

**STUDENTS' ASSOCIATION**  
**SAUWS**  
UNIVERSITY OF THE WEST *of* SCOTLAND

**STUDENTS' ASSOCIATION  
OF THE  
UNIVERSITY OF THE WEST OF SCOTLAND**

**(INCORPORATING CAMPUSES AT PAISLEY, AYR AND HAMILTON)**

**FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31<sup>st</sup> JULY 2013**

**Charity Number SC005410**

**STUDENTS' ASSOCIATION OF THE UNIVERSITY OF THE WEST OF SCOTLAND**

**FINANCIAL STATEMENTS**

**Year ended 31 July 2013**

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## **Board of Trustees and Association Information**

### **Board of Trustees from 1<sup>st</sup> July 2012 to 30<sup>th</sup> June 2013**

President.....	Garry Quigley
Depute President Education and Welfare .....	Cara Lee resigned January 2013
Campus President Ayr.....	Ewan McCreath
Campus President Hamilton .....	Kate Shearer
Sports President.....	Alastair Adamson
Ordinary Trustee Paisley.....	Stuart McCabe
Ordinary Trustee Paisley .....	Nick Targontsidis
Ordinary Trustee Paisley.....	Jack Douglas
Ordinary Trustee Ayr.....	Pearl Willis elected Oct 2012
Ordinary Trustee Ayr .....	Niall McGeachy elected Oct 2012
Ordinary Trustee Ayr .....	Vacant
Ordinary Trustee Hamilton.....	Dorothy Watson
Ordinary Trustee Hamilton.....	Thomas McLaren
Ordinary Trustee Hamilton.....	Vacant

### **Board of Trustees from 1<sup>st</sup> July 2013 to 30<sup>th</sup> June 2014**

President.....	Blane Abercrombie
Depute President Education and Welfare .....	Iain Shepherd
Campus President Ayr.....	Cal Reid
Campus President Hamilton .....	Kate Shearer
Sports President.....	Ryan Wood
Ordinary Trustee Paisley.....	Stuart McCabe
Ordinary Trustee Paisley .....	Cameron Stewart
Ordinary Trustee Paisley.....	Heather Armstrong
Ordinary Trustee Ayr.....	Pearl Willis
Ordinary Trustee Ayr .....	Vacant
Ordinary Trustee Ayr .....	Vacant
Ordinary Trustee Hamilton.....	Dorothy Watson
Ordinary Trustee Hamilton.....	Connor Smith
Ordinary Trustee Hamilton.....	Cameron Mathieson

Three Trustees are elected on a University wide basis over Paisley, Hamilton and Ayr campuses (President, Depute President Education and Welfare, and Sports President). The other Trustees are elected on a campus wide basis at the campus specified. For each of these constituencies any qualifying student may stand but election ballots are held only at those constituencies.

Trustees elected are given full induction and training at the assumption of office encompassing their duties as Trustees in terms of relevant legislation and the operations of the Students' Association.

The Students' Association is governed by a Constitution formally approved by the Court of the University of the West of Scotland under its rules of governance; the Students' Association is an unincorporated association for the benefit of its members. Policies of the Board and of the Student Representative Councils (SRCs) of the Association are carried out by the Sabbatical office bearers and on a day to day basis by the staff employed by the Association.



## **Notice In Terms Of The Education Act 1994**

*The Students' Association is required under the terms of the above Act of Parliament to provide the following information.*

At meetings of the Students' Association decisions were taken on continuation of affiliation to the under noted external bodies for 2012/2013.

The National Union of Students of the United Kingdom (NUS)	£29,749
Scottish Student Sport (SSS)	£ 4,929
British Universities & Colleges Sport (BUCS)	£ 1,813
NUS Services Ltd (NUSSL)	£ 300

*Any Ordinary Member of the Students' Association who wishes to have any of the above affiliations reviewed by general ballot (referendum), must call for this as described in the Constitution of SAUWS, copies of which are available from:*

**SAUWS  
The Students' Union  
Storie Street  
PAISLEY  
PA1 2HB**

**A CALL FOR A GENERAL BALLOT REQUIRES THE SUPPORT OF 5% OF THE ORDINARY MEMBERS OF SAUWS.**

## **Board of Trustees Report**

### **Objectives and Purposes of the Students' Association**

The Students' Association exists to enhance, in as many aspects as possible, the overall student experience of those coming to study at the University. The following is defined in the constitution:

The Association shall:

1. be an unincorporated association of members who are in the main students of the University;
2. register the Association with the appropriate licensing authorities in terms of the relevant legislation;
3. be a non-profit making organisation with any financial surpluses being re-invested in the Association; and
4. adhere to the requirements of the Education Act 1994 (as amended) and to the Code of Practice.

