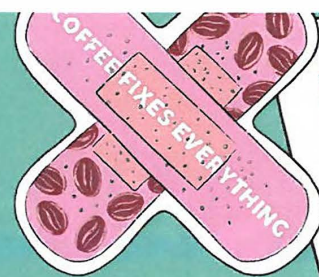




Salford SU Integrated Report 24/25





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📱 📺 in @SalfordSU salfordsu.com



We're proud to launch this annual report and the work that we've completed this past year. We're not always good at celebrating our successes – it's just something about us – but this report does.

The union's defining work this year has been tackling student loneliness. We've embedded this across everything we do, using a Theory of Change that takes a systemic, evidence-led approach. And it seems that our members are already responding through more student activity than ever before. They're also seeing more clearly how the SU can strengthen their experience and provide the connections and community they need to succeed at university.

The challenges facing students still remain, and they remain significant. Cost of living pressures still shape daily choices, often isolating students further. Racism, sexual harassment, safety concerns, mental health struggles, unequal access to employability – these continue to affect students' confidence and security. We've delivered projects and campaigns to address each of these realities (see our case studies below), while ensuring through our loneliness work that no student navigates university life alone.

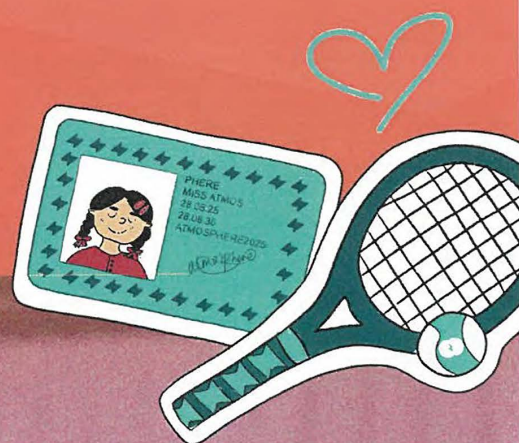
None of this works without our partnership with the University. Together we've influenced policy, enhanced support, and strengthened the student voice. We're very grateful to all University colleagues who have supported us. Finally, none of our success would be possible without the hard work of our whole staff team, the support of our Trustees, and the immense dedication of our student volunteers; our thanks go to each of them.

Akinwale Bello

President and Chair of Trustees

Ed Moloney

Chief Executive Officer



PEEL PARK CAMPUS

- ↑ Lady Hale Building (3 min)
- ↑ New Adelphi Building (2 min)
- ↑ Chapman Building (2 min)
- ↑ SEE Building (2 min)
- ↑ GMIOT (1 min)
- ↑ Library (3 min)
- ↑ University House (1 min)
- ↑ Frederick Road Campus (10 min)
- ↑ Train station/bus stops (5 min)



Strategic Plan.

In 2023 the trustees agreed a new strategic plan for the organisation.

Mission: Salford SU empowers students to confront and overcome barriers to their learning

Vision: An inclusive and healthy university community where every student knows they matter

Purpose: To enable students to enjoy the life-changing power of learning at Salford.

Following work to identify the most significant barrier to students' learning at the University of Salford, the trustees also adopted a '**Big Hairy Audacious Goal**' which provides a single priority for the organisation: We will eradicate student loneliness at the University of Salford by 2026.

The strategy also sets the organisation's values, which are as follows:

Student-powered: We are undeniably driven by the needs of our members

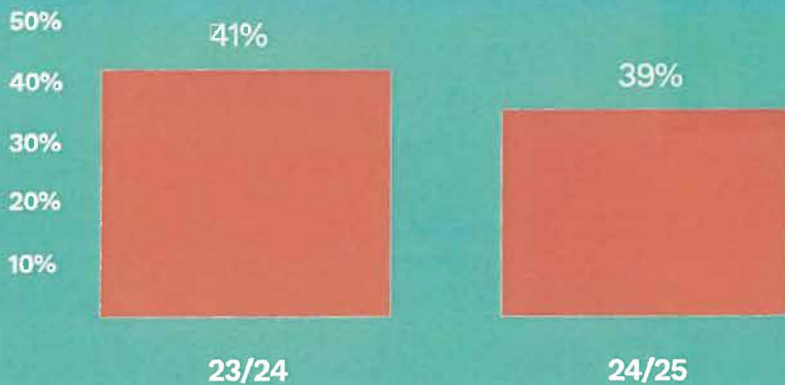
Partnership-focussed: We are straight-forward, transparent and collaborative

Equitable: We ensure equity, diversity and belonging is at the heart of everything we do

Kind: We are creative and progressive change-makers.



Student loneliness



Student responding 'always', 'often' or 'some of the time' to ONS survey question "How often do you feel lonely" in the Alterline Pulse

4799

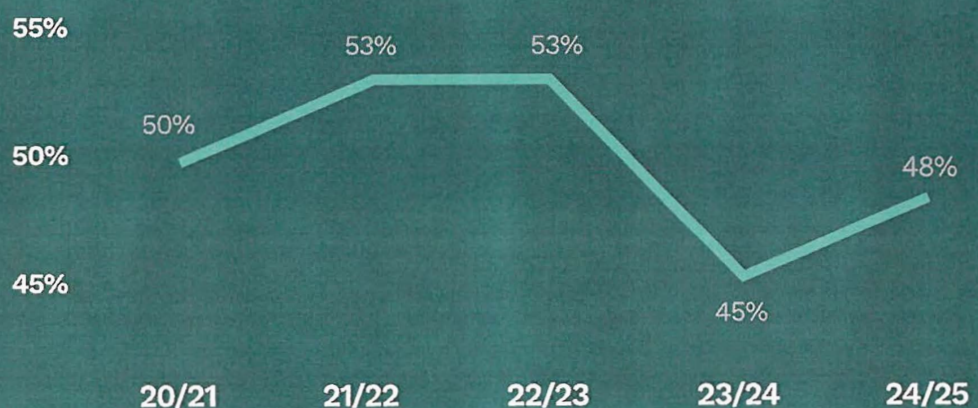
Students engaged in SU co/extra-curricular activity

Salford SU is involved in a wide range of activities. As part of delivering its strategic plan the Union organises and advocates on matters of concern to all students, and supports approximately 100 different sports teams and societies, trains and develops over 600 student course representatives and operates a Student Advice Centre.

Additionally, the Union's commercial activities includes Atmosphere which offers a social eating and drinking space, as well as a coffee hut. The Union also puts on social activities and events for members. New in 2025 is the 'SU Connectors' Social Prescribing service, which supports students who may be at risk of loneliness to engage with all of the students' unions various social activities.

The majority of core activity is funded from the grant received from the University, with additional funding coming from commercial surpluses.

Student satisfaction

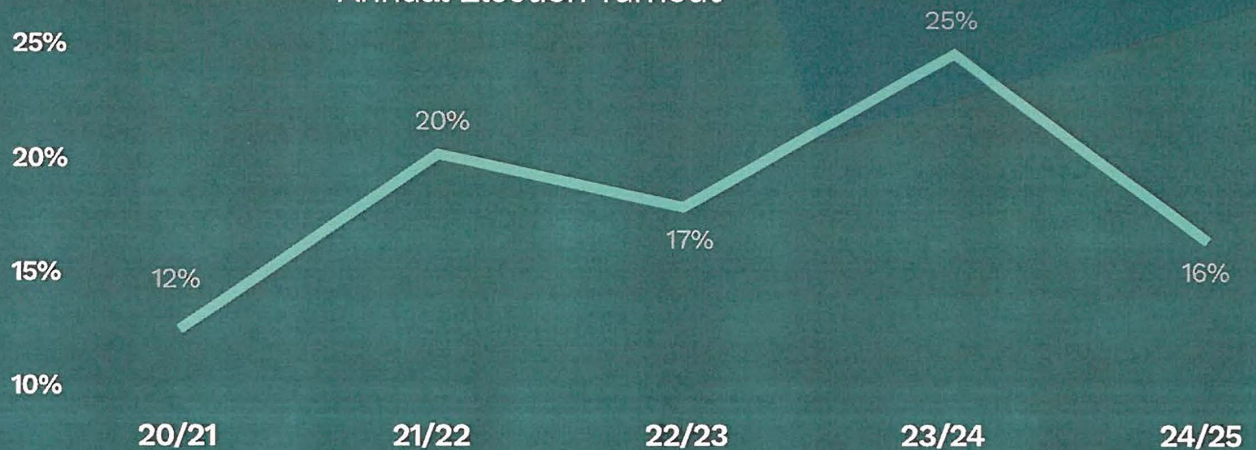


Alterline Pulse survey question "Overall, how satisfied or dissatisfied are you with your Students' Union?"

Impact.



Annual Election Turnout



% of total Salford SU members (i.e. registered students excluding transnational students) voting in annual sabbatical elections as a proportion of the electorate.

32
Career
staff

5
Elected
full time
officers

89
Student
staff

1091
Volunteers

91
Student
Communities

Influence.

