froebel College, Roehampton University, Roehampton Lane, London, SW15 5PJ

### **Auditors**

Goodman Jones LLP, Chartered Accountants and Statutory Auditors, 1st Floor Arthur Stanley House, Tottenham Street, London, W1T 4RN

### **Bankers**

Barclays Bank UK PLC, 83 Wandsworth High Street, London, SW18 2PR

### **External Affiliations**

Under Section 22 (2) (k) of the Education Act 1994, the Union is required to report to its members, on an annual basis, all current external affiliations. As of 31 July 2025, the Union was affiliated to the following organisations:

- NUS UK - £14,120.22
- NUS Charity - £9,795.86
- National Council of Volunteer Organisations - £0
- Advice UK - £1,558.80

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# **Board of Trustees' Annual Report**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the period 1 August 2024 to 31 July 2025. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law.

The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

## About Roehampton Students' Union

The University of Roehampton Students' Union (RSU) exists to represent and enhance the lives of students studying at the University of Roehampton. Existing as a membership organisation for over 12,000 students, we deliver a range of services, facilities and activities that aim to create a rich social experience driven by student leaders.

As part of a diverse, vibrant, and supportive community, the Students' Union is committed to representing, supporting, and developing students from all backgrounds. And our vision is to create a truly inclusive community and environment where students can thrive.

## Our Charitable Purpose and Public Benefit

### Trustees' statement on Public Benefit:

The Trustees confirm that they have complied with the duty in section 4 of the 2006 Charities Act to have due regard to guidance published by the Charity Commission regarding Public Benefit.

### Charitable Objects

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

**1. Promoting the interests and welfare of students at the University of Roehampton during their course of study and representing, supporting, and advising students.**

**2. Being the recognised representative channel between students and Roehampton University and any other external bodies.**

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

As a registered charity RSU supports and works with circa 12,000 students who register to study at the University of Roehampton and all of whom can directly benefit from the work of the Union. In planning our work, we test that the strategy and the primary goal of all our activities are linked to our core aims and therefore are for the direct benefit of our member students, providing Public Benefit to students at the University of Roehampton and delivering our charitable purpose.

# **Our Impact 2024-25**





## **Our Strategy**

Following the restructure of the Students' Union's service model and staffing team in March 2024, the organisation is now significantly different to the one that existed when the current Strategic Plan was created.

With that in mind, the Board of Trustees agreed a bridging strategy with six strategic goals to guide the organisation towards the launch of our new strategic plan in summer 2025:

- Creating and launching a new strategic plan.
- Developing a new model for academic representation.
- Increasing engagement with student groups.
- Reviewing our Articles of Association and Bye-Laws.
- Achieving a year end surplus through a rigorous approach to financial sustainability.
- Digitising our work and becoming data led in our decision making.

These were all framed against our core charitable objects and prioritising quality over quantity, where the basics of being a students' union – student representation, independent advice and support, and community building through student groups – were always at the forefront of our decision making.

We are dedicated to measuring, analysing, and describing the impact we have on the lives of our members while studying at the University of Roehampton. To do this, we have measured our impact against two different data sources – participation and engagement levels across all of our services, and attitudinal data measured through our annual membership satisfaction survey, The RSU Big Survey – this year we had 698 (2024: 573) students complete the survey.



## Our Year in Numbers

To give you a snapshot of the work we have delivered this year, here are some of our key numbers:

**£815,365**

spent on delivering our charitable services, activities and representation for students

**£710,000**

in block grant funding provided by the University

**239,030**

views of our website

**£74,879**

paid to student staff in salaries

**18,779**

followers across our social media channels

**15,314**

hot drinks sold in The Hive Café

**6284**

votes in our main SU Elections

**1927**

individual tickets sold to our Freshers' Week events

**1872**

individual voters in our main SU Election (a turnout of 16.7%)

**698**

responses to our annual RSU Big Survey

**502**

cases opened by our Advice Centre

**435**

students with a membership to at least one student group

**124**

committee members supported and trained

**77**

nominations for the RSU and Roe Sport Awards

**72**

subject area reps recruited, trained and supported

**70**

events delivered by the Students' Union

**48**

candidates standing for election in March

**39**

different active student groups on campus

**37.6%**

average open rate of our weekly all-student email

**16**

sabbatical officer campaigns delivered

**13**

policy proposals to Presidents' Committee

**8**

school reps recruited, trained and supported

**6**

Presidents' Committee meetings facilitated

## Our Achievements and Performance 2024-25

### Overall

When considering our overall performance as an organisation, we look to understand both the satisfaction students have with the Students' Union, and the impact we are having on their life at Roehampton.

Similarly to 2024, students are broadly positive about the Students' Union, with high scores across areas of work related to events, activities, and making campus life fun. While overall satisfaction with the SU remains high. Scores were lower for students' understanding of how decisions are made within the SU – an area we are looking to tackle moving forward by emphasising the 'how' and 'why' behind our decision making process. Overall, the three most used words to describe the Students' Union were helpful, fun, and supportive.

#### Target

### 80% of students are satisfied with Roehampton Students' Union

Year	% Agree
2025	76%
2024	75.5%

#### Target

### 80% of students agree we have a positive impact on their life at Roehampton

Year	% Agree
2025	72%
2024	67.7%





Theme 1:

# Student Voice and Representation

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As a membership organisation, we need to ensure that we effectively communicate the needs of students to the university.



#### Target

**80% of students agree we play a positive role in improving the quality of their educational experience at Roehampton**

Year	% Agree
2025	72%
2024	73.8%

### Academic Representation System

We continue to adapt and iterate our academic representation system to ensure that we are effectively representing students' voices to the University across all areas of their academic experience.

In September 2024 we piloted a new model of representation with the introduction of Subject Area Reps – with a focus on improved training and communication across a smaller cohort of volunteers. We continued our approach of paying School Reps, with eight students representing their peers at higher level school meetings.

Looking at how we collect feedback, we launched a digital feedback system for students to submit their ideas, praises and concerns regarding their academic experience from anywhere, at any-time. Between September 2024 – April 2025, we received 140 pieces of individual feedback.

We worked with our university colleagues to support work across the institution with our representation team attending 11 Student Voice Forums while we hosted the first RSU Education Forum, bringing together our Subject Area Reps, School Reps, and staff team to discuss a range of topics related to the academic experience at Roehampton.

**RSU Elections<sup>1</sup>**


This year, several key changes were implemented to enhance our annual elections process. The rules were tightened, and extensive guidelines were developed to provide better support for candidates.