The objects of the Association are to:

1. advance the arts, culture, education, science, heritage and sport by providing amenities and supporting activities for the members;
2. prevent and relieve poverty and advance health by providing advice and welfare services for students and potential students; and
3. promote and advance citizenship amongst the membership through the democratic structures for student representation within the Association, the University, associated organisations and in society in general.

The following are important for these objects:

1. representing and promoting the general interests of students of the University;
2. representing students in their needs and aspirations;
3. supporting students throughout their University life;
4. advising, informing and listening to students;
5. effective inclusion by promoting participation in the work and activities of the Association;
6. providing social and recreational facilities and services; and
7. supporting student development, sports, societies and other co-curricular activities.

And in achieving these, the Association will provide:

- Social facilities to enhance the academic experience and to be the focus of academic community.
- Leisure activities including competitive and non competitive sport, religious and political activities, to enable students and staff to mix outwith the academic environment.
- Support for students facing difficulties, whether in academic or personal matters, and to look after students' welfare.
- Representation of students within the structures of the University, to ensure the future of course development through active participation by students.
- Opportunities for students to gain experience in the running of the Association, both through volunteering in the democratic structures and working for the Association.

The Association receives a grant from the University for the Membership Fees of the students at the Ayr, Hamilton and Paisley campuses of the University. With this the Association organises activities in line with its objects.

**SAUWS is a democratically accountable organisation run by students and for students at the University of the West of Scotland.**

### **Investments Policy**

The Association has a fully paid up maximum shareholding in the Students' Union purchasing consortium NUS Services Ltd. This shareholding derives from the Association being a qualifying body in terms of the Memorandum and Articles of the company (the Association is a Constituent Member of the National Union of Students) and the decisions of the Association to continue that affiliation. Such decisions are made in terms of the Education Act 1994.

### **Reserves Policy**

The Reserves of the Students' Association are unrestricted funds which should be retained at a level reviewed annually by the Trustees as appropriate to meeting the annual costs of running the Students' Association.

### **Risk Management**

The Trustees have assessed the major risks to which the Students' Association is exposed and have put in place measures to limit those risks and review them on a regular basis.

### **Grant Making Policy**

The Association makes awards of funds to the Clubs and Societies of the Association. These are organised on a campus basis with the award making bodies being the SRC at the Ayr and Hamilton campuses and the General Council of the Affiliated Clubs and Societies (ACS) at the Paisley campus.

Grants are made on an annual basis from the overall funds allocated for that purpose and stated in the Estimates for the year. Clubs and societies make application to the committee of the ACS from where a recommendation is made to the General Council then a vote taken by the Council. At Ayr and Hamilton campuses the club makes a submission to the SRC which then decides upon an allocation of funds.

Rules governing the recommendations of the committee are laid down in the constitution of the Association.

## **Overview of the Association**

Now six years since the incorporation of the Hamilton Campus into SAUWS following merger with Bell College Students' Union, the majority of today's students have only experienced the Association and the University under their current names.

SAUWS enjoyed the benefits of the successful election of 3 of the incumbent sabbatical officers to a second term, although the Depute President Education and Welfare left before the completion of the year to take up employment within her chosen field.

There has been a significant focus on the staffing of the Association this year, with external HR consultancy firm, Square Circle HR Ltd, being contracted to undertake a large scale project over a 2 year period. This work has included the review of staff terms and conditions of employment and job descriptions, as well as the introduction of a performance appraisal system linked to a new competency framework, and a salary benchmarking exercise. The consultants have also been available to offer advice and guidance to staff dealing with all types of HR issues and this has been a valued addition in supporting staff to carry out this function.

Additionally, the Board of Trustees undertook a full staffing review of the Association looking at budgeted resource costs, trading levels and resource requirements. This led the Board to propose that some changes be made to some roles to better meet trading and organisational requirements. The findings were that there was excess capacity and under-utilised resource, particularly during holiday periods. The main focus moving forward was to ensure that the Association operates as efficiently as possible, to ensure financial budgets can be met and to allow greater flexibility within the Association.