Our incredible advice centre amassed the following stats:



766
students
supported



899
cases
taken on



1833
signposted
to other
support



Introduction of a student staff advisor role.

This year a student staff member was introduced into the Advice Centre to maintain high-quality advice delivery despite reduced career staff capacity.

The role provided a student with meaningful paid work at supervisor-level pay (reflecting the specialist nature of the work) whilst developing valuable employability skills directly relevant to advisory careers. Working approximately one day per week, the student gained confidence, communication and problem-solving skills whilst managing their academic commitments.

The student advisor handled 11% of the Advice Centre's casework and led the development of student-facing housing guides, ensuring content was relevant and accessible. The student perspective also helped shape service priorities and engagement approaches, strengthening the relevance of advice provision. This combination of direct casework and project leadership provided comprehensive professional development experience.

A thorough recruitment process, including practical tasks, ensured the right candidate was selected. Clear scope boundaries and ongoing supervision mitigated risks around students advising beyond their remit or managing conflicts of interest when supporting peers. Regular case reviews monitored the student's caseload, with data on case numbers, types and outcomes recorded through the Advice Centre's standard case management process. This enabled consistent quality assurance and evaluation of the role's impact.

The role is now permanent within the staffing model, reflecting our commitment to employing and training students with their future career. We plan to investigate how we can further integrate this model into advice service delivery, consider how to expand this approach to other areas, as well as use the model as an exemplar for the Student Jobs Strategy. Our key learning centred on the value of strong, structured training and ensuring student staff feel fully supported and integrated into the team.

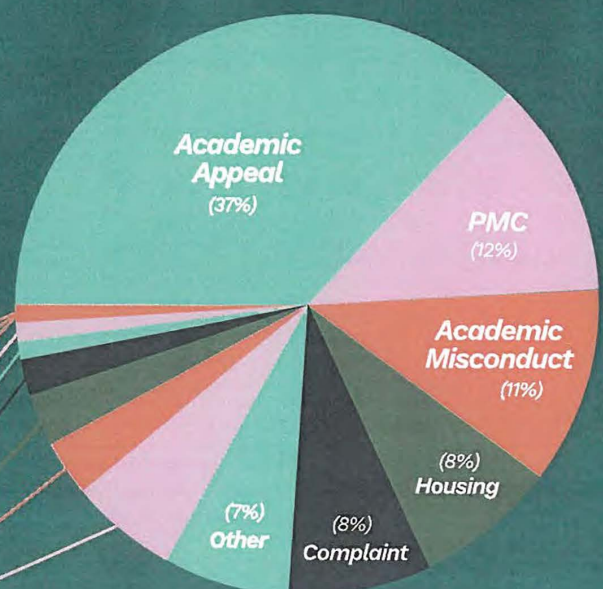
The Advice Centre, provides friendly, independent and confidential advice and guidance to students.

We specialise in academic advice and work with University services and community organisations to provide a range of accessible resources and signpost students to appropriate support.

Very helpful advice given in a calm and understanding way. I felt very supported throughout the teams call, I felt heard and understood. I previously felt a bit lost with the situation but I now know the logical next steps I can take."



Fitness to Study	(0%)
Non Academic	(1%)
Benefits	(1%)
Student Conduct	(1%)
Cost of Living	(1%)
Student Finance	(2%)
Progression	(3%)
Fitness to Practice	(3%)
Not Specified	(6%)



Equity Ambassadors Project.



The Equity Ambassadors Project is a collaboration between Salford Students' Union and the University's Equality, Diversity and Inclusion (EDI) team, established to understand the real, raw student experience, particularly for students from marginalised communities. The student-facing project began in 2023 and focuses on identifying barriers contributing to the ethnicity awarding gap and wider inequities in higher education. Through student-led research and engagement, the project has reached over 2,000 students and has now moved into a co-creation phase to support institutional change.

The project was born from the University's EDI Statement of Ambition and aims to understand inequalities within education so that policies and adjustments can be made to better support students. In its first year, the project identified four key themes: student success and timely completion, the ethnicity awarding gap, graduate outcomes, and NSS ratings and feedback. The overarching aim is for the University to become a more equitable institution.

Student Equity Ambassadors were recruited from marginalised communities, with two returning ambassadors and eight new ambassadors in year two. The second year focused specifically on the ethnicity awarding gap, with ambassadors exploring the top five barriers identified through earlier research. Using student ambassadors was intentional, as their lived experience made them more relatable and encouraged honest engagement from students. Engagement took place through surveys, focus groups, games nights, interviews, events, social media and stalls. Data collection was led by the ambassadors and is currently being evaluated by the University's Strategy Team and the Equity Advocates Lead.

Since the project began, Equity Ambassadors have spoken to over 2,000 students and delivered 14 engagement activities. The project is now working with selected departments in a co-creation phase to help narrow the ethnicity awarding gap, with outcomes expected from May 2026.

The project has increased awareness of the Equity Ambassadors' role and strengthened collaboration between students and staff. It has helped staff better understand students' lived experiences and demonstrated that student-staff collaboration can support meaningful change. Reports and presentations have been produced to capture the project's journey, and the project has been invited to present its work at conferences.

At the co-creation phase, staff and Equity Ambassadors were trained by Sea Change Consultancy. Sea Change Consultancy are an organisation that specialises in equality, diversity and inclusion training for organisations across the UK. The training allowed space for staff and students from different backgrounds to have uncomfortable conversations around race, unconscious biases, understanding privileges and how to be an ally. As a result of this, Salford SU have committed to extending the training to wider SU staff with hopes that staff are able to recognise their unconscious biases, an opportunity to learn and how the organisation can improve on its commitments to EDI. Regular check in points will also be implemented to ensure that Salford SU is committed to making the organisation more equitable and inclusive and ensuring that the legacy of the Equity Ambassadors Project continues.

Key enablers include strong collaboration across the University and the passion and commitment of the Equity Ambassadors, who were motivated by a desire to create change. Challenges include limited funding, which restricts full evaluation of impact, and a lack of focus on staff experience, which emerged during the co-creation phase. Despite these challenges, the project has highlighted significant inequities and contributed to the University's work towards more equitable practices.

Defining Islamophobia at the University of Salford: Co-producing an Institutional Definition and Implementation.



In late 2023, an Islamophobic incident targeting our Islamic Society exposed gaps in how the institution recognised and responded to anti-Muslim hatred. Police responses and internal processes failed to fully acknowledge the seriousness of what had happened. Muslim students and their representatives told us that something needed to change.

What followed was genuine partnership- we worked closely with the University's Equity, Diversity and Inclusion team to co-lead a Working Group bringing together academic and professional services staff, student representatives, and people with lived experience of Islamophobia. We recruited through established networks to ensure the work was rooted in Muslim voices whilst maintaining shared institutional ownership.

The context matters here: around 20% of our students identify as Muslim, compared to 13% in the Greater Manchester population. National research shows 1 in 3 Muslim students experience abuse or hate incidents, with 1 in 4 saying they wouldn't report it. With no UK government definition to guide us – and progress in developing one seemingly stalled – we needed to create our own.

By November 2025, the partnership had produced two key outputs: a Working Definition of Islamophobia and a comprehensive draft Implementation Guidance Pack covering recognition frameworks, case studies, and practical tools for staff and students.

The working definition itself is clear: "Islamophobia is a form of discrimination, intolerance, hostility, irrational fear, and/or hatred directed towards Muslims and those perceived as Muslim, as well as their belongings and places of worship. It is also known as anti-Muslim hatred."

But we're aware a definition alone isn't enough. The guidance addresses Islamophobia at three levels - interpersonal, institutional, and curricular - moving us from reactive incident management to proactive prevention. It gives staff practical tools to recognise discrimination they might otherwise miss and provides Muslim staff and students with confidence that their experiences will be taken seriously.

The work was recognised nationally- in November 2025, the University received a 'Highly Commended' award from the Aziz Foundation. We're proud of that recognition, and that it validates the collaborative approach we took.

The definition is deliberately designed as a living document, reviewed annually to remain responsive to our Muslim community's changing needs. More still needs to be done to embed this definition, from staff training, policy integration, to improved reporting mechanisms, as well as tracking our progress.

What made this work was partnership built on shared values. A Students' Union officer team composed entirely of Muslim officers who wanted to extract some good from a bad situation, an EDI team committed to proactive institutional accountability, and university leaders willing to lead where there was a lack of leadership from successive governments.

Student Jobs Strategy: Securing a Sector-Leading University Commitment to Student Employment.

The Student Jobs Strategy is a joint initiative between Salford Students' Union and the University of Salford that secured a sector-leading commitment: current students will make up 10% of the University's professional services staff headcount by 2026. We are not aware of any other UK university having made a comparable public commitment to student employment at this scale.

The strategy responds to interconnected challenges facing students: financial pressures requiring them to work alongside study, limited access to curriculum-relevant employment, and loneliness and disconnection. Student employment had already been identified as an enabler within the SU's Tackling Loneliness Strategy, recognising that meaningful work on campus can help students build connections whilst earning income.