A two-hour long candidate briefing, which was attended by 70% of candidates, explained the rules and demonstrated the behaviours expected from candidates and their campaign teams whilst campaigning.

In response to feedback from the University’s four colleges last year, we implemented new data parameters into our systems which allowed eligibility for college-based roles to transition from the previous self-definition model, thus ensuring a more robust election.

This change resulted in only students registered to a college being allowed to stand for a role/vote for a role within that specific college. Additionally, we collaborated closely with colleges to promote the available roles and actively support student engagement in the elections, fostering greater participation across all roles.

Turnout within the election increased to 16.7% with 48 candidates standing for roles, with the average number of candidates per role increasing to 4.3 (2024: 4).




Year	2025	2024	2023
% Turnout	16.7%	16%	8%
Number of voters	1872	1676	765
Number of votes cast	6284	7978	8485
Number of candidates	48	35	45

<sup>1</sup> NB. For compliance with section 22(2) (e) of the Education Act 1994: a total of 12 official complaints were received this year with 11 upheld by the Deputy Returning Officer. Five appeals were made to the Returning Officer who upheld the original ruling on four complaints. The elections were confirmed as free and fair by our Trustees, the NUS appointed external Returning Officer Peter Robertson, and Deputy Returning Officer Nishaant Kumar.

Theme 2:

# Student Opportunities



Ensuring students have the opportunity to shape their university social experience is our second theme. It's important that as an organisation we support the development of student groups and their committee leadership – providing tools and opportunities for participation regardless of their background and identity.





## Target

### 80% of students agree we provide services, events and activities that are entertaining and fun

Year	% Agree
2025	77%
2024	78.3%

## Student Groups

Our student groups continue to play a crucial role in enhancing student engagement, fostering social connections through learning communities, and supporting student wellbeing. They contribute to higher continuation and progression rates for students while providing a safe environment for socialisation and improving mental health.

Following feedback from students, we introduced a new Committee Hub on our website, filled with user-friendly guides on our internal policies, processes, and procedures, to help student group leaders to quickly find the information they need.

We have also looked at simplification of our policies, with a goal of reducing complex processes and making it easier for students to understand.

Within the Student Opportunities Team, we developed a new Student Groups Funding Policy, which makes the process of applying for funding easier to understand for student leaders. This new policy also established a more detailed timeline for when funding is available for groups, as well as the criteria each group must meet to receive funds. We successfully provided £1,125 in funding throughout the academic year.

435 students were registered as paid members of our student groups (2024: 402 paid, 5678 including auto-enrolment trial). This slight increase is positive but shows we have more work to do to understand the barriers that are stopping students from engaging with student groups at pre-pandemic levels.

## Freshers' and Welcome

The welcome period on campus is an incredibly important stage in a student's journey at Roehampton. It's often their first impression of university life, the first time they interact with the Students' Union, and the first time they are away from home.

With the University now welcoming students across multiple intakes, we have looked at adapting our activity to support the integration of new students throughout the full academic year.

During the standard September Freshers' Festival period, the Students' Union delivered 20 events, catering to new and returning students.

## **Campus Growing and Volunteering**

Growhampton is a food sustainability project focused on growing fruits, vegetables, and herbs in various environments on campus, from the well-known allotment bed to the forest garden. It also includes a flock of (famous) chickens, many of whom are rescued and rehomed hens.

The project invites students to roll up their sleeves, dig into the soil, and experience the wonder of growing their own food. It isn't just about planting seeds - it's about being aware of the connections around you, from healthy soil to the vital pollinating bee all the way to the other people working alongside you. It is about building a deeper connection with nature and people.

We have had a core group of volunteers who engaged regularly in sessions and in volunteering to care for our chickens. In the autumn term, chicken volunteering in particular was popular with study abroad students who mentioned they found the chickens a reminder of home and/or their pets which made living abroad easier.

During the summer, long-term growing volunteers proactively took up tasks in the growing spaces and successfully grew a variety of crops independently. Many volunteers have returned this academic year. Some of our key stats include:

- Our chickens were well looked after thanks to 255 hours of volunteering from students.
- 314 eggs were laid by our hens.
- On campus growing saw students volunteer for 217 hours.
- We harvested over 220kg of vegetables including tomatoes, onions, potatoes, Jerusalem artichoke, chard, kale, salad leaves, berries, and herbs.'

## **Green Week**

The Students' Union's President, Imran Shafiqi, worked closely with the University's Sustainability team and Southlands College to deliver ten events across a week of action to promote sustainability. The impressive turnout at key events, particularly the Green Fair and Slow Ink Workshop, highlighted the enthusiasm for environmental action on campus.



## **RSU Awards**

On 23 May 2025, the Students' Union and Roe Sport hosted the RSU and Sports Awards in Montefiore Hall. Following positive feedback from last year, the event continued to be alcohol-free which was well received and praised by students. Overall, 128 individuals came together to celebrate the hard work of students across the year with 77 nominations submitted across a wide range of categories.

## **College Cup**

A key aim of the Vice President (VP) Welfare, Adam Fewster, was bringing together students across the four colleges at Roehampton. Over the course of the year, he hosted eight exciting College Cup events that brought together a vibrant community of over 400 attendees across all gatherings.

**Theme 3:**

# Supporting Students



We need to be campaigning on issues that matter to our students and using our unique position to celebrate the range of cultures and identities present at Roehampton.



### Target

## 80% of students agree we represent them and campaign on the right issues

Year	% Agree
2025	62%
2024	64.6%

### November

In November, we successfully hosted multiple events, including a waxing event, a walkathon, a netball tournament, and a futsal tournament, all aimed at raising awareness and funds for men's mental and physical health – in the process over £2000 was raised.

### Wellbeing Wednesdays

Launched by the Vice President Education, Irene Reynolds, and VP Welfare, Adam Fewster, Wellbeing Wednesdays saw the Students' Union campaign for Wednesday afternoons to remain free of academic commitments for the majority of students.

This saw timetabling moving the majority of classes to enable students to partake in sporting and wellbeing events. The officer team worked closely with university colleagues to curate a programme of free events including weekly chat to a sabb drop-ins, autism awareness workshops, volunteering sessions and loads more.

### History Month Campaigns

Throughout the academic year we ran campaigns for Black History Month, LGBTQ+ History Month, and Women's History Month.

Starting back in October, we commemorated Black History Month with the theme of "Reclaiming Narratives" taking centre stage. We honoured our on-campus black heroes alongside historical figures who have paved the way for future generations to thrive and excel. Additionally, we hosted a series of Empowering Exchanges featuring some of our black staff members who shared their personal journeys.