A full consultation process was undertaken with staff, particularly those whose roles were affected. The result of the process has been a change to a number of posts, with two being removed altogether and a further three changing to term time only and two of these changing to part time hours. This has obviously been an unsettling time for staff and has necessitated some roles absorbing extra duties, however, the long term benefits to the Association will offset this. Some of the salary savings are to be used to resource a new 1 year fixed term part time post to support the development of sports and societies.

Due to the limited size of the organisation, absences have a high impact on operations and costs. Staff absences throughout the year had an impact on the back office functions of the Association and also a significant impact on the contribution of the Paisley café where additional staff had to be brought in to cover.

In terms of trading activity, the overall contribution increased by £11,672 to £39,079, compared to prior year. Again, this fell far short of the £90,583 which had been budgeted. Although sales fell short of budget by only around £27,593, cost of sales, wages and trading expenses exceeded budgeted figures by almost £24,000.

Unfortunately, staff absences during the year meant that monthly management accounts were not available to the Association throughout the year, making it hard to identify where targets were not being met until post year end. This significantly reduced our ability to take action to limit the impact of poor performance levels.

Again, a tight control on overhead spend ensured that these costs came in £6,734 ahead of budget, having made provision for the restructuring costs in the amount of £28,000. The Association welcomed the decision of the Court of the University to finalise the matter of the outstanding debt. The mechanism for this was for SAUWS to make a payment of £60,000 to the University and then the remaining debt (£440,343) was forgiven by the University. This led to the Association ending the year with an overall surplus of £398,532. The result for the year excluding the loan forgiveness of £440,343 and restructuring costs of £28,000 results in an operating deficit of £13,811.

The Association made a further bid to the Climate Challenge Fund for external funding to support a climate change and sustainability project for the next two years and were successful in securing a grant of £128,816. This will allow the recruitment of



additional staff who will work alongside the existing Transition project staff and will also allow us to strengthen our links with the University's environmental work.

External funding has also been secured via a UWS bid to the Scottish Funding Council to support a project aiming to promote learner employability and engagement through coordinated citizenship and volunteering activities. It is planned that SAUWS will recruit a Citizenship Coordinator to work in partnership with UWS to undertake a range of projects in pursuit of the above aim.

### **Affiliated Clubs and Societies**

During this year, SAUWS was pleased to be able to continue to support a number of sports clubs and societies, as well as individual athletes, in the amount of £28,569.

It has been a great year for clubs and societies at SAUWS with over 1000 students competing in the weekly sports fixtures, national competitions and getting involved in society and group events throughout the year.

Over 400 students were involved in sports clubs this year and there were some great on the field successes. These included Men's Hockey winning promotion to the British University and College Sport (BUCS) 5A league, while Rugby, Badminton, Basketball, Netball and Hamilton Football teams all finished second in their respective leagues. There were also no clubs to finish bottom of their league this year.

The Association has also been proud to support some of Scotland's elite athletes with three of our students set to represent Scotland at the Glasgow 2014 Commonwealth Games. We are also proud to have supported the Judo National Champion and have had champions in both the Scottish University Ladies' Hammer Throw and the Mens' Karate Championships.

Sports clubs have also been doing their bit within the community with our Badminton club and American Football team delivering taster sessions in local schools, as well as getting involved in the annual Christmas parade in Paisley.

Societies have seen over 600 students getting involved through events, taster sessions, workshops and social events, with salsa and Zumba classes, Wrestling taster sessions and even scuba diving classes taking place throughout the year.

Our academic based societies have also represented SAUWS on a national stage, with the debating society competing at the Scottish Universities Conference, and the Chemical Engineering Society travelling down to England to compete in a national event. There has also been an increase in social and general interest societies with the creation of the Harry Potter Society, table top gaming, drama, People and Planet, scuba diving and equestrian.

### **Student Representation**

#### **Engagement with University**

Over the last academic year, senior management of the University have continued to support the Students' Association with representational and engagement activities, however there continues to be a need for more engagement from teaching staff. The Quality Enhancement Unit (QEU) has restructured job roles and as a result there is no longer one person responsible for student engagement, this has been delegated out to each Faculty Quality Officer (FQO) and other members of staff situated within the QEU. This results in improved co-ordination being required between FQO's and the Student Representation Co-ordinator.