The initiative targets all University of Salford students, with particular benefit for those experiencing financial pressure, those seeking curriculum-relevant work experience, and students at risk of isolation. Beyond immediate financial support, campus employment offers students professional development opportunities directly linked to their studies, reducing the need to work off-campus in roles that may conflict with academic commitments.

Led by the 2024–25 Student Officer team as their main collective priority, the project began in October 2024. The University committed to delivering the 10% target through four mechanisms: using external partnerships, better use of the apprentice levy, embedding student employment as a condition of capital procurement, and working with academic teams to identify course-related opportunities.

The commitment is embedded within University plans, suggesting strong long-term sustainability as the project moves from commitment into delivery. Formal evaluation is planned but not yet complete.

Next steps include:

- Establishing comprehensive baseline data on current student employment
- Gathering qualitative feedback from student employees about their experiences
- Addressing EDI concerns to ensure equitable access to roles
- Embedding student employment requirements in procurement processes
- Scaling curriculum-linked opportunities through academic partnerships



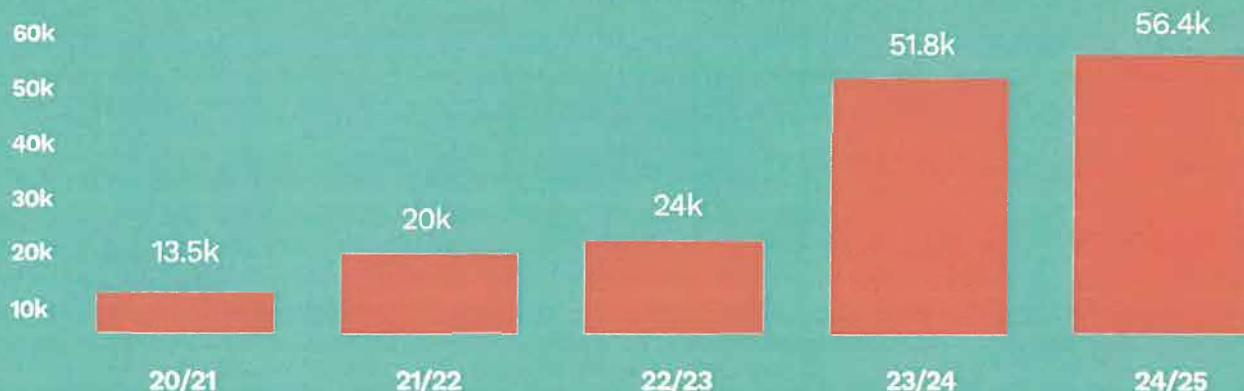
Intervene.



Student group memberships:

3586

Number of attendees at events



Throughout sum of all student engagements at SU-run events only. Includes any event SU staff have been involved in delivering. Does not include student-led events.



Let's start by looking at some of our student groups. Our sports clubs enjoyed multiple promotions, with our Netball team being promoted for the third season in a row, Salford Basketball won the NW Conference Cup, and of course, we won our Varsity match against the University of Chester. And our Teams are starting to look as good as they're performing, with a new 3-year kit deal agreed with Surridge as our match and leisurewear provider.

In our student societies, Shock Radio were nominated for national awards, and we also saw Salford Racing attending the Formula Student Championships, again with the support of both the University and Morton's Group. The development of a Protected Societies Project, which would allow student groups who represent protected characteristics a life boat should they struggle to elect a full committee, providing staff support to continue to represent students.

In terms of our events, our improved relationships with the University's International Development team saw increases in International student numbers at events. We introduced new free events based on student feedback to celebrate the diversity of our students, such as Mardi Gras. We rounded off the year with our Student Group Awards night, which saw more winners than ever and the inclusion of an Anti-Loneliness Award to celebrate student contributions towards the organisation's strategic goals.

Inform.

48%
of students
feel informed
about what's
going on



Key stats for social comms for the year:



Followers – 11.2k (increase of 1500 followers on Instagram)



Saves on social media posts – 563

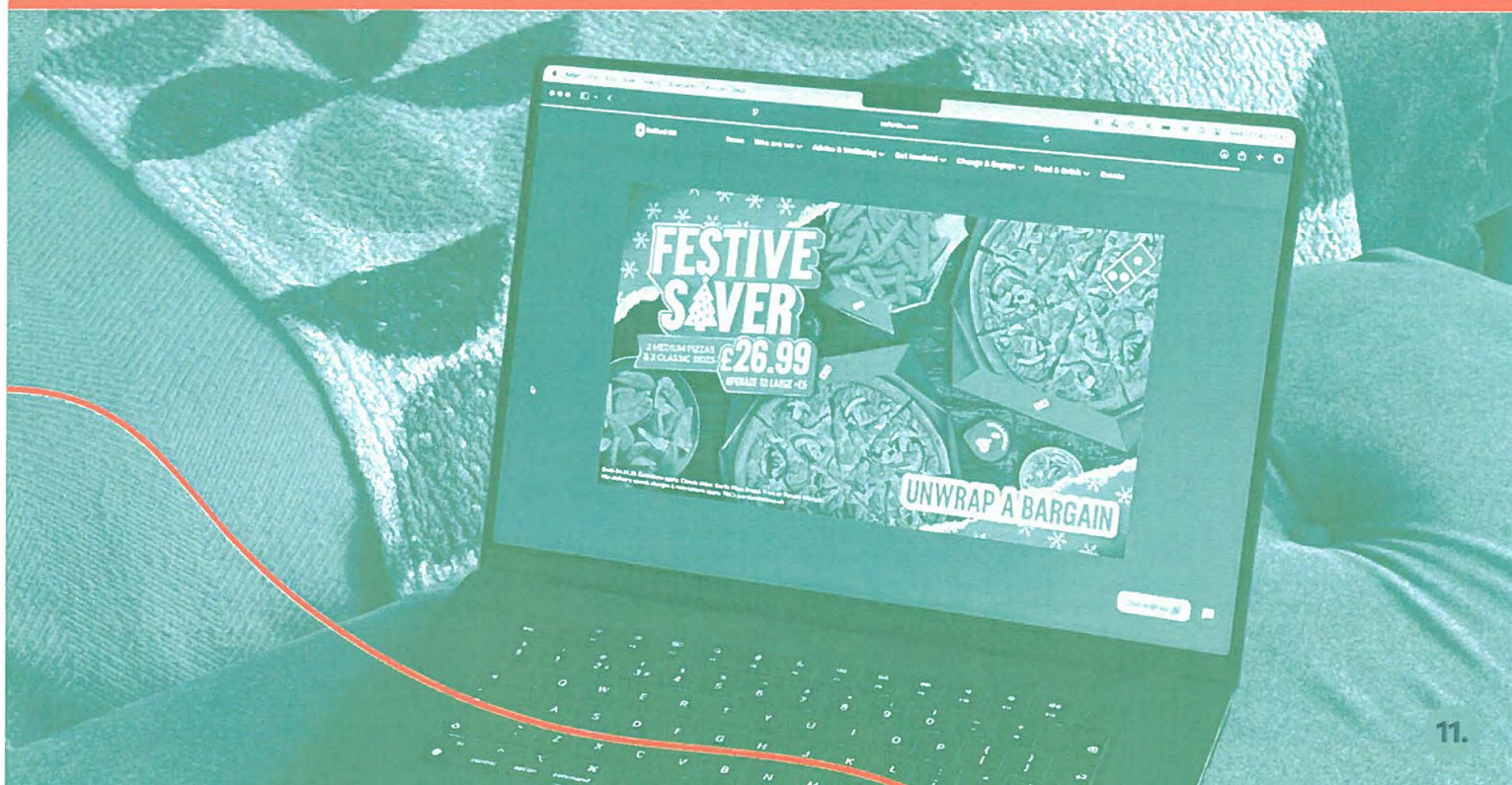


Website visits – 60898

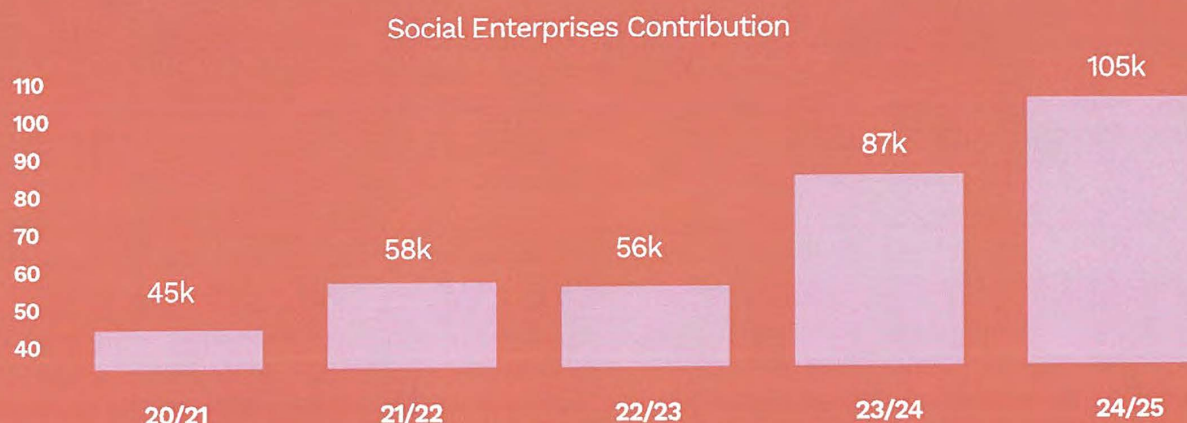


Since the change in organisational strategy, we have aligned the marketing department, accordingly, altering job descriptions to reflect changes within the marketing sector over the past 5 years. Social media and videography now sit under the same role, to create more synergy when delivering strategy and honouring the large role video has in social media strategy. All digital marketing sits with the marketing coordinator role, with more of an emphasis on email and digital signage after feedback from students that this is where they largely connect with SU updates.