We shone a spotlight on the vibrant LGBTQ+ community at Roehampton in February. With a social media campaign and an events series including pin badge making workshops and film nights.

In March we honoured and celebrated women worldwide, and Roehampton Students' Union embraced this year's theme, #AccelerateAction, with a series of impactful events and initiatives including period poverty pop-up stalls - offering free sanitary products and sharing vital health information with female students, and a treasure hunt across campus highlighting historic women.



English as an Additional Language Programme

Following up her manifesto promise, VP Education, Irene Reynolds worked closely with the University on a new programme to engage students on English and Education courses, and to deliver weekly English lessons to students with English as an additional language.

A successful small-scale pilot was launched in February 2025 which saw two talented students take up placements on the English for Academic Practice Module. This laid the groundwork for a larger project to be launched in July 2025, Learning English for Academic Purposes, with funding secured from the University and Southlands College to expand the offer to more students and through a variety of methods.

Advice Centre

Contributing to the wider wellbeing of students is a key focus of the Students' Union especially in the context of a cost-of-living crisis. We should play an active role in improving student wellbeing, supporting their mental and physical health, helping them to make positive housing choices, and helping them to understand the financial context of being a student and the options available to them.

This is always an incredibly difficult KPI due to the nature of this type of work. Those that directly engage with our work in this area, such as the Advice Centre, recognise the impact we have and we face a challenge in communicating this to a wider audience.

Target

80% of students agree we have a positive impact on their general wellbeing, housing or finances

Year	% Agree
2025	61%
2024	65.4%

Our Advice Centre is a core part of our work, supporting our members through difficult and challenging circumstances. Our unique position as an independent organisation on campus allows us to give students honest advice and guidance when they may have an issue related to their university experience. We look to support students in staying at university through a range outreach activity, campaign work, and one-to-one advice sessions with a particular focus on academic advice.

We saw our highest number of cases since 2017 with 502 cases recorded, a 24% increase against the previous year (2024: 404). We have worked closely with colleagues in Student Casework to improve the follow up on cases that had been passed to the University, while internal procedure improvements allowed cases to be dealt with more effectively, resulting in improvements to our case closure rates.

95% of users were satisfied with our Advice Centre, representing a significant improvement against 2024 (88.9%) despite the increase in case load.



## **Supporting Complex Complaints**

Navigating university policies can be tricky for students when they encounter issues related to their academic experience which is where our Advice Centre excels. One particular case from this year saw students from the School of Law raise issues related to a module on their programme where they felt they had been unfairly marked down. Our team, including staff from the Advice Centre and the Vice President Education, were able to support the students through a resolution process with the University, raising the issue with key staff and eventually achieving a positive outcome, with the affected students receiving an uplift on their coursework alongside a range of other remedies.

## **Cost of Learning Crisis**

Students up and down the UK are struggling to afford the basic necessities to help them thrive in their studies and the cost of living (now being redefined into a cost of learning crisis) remains one of the top issues affecting students. 87% of respondents to our annual Big SU Survey told us that expanding our cost-of-living work should be a priority.

Within the Hive Café we introduced a new coffee range at a lower price point, introduced a meal deal, and launched numerous offers and promotions aimed at reducing the cost of food on campus.

Our Community Cupboard had the first full year of operation; this vital support facility provides free essential supplies to students in need. The cupboard is based in the SU Helpdesk, and the items we provide include hygienic products, stationery, baby supplies, and kitchen equipment.

To date, the Community Cupboard has collected 739 donations, amounting to approximately 220 kilograms of waste diverted from landfill. This demonstrates the extent of community support and the tangible difference efforts can make in supporting student welfare.

## **Put money back into students' pockets**

Employing students across the organisation remains a core part of our staffing strategy. This year we employed 26 students<sup>2</sup>, ensuring that £74,879 stayed within our membership while supporting skills development for graduate employment.

<sup>2</sup> 26 unique students were employed by the Students' Union between 1 August - 31 July 2025. Over the entire year this averaged out to 16 when taking into account different start and end dates for staff contracts.



# **Financial Review**



## How Our Finances Look

At the end of 2024-25 the Students' Union continued our financial recovery ending the financial year with a surplus of £76,175 (2024: £71,374).

Our total income dropped to £959,707 (2024: £970,100), this was expected following our strategic decision to move away from late night ticketed events in the previous financial year.

- The University of Roehampton remained our principal funder, providing a block grant of £710,000 (2024: £643,000).
- Income from charitable activities such as our events programme, café, student group memberships and merchandise were £194,048 (2024: £261,548).
- The Union received restricted grants of negative £1,467 (2024: £5,717). Of the £5,717 accrued grant in 23/24, £3,750 was received during the year. The remaining was recognised as a reduction of income in the current year as a revision to prior-year estimates.

Our expenditure was controlled through the year and reduced to £883,532 (2024: £898,726).

The overall result as per the Statement of Financial Activity is a net deficit on unrestricted reserves of £442,717 and balance sheet (2024: £518,621). This however requires additional context to be useful for the reader. The Students' Union has a long-term liability to the University of Roehampton of £696,737 (2024: £736,078) as a result of support given to the Union in previous years. A long-term payment plan is in place which ensures the Union can continue to operate and deliver its services.

### Remuneration

Staff salaries and rewards are set by the Board of Trustees following recommendations from the senior management team regarding any adjustments. Staff were awarded a cost-of-living increase alongside incremental spine point increases. Pay scales are approved as part of the budget setting process.

The CEO salary is decided upon by the Board of Trustees and any changes (other than the standard cost of living rise applied to all staff salaries) are explicitly discussed and approved by the Board of Trustees.

### Pensions

The Union automatically enrolls employees that meet age and pay thresholds onto the People's Partnership scheme with an employer contribution for new entrants of 3%. Employer contributions to the scheme totalled £20,929 (2024: £32,030).





### **Reserves Policy**

As a result of the surplus made during the year, the Union's reserves have improved but remain in deficit at £417,963 (2024: £494,138). The University has given the Union assurance of ongoing funding to operate alongside a long-term agreement on the repayment of amounts due from the Union to them.

### **Future Funding**

The Board of Trustees confirms that RSU has sufficient funds to meet all its obligations. The Block Grant for 2025-26 has been confirmed at £750,000 (2024-25: £710,000). The Union's commercial outlets are also expected to generate funds to support our on-going activities.

### **Fundraising**

The Students' Union does not actively seek donations from the public and did not use any professional fundraisers during the reporting year, nor has it signed up to any voluntary codes of conduct regarding fundraising. No complaints were received by the Students' Union during the year regarding its fundraising practices. The Students' Union makes use of its existing safeguarding policies when raising funds.