Upon liaison with members of the QEU regarding the lack of engagement of teaching staff, the new Student Representation Policy (owned by QEU) has included staff development opportunities in student engagement and involvement through either an open session or invitation to each faculty. This will be discussed with SPARQS (Student Participation in Quality Scotland) and QEU in due course. To pilot this, the Student Representation Co-ordinator provided training to teaching staff from the Business School's professional programmes which was well received and as such it is hoped that more sessions can be delivered to other Schools within UWS.

### **Raising Awareness of Student Representation**

Induction visits for academic session 2012-13 increased slightly from last year, with approximately 3,250 students being introduced to the purpose and activities of the Students' Association and representation system. It is believed that the increase in numbers is due to an explicit request to see students from each year of study, including Post-Graduate classes, which was granted by the Schools. It is hoped this will continue in the coming years.

Promotion of student representation also took place at Paisley, Ayr and Hamilton Freshers' Events.

### **Feedback Campaign**

The Feedback campaign continued during the year. The purpose of the campaign is to raise awareness of the UWS Assessment Policy among student reps, students themselves, support teams and staff of the University. This year however, emphasis was placed on Schools to provide feedback rather than expecting students to ask for it. An analysis of the impact of this has yet to be made, however we have identified that some Schools are better than others in this area. As such the year ahead will focus on those Schools who are actively providing feedback on assessments and sharing this across the institution.

### **Student Learning in the 21<sup>st</sup> Century Conference**

The 4<sup>th</sup> annual Student conference was held earlier in the year, as planned. At this year's student conference, delegates were asked to consider the Governance of SAUWS; this included the structure of the Board of Trustees, the effectiveness of Students' Council, the purpose of STAR groups (Students Taking Action and Representing) and how each of these work together, also their effectiveness in addressing student issues and campaigning for positive change. The feedback given here has directly impacted on the constitutional review being undertaken during the next academic session.

In addition, Conference delegates were asked to consider the UWS Equality, Diversity and Human Rights outcomes and aspirations. These were felt to be positive and will have a positive impact on the student experience; however concerns were raised as to how these would be implemented and monitored. The feedback from this has directly impacted on the work of SAUWS and UWS as we continue to develop the work of our liberation groups (Women, Black, Disabled and LGBTQ groups). It is also hoped that the Students' Association, in conjunction with colleagues from UWS, will introduce an annual 'Diversity Day' which will raise awareness of the issues faced by the different liberation groups.

Funding for the next conference has been secured from funds allocated to the new Enhancement Theme; this event will be held in March 2014.

### **Student Representatives and Training**

The number of Student Reps registered for this academic year has increased by 47%. It is hoped this figure will increase again for session 2013-14 as we work closer with Schools to ensure each programme is represented.

Tailored student rep training took place on all four campuses during teaching week 4 of Trimester 1, and training sessions were also held during teaching week 3 of Trimester 2 on Paisley, Hamilton and Ayr campuses. Approximately 120 student reps have gone through official student rep training at either Introductory or Intermediate level with several one-to-one training sessions taking place. This is similar to last year however it continues to be above the level seen during session 2009-2010 (benchmark standard). Student rep training this year was delivered by UWS student reps, with 99% of reps stating they could participate fully, 97% found the training useful or very useful and 100% would recommend it to a fellow rep.

For academic session 2013-14 we will continue to participate with the Institutional Associate Trainer scheme introduced by SPARQS since funding has been secured for this. In addition, this scheme is outlined within the new Student Representation Policy. Benefits of participating include greater tailoring of training to suit the needs of UWS students and our policies and flexibility in timing and delivery of training.

### **Students' Council**

Attendance at Students' Council has increased this year with Paisley seeing the highest attendance with an average of 17 students attending each meeting, closely followed by Hamilton with an average of 8 students and then Ayr with an average of 3 students attending. There is however still concerns over quoracy of meetings and as such Engagement staff will be promoting Council each month to the general student body.

Dumfries Campus has their own arrangement for addressing campus and educational issues, however with the introduction of Video Conference Council meetings we are hoping to enable participation here, this is further discussed below.

Policy passed at Council this year has included a constitutional change to amend the Sports President's job title to Sports and Societies President and redefined how we do auctions in aid of charities or SAUWS student groups.

### **Crichton Campus/CUCSA**

With regard to Crichton campus, although it is not possible to fully engage with our students here due to the location, liaison with teaching and support staff has allowed for greater parity between campuses. As such, induction visits were carried out, SPARQS training took place, and the Feedback campaign was promoted. This will continue over the coming year. In addition, introduction of video conference Council meetings and with assistance from the CUCSA staff members, SAUWS will invite UWS Dumfries campus students to participate in these in order to further engage these students.