Our overall marketing and communications strategy has been redesigned to ensure synergy across team output and content with the core focus of tackling loneliness.



Social Enterprise.



Commercial net surplus position (£) from the USSU management records

ATMOSPHERE



20k - £97k of vodka sold



20k - £59k pints of Coors sold



13k - £28k Pepsi Max pints (not incl as mixer)



13k - £48k pints of Guinness



6k - £42k burgers



5k - £32k pizzas

COFFEE HUT



£17k worth of lattes sold



15k £1 coffees sold



5k hash browns

STAFF



20,895.89 paid hours given to student staff



Development of x2 student supervisors into full time career staff as deputy managers

Excluding the COVID-impacted year (2020/21), the Commercial Team has nearly tripled its financial contribution to the Union. This growth has been supported by expanded student reach, notably through the introduction of the Coffee Hut concept, which has performed exceptionally well driven by its £1 coffee offer.

Atmosphere has also delivered significant increases in sales and contribution through stronger student engagement via social media, the development of a high-quality, student-focused food offer, and a value-led drinks strategy that prioritises low prices to drive volume.

Commercial marketing has continued to grow, with partners returning to on-site activations that focus on meaningful student engagement.

Graphic Design Collaboration: Redesigning Atmoscans and Developing the Atmosbeer Brand.

Third-year Graphic Design students were given a brief to redesign Atmosphere's pre-mixed cocktail cans and created a completely new brand identity for one of our products, 'Atmosbeer'. The project tested a simple hypothesis: would student-designed branding resonate more strongly than staff assumptions about what students want? The answer was yes: Atmosbeer sales increased by almost 70%.

Out of 40 students on the course, 28 selected the Atmosphere brief, given its strong engagement with a real-world commercial challenge, and also giving immediate visibility to their work. The two winning students each received £250 prizes, while all students benefitted from the professional portfolio material and experience of working with commercial clients whilst still in their third year.

The project also demonstrated that students view alcoholic products differently to what our staff had assumed. This insight shaped not just the final designs but Atmosphere's understanding of its student audience.

The project was evaluated through academic review of submissions, followed by selection by Atmosphere management supported by university lecturers. And it's clear that this partnership with the School of Arts, Media and Creative Technologies worked: the 70% sales increase provides clear evidence of the value of this approach.

The collaboration has continued into 2025/26 with a new project focused on Atmosphere vodka. The model isn't indefinitely sustainable - there's only a small number of our products requiring redesign - but it's established a successful approach for future student-led collaborations where appropriate.

Our key learning is that co-production works, even in commercial areas. When students design for students, they get it right.

Student Union Pitch

07.

The cups and coasters keep the theme running. The glasses will be printed as if the stickers have been hand stuck onto the glass filling the glass all around.

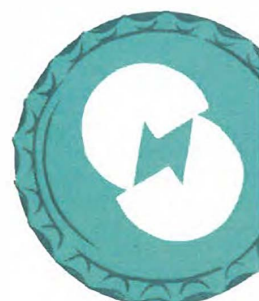
A selection of the coasters will also be printed with a variation of the stickers, some will be printed with the stickers individually and then all of them having the atmosbeer in type across the back. The colour palette linked to the type can alternate so it creates a variation of colours to choose from.



Glass.



Coasters.



Coasters & Glasses.

National Union of Students (NUS).



Salford SU is a member of the National Union of Students, helping to fund national work to improve the lives of students. We've therefore asked them to provide a quick summary of their key activities and wins over the past year:

NUS is behind every big win for students, and at the forefront of change on issues affecting people across society – from championing LGBTQ+ rights, pushing to decolonise education and standing up for students in the cost-of-living crisis. Together we've been a force for radical change since 1922, and our movement is still going strong.

As well as fighting, we're here to protect. Students are often the least heard voices and without our movement, their needs would be ignored. When COVID-19 hit, we came together to demand protections for student renters, push for better internet access and stand up for those experiencing hardship – saving students across the UK a staggering £1 billion.

Our recent campaign wins include:

- 1. After decades of campaigning led by NUS, the government announced that Votes at 16 would be implemented ahead of the next general election.*
- 2. As a result of the Fair Deal for our Future campaign, which focused on young people's wages, we secured an 18% increase to the apprentice minimum wage to £7.55 an hour; the minimum wage for young people also increased significantly.*
- 3. In England, we secured an additional £300 million for further education, saved threatened Level 3 qualifications, and influenced the government's higher education review through the Commission on Students in HE.*
- 4. We have similar fantastic wins across our work in Scotland, Wales and Northern Ireland.*

NUS Charity is responsible for the development of students' unions across the UK. We provide expert advice, training and resources covering every facet of SUs – from elections and legal matters to leadership development and student voice. We champion the role of SUs in education and influence policy to create a better environment for students. Our collective purchasing consortium is built specifically to keep prices low in SU bars, cafes and shops on everyday favourites, offer ethical and sustainable choices and deliver investment into every SU.



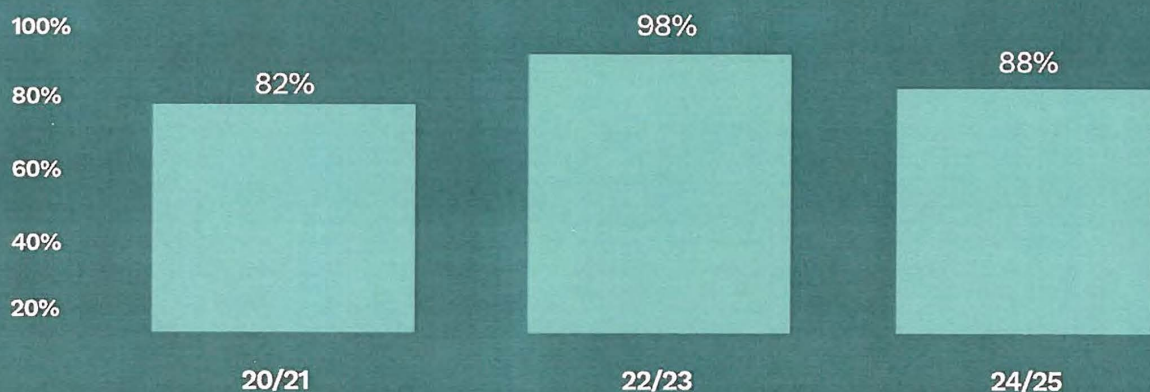


The Charity's recent impact includes:

- providing SU members with legal advice and support on issues including the new Higher Education (Freedom of Speech) Act, changes in VAT charges for catering and bars, the legal status of sabbatical officers, the Employment Rights Bill, decision making for trustees, safeguarding and safety in outdoor pursuits.
- We achieved £32.1m group turnover in 2024-25 across licensed trade, catering, and retail, demonstrating the power of the collective purchasing consortium.
- We acted as Returning Officer supporting over 180 SU elections last year, up from 150 the year before.
- This year our Communities of Practice have grown to 16 specialised groups, facilitating SUs to collaborate on key issues across the nations. SU Careers is strengthening its role as the preferred recruitment platform for SUs, with an 188% increase in new candidate registrations.
- Throughout the 2024-25 year, we welcomed 471 members to our diverse training and development courses, where industry experts share knowledge covering all aspects of SU life.
- Long running programmes including Quality Students' Unions, The Big SU Survey and our Employee Engagement Survey continue to provide the sector specific data and tools that SUs need to truly thrive.

People & Culture.

Staff Engagement



Core SU staff responding positively to the statement “I would recommend this organisation as a good place to work” as measured in our biannual staff engagement survey

Learning & Development:

- All career-staff training on Micro-aggressions in December 24 and January 25.
- All career-staff training on having difficult conversations - Jan 25.
- Development of GDPR e-learning module - launched in June 25. Project undertaken by Graduate Intern on the University's Graduate Internship Programme - supporting a University of Salford Graduate to gain work experience.