### **Going Concern Statement**

During the 2024-25 financial year the Students' Union delivered a surplus against the budgeted position that ensured we had adequate levels of free reserves with which to meet our obligations in terms of service delivery, workforce, and long-term strategic planning.

The Senior Management Team are focused on ensuring the Union is financially secure with the core charity funded from the block grant, and commercial services covering their own costs. This approach has strengthened the financial position of the Union, with our long-term liability to the University reducing and our cash at bank growing – resulting in improvements to our reserve position.

Given the improved financial controls and the ongoing support from the University of Roehampton, the Trustees have not identified any material uncertainty that would cast doubt on the charity's ability to continue operating at its current level. For this reason, the Trustees consider it appropriate for the accounts to be prepared on a going concern basis.

## Risk Management

The Board of Trustees has examined the major strategic business and operational risks faced by the Union. A risk register has been established to identify our principal risks and mitigate challenges and is formally reviewed and updated at least annually. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, and participants of activities organised by the Union.

### Principal risks identified are as follows:

Principal risks	How these risks are managed
<p><b>Financial Performance and Sustainability</b></p> <p>The risk – A significant reduction in available resources due to:</p> <ul style="list-style-type: none"><li>• External economic or environmental factors (e.g. high levels of inflation impacting running costs)</li><li>• Government policy and/or changes to the statutory HE funding model</li><li>• Reduction in support from our principal funder, the University of Roehampton (e.g. a fall in student numbers resulting in institution-wide budget cuts)</li></ul> <p>This risks undermining our ability to meet the needs of service users and to invest appropriately in order to reach our strategic objectives.</p>	<ol style="list-style-type: none"><li>1. We have strict financial controls including:<ol style="list-style-type: none"><li>a. Segregation of duties alongside regular reviews and additional levels of approvals for payments, and expenditure.</li><li>b. Monthly cash flow forecasting.</li><li>c. Monthly management reports.</li></ol></li><li>2. Annual budget setting with six monthly full charity re-forecasting process, including review from Trustees.</li><li>3. Regular review and scrutiny of financial and commercial performance by senior management, trustees, and the University of Roehampton.</li><li>4. A structured long-term agreement on repayment of historical liabilities to the University of Roehampton</li><li>5. Engaging with external partners to support ongoing horizon scanning for political, environmental, and economic factors that could materially impact the organisation.</li></ol>



## Principal risks

### Staff Recruitment and Retention

The risk – A struggle to recruit high quality colleagues alongside high turnover of staff due to:

- Low pay levels in comparison to both the private sector and University of Roehampton (UoR).
- Staff burnout due to high levels of responsibility within junior roles.
- An underdeveloped benefits package and culture of continuing professional development.

This risks our ability to deliver our services and develop new initiatives. It impacts on culture and can lead to long term loss of organisational knowledge.

## How these risks are managed

1. We have introduced a new set of HR policies and procedures
2. We have diverged from the UoR pay scale which allows for full control on our future pay decisions including the ability to deliver a comprehensive review of pay and reward in future.
3. Introduced specialised casual staff roles aimed at students across all areas of our work to improve our capacity and agility.
4. We are planning to expand the capacity and expertise of our senior management team to enable the development of a People and Culture Strategy.

### Cyber Security

The risk – An increasing number of HE institutions have been targeted by cyber-attacks. As a small organisation there is a risk that we do not have the ability or knowledge to maintain secure systems and appropriate levels of information security.

1. Mandatory data protection and cyber security training for all staff.
2. Close working relationship with UoR including use of approved systems and networks.
3. UoR IT security controls in place including, multi-factor authentication, firewalls, anti-virus/malware software, security threat scanning, software patching, and backups.
4. Continual review of training offer and related policies and procedures.

## Future Plans

During the past year consultations have taken place with our staff team, sabbatical officers, the strategy steering group, key University stakeholders, and students to develop our new strategic plan.

Approved by the Board of Trustees in June 2025 and launched in September, our new plan 'Strategy 2025 – 2030: Foundations for the Future', sets out our bold ambition: to become a sector-leading Students' Union that transforms student life at Roehampton.

**Over the next five years we will focus our resources on:**

Strategic Priority	Outcomes
Improving the academic experience.	<p>Our focus is on empowering students to communicate what they need to succeed on their course and in assessments, from a small idea, through to detailed feedback, or specific needs.</p> <p>This requires continued collaboration between RSU and the University's academic schools, quality teams, and key support services. The core ambitions of this activity include:</p> <ul style="list-style-type: none"><li>• Empower students to shape their educational experience by training and supporting academic representatives to make positive change at university, school and programme level.</li><li>• Introduce a new digitally enabled representation system.</li><li>• Build strong partnerships and relationships with schools, programmes, and other University teams that deliver improved student outcomes.</li><li>• Develop and implement a comprehensive Student Voice strategy with the University.</li></ul>



## Strategic Priority

## Outcomes

### **Building connections and communities.**

University can feel overwhelming, but our goal is to ensure that students are never alone at Roehampton. From their first day to final year, we will help them settle in, make friends, and feel part of something bigger.

Through a diverse mix of events, societies, and support services our goal is to create spaces where every student can connect, thrive, and truly belong. Whether they're looking for fun, friendship, or a place to be heard, the Union is their home for community and connection.

- Develop a year-round engagement and events programme that is diverse and provides opportunities for students from all backgrounds to participate.
- Support student groups to develop into sustainable, inclusive, and thriving communities that have a positive impact on their members.
- Work in collaboration with the University to develop student leaders, ensuring they can clearly articulate the experience gained during their time at Roehampton.
- Support students to organise their own events and activities, providing them with training, facilities, and funding, so that they can deliver successful and safe events.



## Strategic Priority

## Outcomes

### **Backing students at every step.**

We are passionate about empowering students to speak up and positively influence the world around them. By simplifying complicated procedures and reducing administrative hurdles we will provide students with the tools, systems and frameworks to campaign on the issues that matter to them.

Alongside this, we are committed to helping students build the skills and experiences that prepare them for life beyond university, supporting their journey to becoming career-ready, capable, and confident graduates.

And when times are tough, we will continue to advocate on their behalf, ensuring they are supported through a high-quality advice service and are fully informed of their rights and responsibilities.

- Empower students to make positive change by providing them with the tools, framework, and funding to lead campaigns on issues that matter to them.
- Work in collaboration with the University's Student Futures team to deliver activities and opportunities for skills development that prepares students for the workplace.
- Develop effective and accessible democratic systems that engages a diverse range of students across all programmes and campuses.
- Develop and broaden the portfolio of advice services we offer to students to support key transitions in the student journey.