### **Student Case Work**

- UWS Complaints – Over the year a number of students have sought support from the Students' Association in compiling and submitting complaints. These related to similar issues as last year i.e. lack of support particularly for assessment feedback. Unfortunately students do not always inform us of the outcomes of their complaints, however one was upheld and the student was given another opportunity to submit the work at no loss of attempt. UWS will publish an analysis of complaints submitted and once received, this

will be compared to previous year's complaints and any themes appearing will be monitored for future case work and potential campaigns.

- Academic Appeals – Appeals brought to our attention by students were generally related to illness or family bereavement and were received after the UWS Mitigation deadline. However this year we have also seen a marked increase in the number of Nursing students appeal the decision of either the Exams board or the Progression and Awards Board. It is thought this is due to a change in curriculum delivery and progression rules within this School. Similar to complaints, students do not always inform us of the outcome of their appeal, however we are aware that at least three were upheld and the students given another opportunity to submit work. Several others were not upheld due to the change in rules.
- Fitness to Practice (Faculty of EHSS only) - The Faculty of Education, Health and Social Science (EHSS) is bound by strict industry rules and regulations, Fitness to Practice (FtP) is the means by which this faculty disciplines students who have breached these rules or regulations. Over the year a number of Fitness to Practice cases have been brought to the Students' Association's attention as students seek representation at these meetings. All FtP cases raised with us were within the School of Nursing and ranged from non-disclosure issues to poor practice. Unfortunately with these types of issues it is difficult for the Students' Association to prevent any kind of reprimand due to the nature of the Nursing profession and all students who attended FtP were reprimanded in some way, although these were relatively lenient in comparison to last year. It should be noted however that this leniency was due to the School's recognition that better support could have been provided.
- Plagiarism hearings – The number of Plagiarism cases brought to the Students' Association has decreased slightly this year, it is thought this is due to students being better aware of how to use 'turnit in' (Plagiarism Detection Software) more effectively. The majority of cases were escalated to the Disciplinary committee (see below) however one was not upheld and the student was given a pass mark with no further action taken.
- UWS Disciplinary hearings – Issues brought to the UWS Disciplinary Committee this year have been varied, some have related to cheating in exam assessments, some related to the student's behaviour and some, as noted above, have been referred by the Plagiarism Panel. Of the hearings where the student has been accompanied by a member from the Students' Association, most students received some form of reprimand in the form of resubmission/resit of work at loss of attempt; however there were also students who received a more serious reprimand of suspension. Where this occurred discussion took place with the student on the possibility of appeal, however where this was not possible, advice given to students included working in the voluntary sector to gain some experience and build PDP, and working on assessments for resubmission where this was possible.

We have seen positive changes this year however in communication between UWS, SAUWS and students, i.e. where the student is required to attend a meeting with UWS staff, we have requested any correspondence to students include the details of the relevant SAUWS sabbatical officer and/or staff member, and encouragement for students to contact the Students' Association for assistance and advice, this has increased the number of students contacting us for representation/advocacy. As such there has been a marked increase in Case Work undertaken by the Students' Association which has placed additional pressure on both the Students Representation Co-ordinator and the Welfare, Campaigns and Activities Co-ordinator, as such the current staff members for these roles will submit a proposal for funding for a full-time Student Case Worker post. It is hoped this role will run under the remit of SAUWS, however to be salaried by UWS.

## **Crichton**

Members at Dumfries continued to be represented through the campus based SRC which is known as CUCSA (Crichton University Campus Students' Association). There was again an increased opportunity for SAUWS members at the campus to vote in cross campus sabbatical elections, with these being held online.

## **Campaigns**

This year SAUWS has continued to campaign to reduce the drop-out rate at UWS and we have done this through our award winning campaign 'Retaining Scotland's Potential'. UWS has the highest drop-out rate in Scotland (25%) and for the past year we have looked to reduce that by carrying out a variety of activities. Our core activity has involved auditing two services that are meant to improve retention: the UWS Buddy System and the UWS Personal Tutor System. We have audited these two services to assess whether or not they are effective and if they do prevent students from dropping out. We're confident that our findings will help improve on the retention services that UWS offers.