From April 2025 we started moving to our new HR system, Cintra. The new system provides a better new starter experience through an onboarding portal, the collection and reporting of equality monitoring data, and better self-service access for staff to manage their personal data and records. By July 2025, all staff data had been moved across, leave management functionality was in use, and policies uploaded to the system for central access. The next phase of the introduction of this system includes completing and monitoring objectives and development reviews through the system - including alignment of objectives to organisational strategy.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also the directors of the Union for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charity for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees 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 are responsible for the maintenance and integrity of the charity and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Trustees' statement of disclosure of information to the auditors in so far as the trustees are aware at the date of approval of this report:

- There is no relevant audit information, of which the charitable company's auditor is unaware, and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees of the University of Salford Students' Union and signed on its behalf by:



Akinwale Bello

Chair of the Board of Trustees

Date: 12th of February 2026

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF

University of Salford Students' Union (A company limited by guarantee)

Opinion

We have audited the financial statements of University of Salford Students' Union (the 'charitable company') for the year ended 31 July 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including 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.

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 charitable 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

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.

Other information

The other information comprises the information included in the trustee's annual report, other than the financial statements and our auditor's 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.

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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees report 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' 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, 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the requirement to prepare a strategic report.

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.

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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their

- knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1(p) were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/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.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Hawkins
Senior Statutory Auditor

For and on behalf of **Dains Audit Limited**, Statutory Auditor, Chartered Accountants
Suite 2, Albion House
2 Etruria Office Village,
Forge Lane, Etruria,
Stoke on Trent, ST1 5RQ

Date: 26 February 2026

Trustees' Report and Accounts for the Year Ended 31 July 2025

Registered Charity Number: 1189354

Registered Company Number: 12532982

Reference & Administrative Details

Charity Name: University of Salford Students' Union

Registered Charity Number: 1189354

Registered Company Number: 12532982

Registered Office: University House, The Crescent,
Salford, M5 4WT

Directors and Trustees & Key Management Personnel

All directors of the company are also trustees of the charity, there are no other trustees. The trustees who served during the year were:

Name	Appointed	Resigned	Position
Susie Palmer-Trew	01-Sep-22		Deputy Chair
Conor Naughton	01-Sep-22		
Charlotte Stevenson-Stoddard	01-Jul-23		
Emma White	01-Jul-24		
Akinwale Bello	01-Jul-25		Chair
Megan Cornes	01-Jul-25		
Ali Aziz Janjua	01-Jul-25		
Hina Rheman Khalil	01-Jul-25		
Sheba Umbule Tayo-Garbson	01-Jul-25		
Helen Charlotte MacIntyre	14-Nov-25		
Maariyah Kadu	14-Nov-25		
Dom Smithies	14-Nov-25		
Neil Withnell	07-Jan-25		
Mathew Yesudas	07-Jan-25		

Resignations from the board during the period included:

Name	Appointed	Resigned	Position
Adnan Sabir	01-Jul-23	30-Jun-25	
Humoud Aljassar	01-Jul-23	30-Jun-25	
Karina Lurea	01-Jul-23	30-Jun-25	
Alvina Imran	01-Jul-24	30-Jun-25	Chair
Ahmad Ali	01-Jul-24	30-Jun-25	
Sara Sara	01-Jul-24	30-Jun-25	
Alishba Malik	01-Jul-24	30-Jun-25	

Company Secretary: Ed Moloney

Nick Smith

Key Management Personnel: Ed Moloney *Chief Executive Officer*
Andy Hargreaves *Director of Engagement*
Lauren Beckett *Director of Advocacy*

Advisors

Auditors: Dains Audit Limited, Suite 2, Albion House, 2 Etruria Office Village, Forge Lane, Stoke on Trent, ST1 5RQ.

Bankers: The Cooperative Bank PLC, PO Box 101, 1 Balloon Street, Manchester, M60 4EP

Insurance: Howdens, The Quadrangle, Imperial Square Cheltenham, Gloucestershire, GL50 1PZ.

Trustees' Report

The Trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31st July 2025.

The trustees have adopted the provisions of the 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 the Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, Governance & Management

Governing Document

The University of Salford Students' Union (the Union) is a students' union within the meaning of the Education Act 1994. The Union is devoted to the educational interests and welfare of its members. It is the independent representative body of the students at the University of Salford.

The Union is a company limited by guarantee and without shares (company number 12532982) and a charity (charity number 1189354).

The Union is governed by Articles of Association effective from the 24th of February 2025, a set of Bye-laws, the University of Salford and the Charity Commission. The Union also has a Memorandum of Understanding with the University of Salford. The Articles of Association state the Union's principle objectives as:

"The Union will seek at all times to:

- (i) ensure that the diversity of its Student Membership is recognised and that equal access is available to all Student Members of whatever origin or orientation;
- (ii) pursue its aims and objectives independent of any political party or religious group; and
- (iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

These Articles have been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Student Members enjoy the right, which must be exercised in accordance with charity law, to elect a proportion of the Trustees and to dismiss all the Trustees. The Board of Trustees will give the utmost consideration to the views of Student Members.

Under the Education Act 1994, the University of Salford has a statutory duty to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. The Union therefore works alongside the University of Salford in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of the Union's Student Members are met.

Public Benefit Statement

The Trustees have given due consideration to Charity Commission published guidance on the operation of the public benefit requirement and are satisfied that the charitable company meets these requirements.

The Trustee Board

The Union is democratically controlled through the annual election of a team of student representatives who form part of the Union's Board of Trustees. The membership of the Trustee Board is as follows:

- Five elected Sabbatical Trustees
- Four Student Trustees
- Four Lay Trustees

The Trustees determine policy for all areas of Union activity. The sabbatical trustees are full time student officers of the organisation and work for the Union for a year either during or at the end of their degree course to represent students on a full-time basis. The Trustee Board remit can be summarised as follows:

Strategy	Formulating, monitoring and implementing plans.
Financial	Providing effective financial management and oversight including the formation of budgets
Performance	Monitoring and evaluating the performance of staff, services and activities
Line Management Risk Management	Line managing and supporting the Chief Executive including performance monitoring. Ensuring there are effective reporting and monitoring processes in place to effectively manage the risks of the Union.
Consultation Involvement Trustee Recruitment	Ensuring there is a comprehensive programme of member consultation in place. Promoting the effective involvement of members.
Reporting	Ensuring the effective election/selection, induction and appraisal of trustee board members
Considering Committee Reports	The Sabbatical Trustees work alongside the permanent Union staff to implement and carry out the strategy and policies set by the Trustee Board. The permanent staff team is managed by the Chief Executive Officer, who is directly accountable to the Trustee Board for the Unions' performance

Risk Management Statement

Risk management is the responsibility of the Trustee Board. The senior managers of the Union have delegated authority for identifying the risks facing the organisation and reporting these to the Trustees as they arise in relation to items of business at the Board. In addition, the senior managers provide the information to enable the Trustees to undertake an annual review.

The Trustee Board examines the major strategic, business and operational risks which the Union faces on an annual basis. The Trustees confirm that systems have been established to enable regular reports to be produced.

Reserves

Details of the funds are set out below:

£'s	2025	2024
Unrestricted Funds	356,601	256,356
Designated Fixed Assets Fund - being a fund representing the net book value of fixed assets owned by the charitable company	130,433	300,402
Unrestricted Funds	76,524	76,707
Total Reserves	563,557	633,465

Reserves Policy

The trustees have adopted a reserves policy, the objective of which is to protect the Union and its charitable activities by ensuring adequate liquidity while the organisation adjusts to any short term (three to six months) changes it encounters in its financial and operating environment. Such changes might include:

- Interruptions to the grant funding from the University;
- Provision for unforeseen events;
- Staff notice and redundancy payments and/or legal fees in the event the Union is wound up.

At the same time the trustees want to ensure reserves are not too high to maximise the resources applied to the Union's charitable purpose and the ability to invest in the Unions fixed assets to maintain the quality and standards of its service provision.

The trustees understand that a reserve against loss in trading income would not mitigate a decrease in income from the University block grant. However, the risk level of such is regarded to be low. The trustees have therefore set a target of the Union holding a minimum of six months' loss in trading income in unrestricted funds. Based on the 2024/25 financial year this target figure would equate to £612,619. At 31 July 2025 the Union held unrestricted funds of £356,600 (2024: £256,356) equating to 56% (39% 2024) of the target level.

In 2024 the trustees took the decision to fund the buy-out of the Union's antiquated defined benefit pension scheme, that has been closed to accrual. The pension scheme is the largest risk to the organisation, and a unique opportunity to continue with the buy-out arose. This decision will require investment from the Union and it is likely to reduce the reserves position. The university has provided additional support, should the organisation require it, through the offering of a loan facility, which the Union does not currently intend to draw upon.

Appointment of Trustees

The Union's Articles of Association states there shall be "not more than five Sabbatical officer Trustees, elected...; not more than four Student Trustees, appointed... ; and not more than four Lay Trustees, appointed ...;"

Sabbaticals

Up to five Sabbatical Officer Trustees are elected by secret ballot of the Members of the Union at an election held in accordance with the Election Regulations. They remain in post for a term of one year between the 1 July and the 30 June. They may be re-elected for a maximum of one further term of one year. This may be consecutive or non-consecutive; the total maximum term that can be served is twenty-four months. Each Officer Trustee must be a student or an Officer Trustee at the time of the election. An Officer Trustee becomes a member of the Union on commencement of their appointment or reappointment and this membership ceases when they cease to be an officer trustee.