We've told you what we want to achieve but that is only part of the story. You can think of our enablers as the building blocks that we need to have in place to achieve our ambition. They're what will ensure we're an effective, responsible, and resilient organisation now and in the future.

Enabler	Outcomes
Effective communication and brand presence.	<p>Clear, consistent, and engaging communication is essential to connect with students and stakeholders. By strengthening our brand identity and using inclusive, student-focused messaging, we will ensure that our purpose, services, and impact are visible and understood.</p> <ul style="list-style-type: none"><li>• Deliver a brand identity refresh to assert our relevance to students, clarify our value proposition, and strengthen brand recognition with our members and key stakeholders.</li><li>• Develop a values-based communications plan that drives meaningful student engagement and embeds the Students' Union at the core of the student experience.</li><li>• Focus on relentlessly demonstrating the impact of the Students' Union, our campaigns, services, and representation work to the wider student body.</li><li>• Redesign our website with a priority on accessibility, user experience, and seamless access to key Students' Union services and information.</li></ul>



Enabler	Outcomes
<b>Strong governance and sustainable practices.</b>	<p>To deliver long-term impact, we must manage our financial, environmental, and operational resources responsibly. We will adopt sustainable practices, diversify income streams, and ensure our services and governance structures are efficient and resilient. This will enable us to grow our reach and impact while remaining accountable to students and future-focused in our planning.</p> <ul style="list-style-type: none"> <li>• Increase self-generated income from our commercial services and external grant providers.</li> <li>• Develop robust financial plans that allow the Union to react to emerging priorities and student issues.</li> <li>• Collaborate with the University's sustainability team to develop a new environmental sustainability plan that threads through all areas of our work.</li> <li>• Look to obtain new student spaces around campus that would further our strategic objectives.</li> </ul>
<b>People and culture.</b>	<p>Our people are key to our success. We will nurture a positive, inclusive, and empowering culture that values collaboration, wellbeing, and continuous development. By investing in our teams and celebrating diverse voices, we will build a Union that reflects and champions the community it serves.</p> <ul style="list-style-type: none"> <li>• Develop a people and culture plan that supports our staff on their journey with the Students' Union to ensure everyone performs at their best.</li> <li>• Review our staff benefits package and look to develop innovative approaches to rewarding our staff and recognising high performance.</li> <li>• Build capacity across the organisation through a combination of block grant increases and improved commercial revenue.</li> <li>• Develop a student staff training programme that not only inducts and orientates them to the Students' Union but prepares them for the next step in their careers.</li> </ul>

## Enabler

## Outcomes


### Systems and data

We will use data and insights to understand the real experiences, needs, and aspirations of Roehampton students. By becoming a trusted source on the student experience, we can shape services, influence policy, and advocate effectively. We must align this work with an ongoing drive to improve our systems and processes so that students experience a seamless journey when interacting with the Students' Union.

- Understand user journeys and processes and continually redesign and iterate on these to improve the user experience.
- Review and consolidate our systems ensuring we have access to the data and tools needed to inform our work.
- Work with the University to update our data sharing agreement, ensuring we have access to the right data to make the right decisions that improve students' lives.
- Become the go to partner for University teams on the lived student experience at Roehampton.

# **Structure, Governance, and Management**





Roehampton Students' Union is a company limited by guarantee (registered in England, company number 07323081) and a registered charity (Charity Commission registration number 1139857). It is a membership organisation that is governed by its Articles of Association.

The Union's Articles of Association are reviewed at least every five years and any changes approved by the membership, through a special resolution, and by the University of Roehampton, through its Council. The Articles of Association were revised and approved most recently on 13 September 2018.

### **Members of the Union**

Students at the University of Roehampton automatically become full members of Roehampton Students' Union (RSU) as soon as they enrol at the University. Students have the right (under the Education Act 1994) to opt-out of Union membership; once their student status at Roehampton ends, they lose their membership of RSU.

The Company Law members are the full members as outlined in the Articles of Association. The liability of each Company Law Member is limited to £1, being the amount that each Company Law Member undertakes to contribute to the assets of the Union in the event of it being wound up while they are a Company Law Member or within one year after they cease to be a Company Law Member.

## **Governance**

The Union's Board of Trustees consists of three Sabbatical Officers, three Student Trustees, and four Lay Trustees. The Sabbatical Officers are elected from the Union's membership on an annual basis, serving from 1 July to the following 30 June. The Sabbatical Officers work full-time for the Union, receiving a salary and completing a portfolio of duties alongside their role as a trustee of the Union. Student and Lay Trustees do not receive any allowance. Sabbatical Officers may stand for a second year, but, under the Education Act 1994, may only serve two years in total.

Student Trustees are either elected or appointed by the membership but are not employed by the Union and as such are not remunerated, but may claim legitimate expenses, and they are eligible to serve two terms of two years. Lay Trustees are appointed via an open recruitment process and serve a four-year term of office and can be reappointed for a further term subject to Board of Trustees approval. Lay Trustees may claim legitimate expenses.

All trustees undergo a predefined induction programme which is supplemented with relevant training for their role. Further training is offered during their trusteeship. The Board meets at least four times a year, with the Chief Executive Officer in attendance as chief advisor. The Board of Trustees works to ensure the resources of RSU are best used to deliver the Union's vision, mission, and values.

The Union's Articles of Association provides for the following democratic structures:

- All Student Meetings (including an Annual Members Meeting)
- Referenda and Elections
- Students' Union Council (Presidents' Committee) and Executive Committee
- Up to seven elected trustees (provision for up to four Sabbatical Officers alongside three Student Trustees out of a total of 11 trustees)

The Students' Union Council (Presidents' Committee) establishes policies, proposed by students, which may then be referred to a referendum of all students. Whenever possible, the Students' Union seeks to act in accordance with the views of its members, as expressed through referendum or by the elected members of Students' Union Council. However, the Board of Trustees has the power to override any decision made by referendum or Students' Union Council that would put the organisation in breach of charity or education law or other legal requirements; is considered not to be in the best interests of the Students' Union or its charitable objectives; may have financial implications for the Students' Union; or may affect the ability of the Trustees to discharge their responsibilities.

The board met five times during the 2024-25 academic year.



## **Management**

The trustees are responsible for the governance, strategic leadership, and financial oversight of the Students' Union, ensuring the organisation is working towards its mission and delivering its charitable purpose. The Board of Trustees is responsible for approving the strategy, major plans (including the annual budget and long-term financial goals) and policies of the Union, and for ensuring that these are implemented.

The Board of Trustees delegate much of the day-to-day running of the Union to the Chief Executive and Senior Management Team, who oversee the Union's staff.

The trustees may utilise sub-committees in the furtherance of its work including:

- Appointments Committee: responsible for making recommendations to Presidents' Committee regarding appointments to the Board.
- Remuneration and HR Committee: responsible for performance managing (and agreeing the remuneration) of the Chief Executive.

## **Related Parties**

The Students' Union has a formal relationship with the University of Roehampton. This is set out in a jointly endorsed relationship agreement that sets out principles, and also by a Code of Practice which governs the formal interaction between the two organisations.

The Code is derived from the University of Roehampton's statutory duty under the Education Act 1994 to ensure, such as is reasonably practicable, that the Students' Union operates in a fair and democratic manner, and it is responsible in the management of its finances. The Code of Practice outlines how this statutory obligation is met.

# **Statement of Trustees' Responsibilities**



The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

1. Select suitable accounting policies and then apply them consistently.
2. Observe the methods and principles of the Charities SORP (FRS 102).
3. Make judgments and accounting estimates that are reasonable and prudent.
4. State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

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

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and;
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### **Auditors**

The auditors, Goodman Jones LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

This report was approved by the Board of Trustees on 16 December 2025 and signed on its behalf by:



Joshua Kayode

**President & Chair of Trustees 2025-26**  
**Roehampton Students' Union**

# **Independent Auditors' Report to the Members of Roehampton Students' Union**



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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROEHAMPTON STUDENTS' UNION**

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**Opinion**

We have audited the financial statements of Roehampton Students' Union (the 'charitable company') for the year ended 31 July 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**Basis for opinion**

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

**Conclusion related to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROEHAMPTON STUDENTS' UNION**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

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 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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROEHAMPTON STUDENTS' UNION**  
**(CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to industry sector regulations and unethical and prohibited business practices, and we considered the extent to which noncompliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried out. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Auditors' Report.

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROEHAMPTON STUDENTS' UNION**  
**(CONTINUED)**

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**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Goodman Jones LLP*

**Goodman Jones LLP**  
Chartered Accountants  
Statutory Auditors  
1st Floor, Arthur Stanley House  
40-50 Tottenham Street  
London  
W1T 4RN

Date: 19-03-26

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.



**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 JULY 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	4	760,400	(1,467)	758,933	699,117
Charitable activities	5	173,697	20,351	194,048	261,548
Other trading activities	6	6,282	-	6,282	9,018
Investments	7	444	-	444	417
<b>Total income</b>		<b>940,823</b>	<b>18,884</b>	<b>959,707</b>	<b>970,100</b>
<b>Expenditure on:</b>					
Charitable activities	8	863,452	20,080	883,532	898,726
<b>Total expenditure</b>		<b>863,452</b>	<b>20,080</b>	<b>883,532</b>	<b>898,726</b>
<b>Net income/(expenditure)</b>		<b>77,371</b>	<b>(1,196)</b>	<b>76,175</b>	<b>71,374</b>
Transfers between funds	17	(1,467)	1,467	-	-
<b>Net movement in funds</b>		<b>75,904</b>	<b>271</b>	<b>76,175</b>	<b>71,374</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		(518,621)	24,483	(494,138)	(565,512)
Net movement in funds		75,904	271	76,175	71,374
<b>Total funds carried forward</b>		<b>(442,717)</b>	<b>24,754</b>	<b>(417,963)</b>	<b>(494,138)</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 31 to 46 form part of these financial statements.

**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07323081**

**BALANCE SHEET**  
**AS AT 31 JULY 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	12	40,332	11,455
		<u>40,332</u>	<u>11,455</u>
<b>Current assets</b>			
Stocks	13	1,897	2,309
Debtors	14	19,078	42,760
Cash at bank and in hand		273,207	228,589
		<u>294,182</u>	<u>273,658</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(105,740)	(73,173)
		<u>188,442</u>	<u>200,485</u>
<b>Net current assets</b>			
		<u>228,774</u>	<u>211,940</u>
<b>Total assets less current liabilities</b>			
Creditors: amounts falling due after more than one year	16	(646,737)	(706,078)
		<u>(417,963)</u>	<u>(494,138)</u>
<b>Net liabilities excluding pension asset</b>			
		<u>(417,963)</u>	<u>(494,138)</u>
<b>Total net assets</b>			
		<u>(417,963)</u>	<u>(494,138)</u>
<b>Charity funds</b>			
Restricted funds	17	23,287	24,483
Unrestricted funds	17	(441,250)	(518,621)
		<u>(417,963)</u>	<u>(494,138)</u>
<b>Total funds</b>			
		<u>(417,963)</u>	<u>(494,138)</u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 JULY 2025**

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The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....  
**Joshua Kayode**  
President

Date: 16 December 2025

The notes on pages 31 to 46 form part of these financial statements.

**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 JULY 2025**

	<b>2025</b> £	<b>2024</b> £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>82,156</b>	<b>41,919</b>
<b>Cash flows from investing activities</b>		
Interest	<b>444</b>	<b>417</b>
Purchase of tangible fixed assets	<b>(37,982)</b>	<b>(2,676)</b>
<b>Net cash used in investing activities</b>	<b>(37,538)</b>	<b>(2,259)</b>
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>	<b>44,618</b>	<b>39,660</b>
Cash and cash equivalents at the beginning of the year	<b>228,589</b>	<b>188,929</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>273,207</b>	<b>228,589</b>

The notes on pages 31 to 46 form part of these financial statements

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**1. General information**

Roehampton Students' Union is a registered charity and a company limited by guarantee incorporated in England and Wales. The registered office is Lawrence Building Froebel College, Roehampton University, Roehampton Lane, Roehampton, London SW15 5PJ. The Charity's objects are the advancement of the education and promotion of the welfare and interests of students at Roehampton University.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Roehampton Students' Union meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These financial statements are presented in sterling, the functional currency of the Charity, and rounded to the nearest £.

**2.2 Company status**

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**2.3 Going concern**

The Charity has a net liabilities position as a result of a loan from the University and thus is reliant upon financial support, in the form of the block and other grants and donated services, provided by the University to fund its activities. The 2025/26 block grant from the University has been agreed and there are no indications that funding and ongoing support will not continue to be provided as the University has given the Union assurance that such funding will continue at an adequate level for the Union to continue to operate at current levels. In addition, a payment plan has been agreed for the loan.