Student Trustees

Up to four student trustees are appointed by a panel drawn from the Trustee Board. Each Student Trustee must be a student at the time of their appointment. The role may be shorter or longer on a transitional basis to coincide with the alteration of the year start or end. A student trustee may serve a maximum of two years that may be consecutive or non-consecutive.

Lay Trustees

The trustees are required to appoint by a simple majority vote such persons as they consider suitable to be Lay Trustees. Unless their appointment is terminated in accordance with the Articles of Association, Lay Trustees remain in office for a term of up to four years. They are eligible for reappointment by a simple majority vote of the Trustees for a further term of four years but are not eligible for re-appointment thereafter if they have served a total maximum term of eight years.

Trustee Induction & Training

All new trustees engage in a comprehensive training programme which includes:

- The key roles and responsibilities of the trustee position
- Financial training
- Introductions to key staff and other trustees
- Copies of the Union's key documents

On-going training needs for Trustees are continually monitored by the Chief Executive Officer and President.

The Students' Union

The Union is involved in a wide range of activities. Its core purpose is to represent students and provide activities for them to enhance the student experience. To that end the Union organises campaigns on issues of concern to the generality of students, administers the work of approximately 100 different sports teams and societies, trains and develops over 600 student course representatives and operates a Student Advice Centre.

The Union's commercial activities includes Atmosphere which incorporates a cafe and licenced premises offering a social eating and drinking space. The Union also puts on social events for members. The Union also receives financial contributions from its relationship with Chartwells, who operate the retail space on campus.

The majority of Union core activity is funded from the grant received from the University.

The Staff Teams

There is a core staff team of 35 staff and approximately 60 casual student staff members. Union staff members work across five functional areas of the Union:

- Student Voice
- Student Opportunities and Wellbeing
- Marketing and Events
- Commercial services
- Administration, including finance and human resources.

Related Parties

The University of Salford is the parent institution of Salford SU. The Salford SU received a revenue block grant in the year from the University of Salford of £1,397,000 (2024: £1,282,000).

Statement of financial activities for the year ended 31st July 2025

£'s	Note	General Funds	2025 Designated Funds	Restricted Funds	Total	2024 Total
Income						
Donations & Legacies	2	1,397,000		77,004	1,474,004	1,282,000
Charitable Activities	3	1,225,239		(183)	1,225,056	1,343,130
Other Trading Activities	4	70,306		-	70,306	60,265
Investments	5	53,553		-	53,553	58,710
Subtotal		2,746,098	-	76,821	2,822,918	2,744,105
Expenditure						
Raising Funds	6	120,298	1,018	-	121,316	105,768
Charitable Activities	7	2,495,240	69,478	77,004	2,641,722	2,751,849
Other	8	-	129,789	-	129,789	76,512
Subtotal		2,615,538	200,285	77,004	2,892,827	2,934,129
Net Income (Expenditure)		130,560	(200,285)	(183)	(69,908)	(190,024)
Funds Brought Forward		256,356	300,402	76,707	633,465	
Fund Transfers		(30,316)	(30,316)			
Funds Carried Forward		356,601	130,433	76,524	563,557	

Balance Sheet as at 31st July 2025

		2025 £	2024 £
Fixed Assets			
Tangible Assets	11	130,432	176,913
Current Assets			
Stocks	12	15,208	21,198
Debtors	13	100,273	121,615
Investments	14	448,438	431,885
Cash & Bank		113,075	90,448
		676,994	665,146
Creditors			
Amount falling due < 1 year	15	(243,455)	(208,594)
Net Current Assets		433,539	456,552
Net Assets		563,971	633,465
The Funds of the Charity			
Restricted	18	76,524	76,707
Unrestricted	18	356,601	256,356
Designated	18	130,433	300,402
Total Funds		563,557	633,465

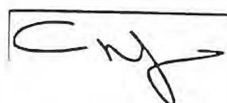
The notes on pages 12-28 form part of these financial statements. Approved by the trustees of the University of Salford Students' Union on the 12th February 2026.

Akinwale Bello
Chair



12th of February 2026

Conor Naughton
Deputy Chair



26th of February 2026

Statement of Cashflow for the Year Ended 31st July 2025

£'s	Note	2025	2024
Net cash provided by (used in) operating activities	20	63,194	30,481
Cash flows from investing activities:			
Purchase of fixed assets		(24,015)	(80,395)
Sale proceeds from disposal of fixed assets			
Net cash provided by (used in) investing activities		<u>(24,015)</u>	<u>(80,395)</u>
Change in cash and cash equivalents in the period		39,180	(49,914)
Cash and cash equivalents at the beginning of the period		<u>522,333</u>	<u>572,247</u>
Cash and cash equivalents at the end of the period	21	561,513	522,333

The notes on pages 12-28 form part of these financial statements

Notes to the Financial Statements for the Year Ended 31st July

Note 1 Accounting Policies

The University of Salford Students' Union, which is a charitable company limited by guarantee and limited to £1 per member has adopted the following accounting policies:

a) Basis of accounting

The financial statements have been prepared in accordance with the 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 United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and Generally Accepted Accounting Practice.

The University of Salford Students' Union meets the definition of a public benefit charity under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charitable company and rounded to the nearest£.

b) Incoming resources

Incoming resources are included in the Statement of Financial Activities (SoFA) when the charitable company has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted for when incurred.

Investment income relates to interest earned through holding assets on deposit.

c) Donated services and facilities

Donated services and facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated items have been met, and the receipt of economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102) the general volunteer time is not recognised.

Donated services and donated facilities are recognised on the basis of the value of the gift to the charitable company which is the amount the charitable company would have been willing to pay to obtain services or facilities of equivalent benefit on the open market, a corresponding amount is recognised in the expenditure for the period.

d) Support costs allocation

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office & admin costs, facility costs and supporting marketing costs which are allocated to activity based on the proportion of that activity's direct costs to total costs.

e) Governance costs allocation

Governance costs are those costs related to the governance of the entity, to allow it to operate, and to generate information for public accountability. Direct costs will include audit and accountancy, legal advice to trustees and costs of trustees meetings.

f) Funds

The entity has the following funds which are shown separately in the accounts:

- i) Restricted funds are funds that are used in accordance with specific restrictions imposed by donors or that have been raised by the entity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. Details of the restricted funds held are given in note 19 to the financial statements.
- ii) Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the objects of the entity and which have not been designated for other purposes.
- iii) Designated funds are unrestricted funds that are allocated for specific purposes as set out in note 18 to the financial statements

g) Fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value over the useful economic life of that asset as follows:

Fixtures, Fittings & Equipment: 10% to 33% straight line per annum
Building Improvements: 4% to 10% straight line per annum

Motor Vehicles: 33% straight line per annum

h) Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

i) Debtors

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

j) Current asset investments

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

k) 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.

l) Creditors and provisions

Creditors and provisions are recognised where the charitable 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. Creditors and provisions are normally recognised at their settlement after allowing for any trade discounts due.

m) Financial instruments

The charitable company 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.

n) Pension costs

The Union operates two defined benefit pension schemes for all qualifying employees.

The Greater Manchester Pension fund operates on a pooled arrangement with contributions agreed centrally. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Union. Under the terms of FRS102, in these circumstances, contributions can be accounted for as if the scheme was a defined contribution scheme based on actual contributions paid throughout the year.

The Union of Salford Students Union Pension and Life Assurance Scheme contributions are accounted for on a full actuarial valuation basis as at the year-end.

Following the introduction of auto enrolment a National Employment Savings Trust (NEST) has now been set up in order to provide pension arrangements for any staff that now become eligible jobholders.

o) Taxation

The charitable company is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable entity for UK corporation tax purposes.

p) Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include assumptions around the financial assets and liabilities of pension scheme commitments, and the discount rate applied thereto, and the valuation of stock.

q) Going Concern

The Union has net assets of £558k (2024: £633k).