The Trustees have reviewed the level of expenditure and have reduced costs where possible and appropriate, and will continue to do so. The Trustees have prepared budgets and forecasts, and continue to revise these as further information becomes available.

After making the appropriate enquires, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and consider that there is no material uncertainty regarding the Charity's ability to continue as a going concern. For this reason they continue to adopt the going concern basis in preparing the accounts.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**2. Accounting policies (continued)**

**2.4 Fund accounting**

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

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

**2.5 Income**

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

Voluntary income includes grants and donations and is recognised in full on the basis of entitlement. Grant income is recognised once the above criteria have been met, together with any performance conditions attached to the grant. Grant income received is deferred only when the Charity has yet to fulfil the performance conditions. Subvention income represents the block grant received from the University of Roehampton (RU) in respect of the corresponding academic year.

Income from charitable activities includes providing goods and services to members. The income is recognised in full on the basis of entitlement and is stated after discount and VAT where applicable.

Income from fundraising includes hire of facilities, marketing and sponsorship. The income is recognised on the accruals basis.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Charity of the item is probable and that economic benefit can be measured reliably.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**2. Accounting policies (continued)**

**2.7 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

**2.8 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Motor vehicles	-	25% on cost
Office equipment	-	25% on cost

**2.9 Stocks**

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

**2.10 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.11 Cash at bank and in hand**

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

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**2. Accounting policies (continued)**

**2.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.13 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.14 Pensions**

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

**3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

There are no specific judgements, estimates and assumptions made by the Trustees that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025**

**4. Income from donations and legacies**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
<b>Grants</b>				
Block Grant	710,000	-	<b>710,000</b>	643,000
Donated serviced premises	50,400	-	<b>50,400</b>	50,400
<b>Subtotal - grants from Roehampton University</b>	<b>760,400</b>	<b>-</b>	<b>760,400</b>	693,400
Other grants	-	(1,467)	<b>(1,467)</b>	5,717
<b>Subtotal - other grants and donations</b>	<b>-</b>	<b>(1,467)</b>	<b>(1,467)</b>	5,717
<b>Total 2025</b>	<b>760,400</b>	<b>(1,467)</b>	<b>758,933</b>	699,117
<i>Total 2024</i>	<i>699,117</i>	<i>-</i>	<i>699,117</i>	

**5. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Entertainment Programme	29,569	-	<b>29,569</b>	47,197
Clubs and Societies	-	12,820	<b>12,820</b>	15,824
Cafe	143,453	-	<b>143,453</b>	104,952
Merchandising	675	-	<b>675</b>	1,106
Representation	-	7,531	<b>7,531</b>	92,469
<b>Total 2025</b>	<b>173,697</b>	<b>20,351</b>	<b>194,048</b>	261,548
<i>Total 2024</i>	<i>153,255</i>	<i>108,293</i>	<i>261,548</i>	

ROEHAMPTON STUDENTS' UNION  
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025

6. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Media and sponsorship	6,282	<b>6,282</b>	9,018
<i>Total 2024</i>	9,018	9,018	

7. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest income	444	<b>444</b>	417
<i>Total 2024</i>	417	417	

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Student Representation	350,149	6,064	<b>356,213</b>	393,140
Student Activities	35,054	-	<b>35,054</b>	33,893
Communications	54,389	-	<b>54,389</b>	43,460
Entertainments	31,315	-	<b>31,315</b>	32,536
Academic	253,654	-	<b>253,654</b>	185,804
Growhampton	-	-	-	73,407
Clubs and Societies	-	14,016	<b>14,016</b>	14,021
Hive Cafe	138,891	-	<b>138,891</b>	122,465
<b>Total 2025</b>	<b>863,452</b>	<b>20,080</b>	<b>883,532</b>	<b>898,726</b>
<i>Total 2024</i>	<i>786,519</i>	<i>112,207</i>	<i>898,726</i>	

**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025**

**9. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Student Representation	341,813	14,400	<b>356,213</b>	393,140
Student Activities	35,054	-	<b>35,054</b>	33,893
Communications	54,389	-	<b>54,389</b>	43,460
Entertainments	31,315	-	<b>31,315</b>	32,536
Academic	253,654	-	<b>253,654</b>	185,804
Growhampton	-	-	-	73,407
Clubs and Societies	14,016	-	<b>14,016</b>	14,021
Hive Cafe	138,891	-	<b>138,891</b>	122,465
	<u>869,132</u>	<u>14,400</u>	<u><b>883,532</b></u>	<u>898,726</u>
<i>Total 2024</i>	<u><u>885,846</u></u>	<u><u>12,880</u></u>	<u><u>898,726</u></u>	

**Analysis of support costs**

	<b>Student representation 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Auditor's remuneration	14,400	<b>14,400</b>	12,880
	<u>14,400</u>	<u><b>14,400</b></u>	<u>12,880</u>
<i>Total 2024</i>	<u><u>12,880</u></u>	<u><u>12,880</u></u>	

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**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

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**10. Staff costs**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>465,760</b>	528,652
Social security costs	<b>43,691</b>	37,878
Contribution to defined contribution pension schemes	<b>20,929</b>	32,030
	<b>530,380</b>	598,560

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

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
Full time	<b>13</b>	7
Casual	<b>16</b>	25
	<b>29</b>	32

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	<b>1</b>	-

During the year, remuneration, including employer's NI and pension contributions, totalling £124,186 (2024: £107,163) were incurred in respect of key management personnel.

**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**11. Trustees' remuneration and expenses**

During the year, under the provisions made in the Charity's Constitution, 5 (2024: 6) Sabbatical Officer Trustees received remuneration in respect of their employment contract with the Union. The value of Trustees' remuneration and other benefits totalled £92,526 (2024: £90,674).

		<b>2025</b>	<b>2024</b>
		<b>£</b>	<b>£</b>
Sukhpreet Singh	Remuneration	<b>3,509</b>	-
Sharon Azams	Remuneration	-	24,905
	Pension contributions paid	-	2,491
Joshua Kayode	Remuneration	<b>3,509</b>	-
	Pension contributions paid	<b>105</b>	-
Laura Johnson	Remuneration	-	24,905
	Pension contributions paid	-	2,491
Amy Hopkins - President	Remuneration	-	27,169
	Pension contributions paid	-	2,717
Irene Reynolds	Remuneration	<b>27,632</b>	2,264
	Pension contributions paid	<b>829</b>	68
Adam Fewster	Remuneration	<b>25,329</b>	2,264
	Pension contributions paid	<b>7,760</b>	68
Mohammad Shafiqi - President	Remuneration	<b>23,853</b>	1,294
	Pension contributions paid	-	39

During the year ended 31 July 2025, expenses totalling £78 were reimbursed to Trustees (2024 - £NIL to 0 Trustee).