With the continued support of the University, the trustees have a reasonable expectation that the Union has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Note 2 Donations & Legacies

£'s	2025				2024
	General	Designated	Restricted	Total	Total
University Block Grant	1,397,000	-	-	1,397,000	1,282,000
Other Grants	-	-	77,004	77,004	-
Total	1,397,000	-	77,004	1,474,004	1,282,000

Note 3 Income from Charitable Activities

£'s	2025				2024
	General	Designated	Restricted	Total	Total
Bar	738,834	-	-	738,834	801,339
Catering	380,953	-	-	380,953	339,395
Student Support Activities	28,733	-	-	28,733	21,762
Graduate Portrait Commission	43,325	-	-	43,325	52,867
Student Services e.g Society Membership	33,394	-	-	33,394	34,512
Net Movement in Student Funds	-	-	(183)	(183)	-
National Lottery Community Funding	-	-	-	-	16,555
Equity Advocate Funding	-	-	-	-	53,511
Academic Society Funding	-	-	-	-	23,180
Total	1,225,239	-	(183)	1,225,056	1,343,130

Note 4 Income from Other Trading Activities

£'s	2025				2024
	General	Designated	Restricted	Total	Total
Venue Hire & Franchise Income	450	-	-	450	27,962
Media Income	38,142	-	-	38,142	32,303
Retail & Clothing Commission	31,714	-	-	31,714	-
Total	70,306	-	-	70,306	60,265

Note 5 Investment Income

£'s	2025				2024
	General	Designated	Restricted	Total	Total
Investment Income	53,553	-	-	53,553	58,710
Total	53,553	-	-	53,553	58,710

Note 6 Analysis of Expenditure

2025						
£'s	Cost of Sales	Staff Costs	Other Costs	Governance Costs	Support Costs	Total
Raising Funds	-	70,806	17,446	4,541	28,440	121,232
Charitable Activities						
Bar	232,278	355,960	194,533	40,274	252,253	1,075,298
Catering	132,023	105,056	23,801	13,433	84,070	358,372
Student Services incl Societies	-	566,019	260,999	42,550	266,512	1,136,080
Equity Advocate Fund	-	72,290	4,714	-	-	77,004
Total Charitable Activities	364,301	1,099,325	484,047	96,247	602,835	2,646,754
Other - Designated						
Pension Scheme Costs	-	-	129,789	-	-	129,789
Total	364,301	1,170,131	631,282	100,787	631,274	2,897,776

2024						
£'s	Cost of Sales	Staff Costs	Other Costs	Governance Costs	Support Costs	Total
Raising Funds	-	67,381	9,704	3,096	25,587	105,768
Charitable Activities						
Bar	273,441	456,229	195,148	37,143	306,978	1,268,939
Catering	158,263	51,945	17,019	9,126	75,425	311,778
Student Services incl Societies	-	533,975	228,587	30,627	253,120	1,046,309
National Lottery Community Fund	-	-	16,555	-	-	16,555
Equity Advocate Fund	-	-	53,500	-	-	53,500
Academic Society Fund	-	-	23,180	-	-	23,180
Strike Fund	-	-	16,787	-	-	16,787
Loneliness Goal Fund	-	-	14,802	-	-	14,802
Total Charitable Activities	431,704	1,042,149	565,578	76,896	635,523	2,751,849
Other - Designated						
Pension Scheme Costs	-	-	76,512	-	-	76,512
Total	431,704	1,109,530	651,794	79,992	661,110	2,934,129

Of the total expenditure £2,820,777 (2024: £2,809,307) was unrestricted and £77,004 (2024: £124,825) was restricted.

The support costs and governance costs are allocated to activity based on the proportion of that activity's direct costs to total costs.

Governance and support costs can be analysed as follows

£'s	2025	2024
Staff Costs	437,215	320,036
Staff Recruitment, Training & Social Casts	15,931	34,332
Facility Costs	32,542	33,550
Office & Finance Costs	43,288	40,407
Travel, Subsistence & Conference Costs	17,239	8,658
Legal, Professional & Consultancy	100,948	148,994
Marketing / Website Costs	664	818
Irrecoverable VAT	31,290	30,983
Depreciation	7,847	88,473
Sundry Costs	45,098	34,851
Total	732,062	741,102

Note 7 Net Income / (Expenditure) for the Year

This is stated after charging

£'s	2025	2024
Depreciation	70,496	139,808
Profit / (loss) on Disposal of Fixed Assets	-	-
Bad Debts Incurred		(60)
Auditor Remuneration	7,600	7,250

Note 8 Analysis of Staff Costs & Key Management Personnel

Staff costs were as follows

£'s	2025	2024
Salaries & Wages	1,481,058	1,325,039
Social Security Costs	116,696	94,095
Termination Payments	0	0
Employer's Contribution to a defined contribution pension scheme	28,418	17,337
Operating Costs of Defined Benefit Pension Schemes	11,712	10,297
Other Employee Benefits	1,121	1,142
Total	1,639,005	1,447,910

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

No.	2025	2024
£70,000-£79,999	1	1

The total employee benefits including pension contributions of the key management personnel were £326,142 (2024 271,142). Key management personnel include the employees and trustees noted on pages 1 and 2 of the accounts.

Ex gratia payments of £2,000 were made in the year.

Note 9 Trustees Remuneration and Expenses

£'s	2025	2024
Trustees' Remuneration & Employer's NI	137,853	125,241
Trustees' Expenses	6,254	8,265
Total	144,107	133,506

Each of the student officers received a salary of £24,860 per annum as authorised in the Articles of Association of the University of Salford Students' Union for the representation, campaigning and support work they undertake as distinct from their trustee responsibilities. The work includes voicing student opinion with the University and local community, defending and extending the rights of students through petitions, and discussions with local MPs.

The trustees expenses of £5,551 (2024: £6,265) were incurred by 5 (2024: 5) trustees in respect of travel and subsistence costs in the course of their duties.

Note 10 Staff Numbers

The average number of employees (head count based on number of staff employed) during the year was made up as follows:

No.	2025	2024
Raising Funds	6.0	3.6
Bar	51.0	55.8
Catering	4.0	1.4
Student Services	36.0	31.3
Governance	0.0	1.0
Support Services	9.0	11.2
Total	106.0	104.2

Note 11 Tangible Fixed Assets

£'s	Building Improvements	Fixtures & Fittings	Motor Vehicles	Total
Cost				
At 31 July 2024	1,037,906	364,252	17,607	1,419,765
Additions	-	24,015	-	24,015
Disposals				
At 31 July 2025	1,037,906	388,267	17,607	1,443,780
Depreciation				
At 31 July 2024	1,006,528	218,717	17,607	1,242,852
Charge For The Year Disposals	19,569	50,927	-	70,496
At 31 July 2025	1,026,097	269,644	17,607	1,313,348
Net Book Value				
At 31 July 2025	11,809	118,623	-	130,432
At 31 July 2024	31,378	145,535		176,913

Note 12 Stocks

£'s	2025	2024
Bars	10,728	19,841
Catering	4,480	1,347
Total	15,208	21,198

Note 13 Debtors

£'s	2025	2024
Trade Debtors	12,052	18,726
Other Debtors	4,319	6,303
Prepayments & Accrued Income	83,901	94,611
Other Taxes	-	1,975
Total	100,273	121,615

Note 14 Current Asset Investments

£'s	2025	2024
Carrying Value at Beginning of the Period	431,885	416,961
Additions to Investments at Cost	1,066,553	1,049,942
Disposals at Carrying Value	(1,050,000)	(1,035,000)
Total	448,438	431,885

Note 15 Creditors: Amounts Falling Due in One Year

£'s	2025	2024
Trade Creditors	30,635	50,659
Social Security & Other Taxes	39,767	23,690
Other Creditors	4,310	3,774
Accruals & Deferred Income	169,157	130,471
Total	243,869	208,594

Note 16 Deferred Income

£'s	2025	2024
Carrying Value At Beginning of the Period	6,500	-
Amount Reversed in the Year	(6,500)	-
Amounts Deferred in the Year	48,590	6,500
Total	48,590	6,500

Note 17 Capital Commitments

At 31 July 2025 there were no capital commitments

Note 18 Statement of Funds Movement

For the Current Year Ended 31 July 2025 £'s		Balance Brought Forward 31/7/24	Income	Expenditure	Transfer	Balance Carried Forward 31/7/25
Unrestricted		256,357	2,746,098	(2,615,538)	(30,316)	356,601
Designated	Fixed Asset Fund	126,510	-	(70,496)	50,154	106,168
	Capital Grant	50,403	-	-	(26,139)	24,265
	Pension Fund	123,488	-	(129,789)	6,301	(0)
Designated Total		300,401	-	(200,285)	4,177	130,433
Restricted	Societies	76,696	260,484	(260,667)	-	76,513
	Equity Advocate Fund	11	77,004	(77,004)	-	11
Restricted Total		76,707	337,488	(337,671)	-	76,524
Total Funds		633,465	3,083,586	(3,153,494)	-	563,557

For the Current Year Ended 31 July 2024 £'s		Balance Brought Forward 31/7/23	Income	Expenditure	Transfer	Balance Carried Forward 31/7/24
Unrestricted		406,031	2,650,232	(2,592,985)	(206,921)	256,357
Designated	Fixed Asset Fund	185,922	-	(139,807)	80,395	126,510
	Deferred Capital Grant	123,877	-	-	(73,474)	50,403
	Pension Fund	-	-	(76,512)	200,000	123,488
Designated Total		309,799	-	(216,319)	206,921	350,805
Restricted	Societies	76,069	627	-	-	76,696
	Strike Fund	16,788	-	(16,788)	-	-
	Loneliness Goal	14,802	-	(14,802)	-	-
	National Lottery Community Fund	-	16,555	(16,555)	-	-
	Equity Advocate Fund	-	53,511	(53,500)	-	11
	Academic Society Fund	-	23,180	(23,180)	-	-
Restricted Total		107,659	93,873	(124,825)	-	76,707
Total Funds		823,489	2,744,105	(2,934,129)	-	633,465

Designated Funds

The designated funds are unrestricted funds that are created by the trustees for specific purposes.