**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**12. Tangible fixed assets**

	Motor vehicles £	Office equipment and fixtures & fittings £	Total £
<b>Cost or valuation</b>			
At 1 August 2024	15,651	36,711	52,362
Additions	-	37,982	37,982
At 31 July 2025	15,651	74,693	90,344
<b>Depreciation</b>			
At 1 August 2024	15,651	25,256	40,907
Charge for the year	-	9,105	9,105
At 31 July 2025	15,651	34,361	50,012
<b>Net book value</b>			
At 31 July 2025	-	40,332	40,332
At 31 July 2024	-	11,455	11,455

**13. Stocks**

	2025 £	2024 £
Merchandise	1,897	2,309

**ROEHAMPTON STUDENTS' UNION**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**14. Debtors**

	<b>2025</b> £	<b>2024</b> £
<b>Due within one year</b>		
Trade debtors	7,815	25,359
Prepayments and accrued income	11,263	17,401
	<u>19,078</u>	<u>42,760</u>

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

	<b>2025</b> £	<b>2024</b> £
Trade creditors	16,858	3,517
Other taxation and social security	3,035	1,618
Other creditors	50,000	30,000
Accruals and deferred income	35,847	38,038
	<u>105,740</u>	<u>73,173</u>

Included above is deferred grant income of £nil (2024: £7,531) relating to funding received for the next academic year.

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

	<b>2025</b> £	<b>2024</b> £
Other creditors	<u>646,737</u>	<u>706,078</u>

Other creditors represents the balance due to University of Roehampton that is scheduled for payment after one year. The loan is unsecured and interest free, with planned annual repayments of at least £50,000 until 2038.



**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**17. Statement of funds**

**Statement of funds - current year**

	Balance at 1 August 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2025 £
<b>Unrestricted funds</b>					
General Funds - all funds	(518,621)	940,823	(863,452)	(1,467)	(442,717)
Unallocated amounts	-	-	-	1,467	1,467
	<u>(518,621)</u>	<u>940,823</u>	<u>(863,452)</u>	<u>-</u>	<u>(441,250)</u>
<b>Restricted funds</b>					
Clubs and societies	24,483	12,820	(12,549)	-	24,754
Representation	-	6,064	(7,531)	1,467	-
Unallocated amounts	-	-	-	(1,467)	(1,467)
	<u>24,483</u>	<u>18,884</u>	<u>(20,080)</u>	<u>-</u>	<u>23,287</u>
<b>Total funds</b>	<u>(494,138)</u>	<u>959,707</u>	<u>(883,532)</u>	<u>-</u>	<u>(417,963)</u>

Restricted funds comprise the following:

Clubs and societies - the self-raised funds of the Union's various clubs and societies.

Representation - monies received from University of Roehampton towards the Senate contribution and restructuring. The transfer represents an overaccrual of restricted income in the prior year.

**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025**

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

**Statement of funds - prior year**

	<i>Balance at 1 August 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 July 2024 £</i>
<b>Unrestricted funds</b>				
General Funds - all funds	<u>(588,192)</u>	<u>856,090</u>	<u>(786,519)</u>	<u>(518,621)</u>
<b>Restricted funds</b>				
Clubs and societies	22,680	21,541	(19,738)	24,483
Representation	-	92,469	(92,469)	-
	<u>22,680</u>	<u>114,010</u>	<u>(112,207)</u>	<u>24,483</u>
<b>Total funds</b>	<u><u>(565,512)</u></u>	<u><u>970,100</u></u>	<u><u>(898,726)</u></u>	<u><u>(494,138)</u></u>

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

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

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Tangible fixed assets	40,332	-	<b>40,332</b>
Current assets	270,895	23,287	<b>294,182</b>
Creditors due within one year	(105,740)	-	<b>(105,740)</b>
Creditors due in more than one year	(646,737)	-	<b>(646,737)</b>
<b>Total</b>	<u><u>(441,250)</u></u>	<u><u>23,287</u></u>	<u><u>(417,963)</u></u>

**ROEHAMPTON STUDENTS' UNION**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**18. Analysis of net assets between funds (continued)**

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

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	11,455	-	11,455
Current assets	249,175	24,483	273,658
Creditors due within one year	(73,173)	-	(73,173)
Creditors due in more than one year	(706,078)	-	(706,078)
<b>Total</b>	<b>(518,621)</b>	<b>24,483</b>	<b>(494,138)</b>

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

	<b>2025 £</b>	<b>2024 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>76,175</b>	71,374
<b>Adjustments for:</b>		
Depreciation charges	<b>9,105</b>	7,821
Dividends, interests and rents from investments	<b>(444)</b>	(417)
Decrease/(increase) in stocks	<b>413</b>	(1,240)
Decrease in debtors	<b>23,683</b>	664
Decrease in creditors	<b>(26,776)</b>	(36,283)
<b>Net cash provided by operating activities</b>	<b>82,156</b>	41,919

**20. Analysis of cash and cash equivalents**

	<b>2025 £</b>	<b>2024 £</b>
Cash in hand	<b>273,207</b>	228,589
<b>Total cash and cash equivalents</b>	<b>273,207</b>	228,589

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025

21. Analysis of changes in net debt

	At 1 August 2024	Cash flows	At 31 July 2025
	£	£	£
Cash at bank and in hand	228,589	44,618	273,207
	<u>228,589</u>	<u>44,618</u>	<u>273,207</u>

22. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £20,929 (2024: £32,030). Contributions totalling £nil were payable (2024: £nil) to the fund at the balance sheet date and are included in creditors.

23. Related party transactions

The controlling parties of the Charity are the Trustees by virtue of their position as members of the Trustee Board. Trustee remuneration and other transactions are disclosed in note 11. The Trustees are the sole members of the charitable company and their liability is limited to £1.

The Charity receives a substantial part of its income by means of grant funding from the Roehampton University. This funding amounted to £710,000 (2024: £743,000) of revenue funding in the year under review, before deferred income of £nil (2024: £7,531). In addition, the Charity received £50,400 (2024: £50,400) in respect of serviced premises provided. The Trustee Board is of the opinion that this financial assistance is not an influencing factor with regards to the formation of the Charity's policy setting

At the balance sheet date, £696,737 (2024: £736,078) was owed by the Charity to Roehampton University, of which £50,000 (2024: £30,000) is included within creditors due within one year and the balance included within creditors due after one year. Included within trade debtors is a balance of £6,466 (2024: £10,517) owed to the Student Union by the University.

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