Fixed Asset Fund	The net book value of assets purchased with unrestricted funds.
Capital Grant	Relates to capital grant received for building refurbishment
Pension Fund	Created to cover the cost of any future expenditure in relation to the University of Salford Students' Union Pension & Life Assurance Scheme.

Restricted Funds

The restricted funds comprise:.

Clubs & societies funds	Represent the balance on the clubs & societies own income accounts.
The Equity Advocate Fund	Represents funds provided by the University in order for the Student Union in order to create solutions that will enable the University to advance their EDI Statement of Ambition Goals.

Reserve Transfers

Fixed Assets	Transfer of funds to fixed assets for fixed asset additions from general funds.
Pension Fund	Transfer of additional costs above pension reserve balance from general funds.

Note 19 Analysis of Net Assets Between Funds

As at 31st July 2025 £'s	General Funds	Designated Funds	Restricted Funds	Total
Tangible Fixed Assets	-	130,432	-	130,432
Cash & Short Term Investments	460,724	24,265	76,524	561,513
Other Net Current Assets (Liabilities)	(128,389)	1	-	(128,388)
Total	332,336	154,697	76,524	563,557

As at 31st July 2024 £'s	General Funds	Designated Funds	Restricted Funds	Total
Tangible Fixed Assets	-	176,913	-	176,913
Cash & Short Term Investments	321,841	123,488	77,004	522,333
Other Net Current Assets (Liabilities)	(116,186)	50,404	-	(65,781)
	205,656	350,805	77,004	633,465

Note 20 Reconciliation of Net Income/(Expenditure) to Net Cash Flow from Operating Activities

£'s	2025	2024
Net Movement in Funds	(69,908)	(190,024)
Add Back Depreciation Charge	70,496	139,808
(Increase) / Decrease in Stocks	5,990	(6,961)
(Increase) / Decrease in Debtors	21,342	75,621
(Increase) / Decrease in Creditors	35,275	12,037
Total	63,196	30,481

Note 21 Analysis of Cash and Cash Equivalents

£'s	2025	2024
Cash in Hand	-	-
Current Accounts	113,075	90,448
Deposit Accounts	448,438	431,885
Total	561,513	522,333

Note 22 Related Party Transactions

The following have been identified as related party transactions per the requirements of FRS 102.

The University of Salford:

In the year the University of Salford Students' Union received total grants of £1,474,000 (2024: £1,282,000) from the University of Salford, there was £87,010 (2024: £71,662 of purchase recharges and £154,672 (2024: £104,634) of sales recharges. The net year end debtor with the University, including funds on deposit was £448,438 (2024: £444,334).

Trustees of the University of Salford Students' Union:

See note 09 - Trustees' remuneration and expenses.

National Union of Students Services Ltd (NUSSL):

The University of Salford Students' Union is an affiliated member of NUSSL who operate a purchasing consortium within the students' union movement.

Note 23 Pensions

University of Salford Students' Union Pension and Life Assurance Scheme

The Union operated a defined benefit pension scheme which was closed to future accrual of service on 1 April 2006. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 July 2020 and updated at 31 July 2021. The major assumptions used by the actuary are shown below.

The most recent actuarial valuation showed a funding shortfall of £895,000. However, allowance for the impact of actual experience from the valuation date to 26 April 2021 resulted in a funding surplus of £46,000 as at 26 April 2021. No recovery contributions are therefore payable from June 2021 onwards. Prior to June 2021 recovery plan payments were payable at £86,000 per annum (payable monthly), increasing at 3% per annum with the first increase applied on 1 October 2019. In addition, prior to June 2021, the company paid £18,000 per annum towards expenses charged to the scheme. From June 2021, the company has agreed with the trustees that it will meet expenses of the scheme and levies to the Pension Protection Fund directly.

During the previous year there has been a buy-in with Just Retirement with an inception date of 17 May 2024 and a premium of £2.376m. Now that the plan has been fully bought-in, the asset breakdown of the plan is composed of insured pensions/deferred pensions and cash. The value of the bulk annuity with Just Retirement and legacy annuity policies with Aviva and ReAssure have been set equal to the corresponding value of the FRS102 liabilities less the allowance for GMP equalisation.

The contributions paid into the scheme by the company during the year in respect of eligible employees amounted to £nil (2024: £nil).

Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability):

£'s	2025	2024
Fair Value of Plan Assets	3,630,493	3,778,400
Present Value of Defined Benefit Obligation	3,465,289	3,630,500
Surplus / (Defecit) in Plan	165,204	147,900
Unrecognised Surplus	165,204	147,900

Reconciliation of opening and closing balances of the defined benefit obligation:

£'s	2025	2024
Defined Benefit Obligation at Start of Period	3,630,500	3,556,300
Interest Expense	172,799	180,600
Actuarial Losses / (Gains)	(130,048)	125,200
Benefits Paid & Expenses	(207,962)	(231,600)
Surplus / (Defecit) in Plan	3,465,289	3,630,500

Reconciliation of opening and closing balances of the fair value of plan assets:

£'s	2025	2024
Fair Value of Plan Assets at Start of Period	3,778,400	4,579,500
Interest Income	180,046	232,300
Actuarial Gains / (Losses)	(199,991)	(730,500)
Employer Settlement Payments	-	(74,400)
Benefits Paid & Expenses	(207,962)	(228,500)
Fair Value of Plan Assets at the End of Period	3,630,493	3,778,400

Defined benefit costs recognised in other comprehensive income:

£'s	2025	2024
Return on Plan Assets (Excluding Amounts Included in Net Interest Cost) - (Loss) / Gain	(119,991)	(730,500)
Experience Gains and Losses Arising on the Plan Liabilities (Loss) / Gain	(270,813)	7,400
Effect on Changes in the Demographic and Financial Assumptions Underlying the Present Value of the Plan Liabilities - Gain / (Loss)	400,861	(132,600)
Effects of Changes in the Amount of Surplus that is not Recoverable (Excluding Amounts Included in Net Interest Cost) - Gain / (Loss)	(10,057)	927,000
Total Amount Recognised in Other Comprehensive Income-Gain / (Loss)	-	71,300

These amounts are not recognised in the financial statements to the extent that the pension scheme remains in surplus.

£'s	2025	2024
Equity Instruments		
Debt Instruments		
Property		
Cash	168,666	151,600
Other	3,461,827	3,626,800
Total Assets	3,630,493	3,778,400

None of the fair values of the assets shown above include any direct investments in the company's own financial instruments or any property occupied by, or other assets used by, the Union.

%	2025	2024
Discount Rate	5.60%	4.90%
Inflation (RPI)	3.05%	3.25%
Inflation (CPI)	2.35%	2.45%
Allowance for Revaluation of Deferred Pensions of CPI or 5% p.a. if less	2.35%	2.45%
Allowance for Pension in Payment Increases of RPI or %5 p.a. if less, minimum 3% p.a	2.60%	3.70%
Allowance for Commutation of Pension for Cash at Retirement	100% of post a day	100% of post a day

The mortality assumptions adopted at 31 July 2025 imply the following life expectancies:

	Life Expectancy at Age 62 (Years)
Male Retiring in 2024	23
Female Retiring in 2024	26
Male Retiring in 2043	25
Female Retiring in 2043	27

Greater Manchester Pension Fund (GMPF)

The Union is a member of the GMPF, which is an externally funded defined benefit pension scheme, which is contracted out of the State Second Pension, where contributions payable are held in a trust separately from the Union.

The scheme is subject to triennial valuation by independent actuaries, the last valuation being carried out as at 31 March 2022 using the project unit credit method in which the actuarial liability makes allowance for projected future earnings.

The following actuarial assumptions were applied:

Investment returns	2.9% per annum
Inflation	3.6% per annum
Salary growth	3.7% per annum
Pension increases	2.9% per annum

At the last actuarial valuation date the market value of the assets of the scheme were sufficient to cover 104% of the benefits that had accrued to members after allowing for the effect of future increases in earnings. The common rate of contributions payable by each employing authority as at 31 March 2022 is 18.9% of pensionable pay.

The contributions paid into the scheme in respect of eligible employees amounted to £8,692 (2024: £13,570).

National Employment Savings Trust (NEST)

Following the Student Unions auto enrolment staging date in May 2014 the NEST scheme has been set up in order to provide pension arrangements for any staff that become eligible employees.

The contributions paid into the scheme during the year were £50,640 (2024: £40,452)

Note 24 Contingent Liability

There is an ongoing HMRC VAT challenge with Students' Unions relating to the decision by HMRC that VAT should be chargeable on catering to students from a bar. The dispute is likely to be settled by a Judicial Review. A provision of £85,000 (2024: £72,000) has been made to cover any potential liability arising from the outcome.

Note 25 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. In the event of winding up the liability of each member is limited to £1.