This year, we also led the charge against the delays that so many of our students were experiencing, in relation to their SAAS payments. We put pressure on SAAS to improve the service that they offer to students. This included sending SAAS a giant Christmas card wishing them a Merry Christmas and wishing them a better 2013. As part of this campaign, student representatives travelled down to London, with colleagues from the Glasgow Student Forum, to join forces with thousands of other students from across the UK to protest against some of the decisions and actions that the UK Government have made. We believe that some of the decisions coming from the UK will force more and more students to drop out of University life.

Also, SAUWS' President was called up to give evidence to the Scottish Parliament's Education and Culture Committee and a large part of his evidence dealt with the need for the Scottish Government to do more when it comes to student retention. The case was made for the Scottish Government to commission a large scale research project that will look into the student experience in Scotland and examine the reasons why students are forced to drop-out of University life. Our efforts this year to improve retention at UWS led to the 'Retaining Scotland's Potential' campaign being awarded 'Campaign of the Year' at the NUS Scotland Awards Ceremony.

This year's Safe Space campaign has been aimed at improving the safety of students on all campuses across UWS. Student safety is vitally important for SAUWS, and this year we had 3 of our full time staff and officers trained in 3rd party reporting of hate crime. This means any student who believes they have been a victim of hate crime - whether motivated by hatred, malice or prejudice of Race, Religion, Sexual Orientation, Transgender Identity, or Disability - can now report it to our trained staff members who will in turn report it to the Police.

We have also campaigned to improve the safety of Ayr & Hamilton campuses specifically, working with Strathclyde police, students and the local council identifying areas of poor safety around the campuses. Over Halloween we organised a stunt in Ayr with a zombie march along with the circulation of a petition to get lighting along the River Ayr Walkway, achieving 629 signatures. We continue to engage with the local councils and the University to improve the safety of all campuses.

The 'Healthy Body; Healthy Mind' campaign was supported again this year involving over 200 students in a variety of activities from one off events and taster sessions, to massages, cooking workshops, circus skills sessions and a cycle challenge, as well as a number of weekly events like swimming, yoga and meditation.

## **NUS Scotland Awards**

SAUWS was delighted to be successfully awarded two of this year's NUS Scotland Awards, 'Students Association of the Year' and 'Campaign of the Year' for the Retaining Scotland's Potential campaign.

## **Student Led Learning and Teaching Awards**

SAUWS was pleased to be able to host the fourth year of 21<sup>st</sup> Century Teaching Awards at UWS. The main aim of the project was to encourage and recognise university staff who prioritise teaching quality over research work (which is often valued more highly within Universities) and to recognise lecturers that go above and beyond for students. We were pleased to see a record number of students getting involved in the process resulting in around 25 members of teaching staff being shortlisted in a range of award categories.

## **Transition UWS**

Further funding for 2012-2014 was again secured from the Climate Challenge fund, allowing SAUWS to recruit an Environment, Healthy Eating and Volunteering Coordinator to deliver two new projects launched in 2012 to give staff and students the knowledge and skills to live a lower carbon lifestyle that does not cost the Earth. The Sustainable Food Project delivers activities including free cookery workshops, cooking competitions, online cooking videos and recipe sharing, food diaries, 'Come Dine With Me' style dinner parties, and many tips and resources for a healthy, planet friendly diet. The Lower Carbon Living Project aims to establish the link between our lifestyle choices and climate change. Transition UWS, with the support of trained facilitators from the UWS community, has rolled out a programme of *Your Money, Your Planet* and *Carbon Conversations* workshops. These workshops consist of six informal sessions looking at food, energy, transport and waste through the lens of climate change; discussing the issues over tea and cake, establishing individual baselines for each participant and devising a personal plan of action for carbon reduction.

## **Trading**

### **Ayr Union**

The second trading year from the new premises within the main UWS campus building in Ayr has brought disappointing results. The bar in particular has struggled to get custom in the evenings, with a decrease in sales of £17,072, resulting in the decision to cease evening trading for the last couple of months of the academic year. This necessitated the early termination of the contracts of two members of sessional staff at Ayr. Even with a reduction in wage costs of £9,245, the bar showed a deficit of over £3,000 for the year.

Shop sales increased for another year by £4,859, and with wage costs being controlled the contribution from this department improved on prior year by £2,646.

The catering operation in Ayr experienced a drop in sales of £2,466, but with a cut to the wage bill for this area, ended the year only £189 behind prior year contribution.

Entertainments and promotional opportunities were again limited by the smaller capacity venue, and reduced advertising opportunities allowed by the University within their building. Although there was an increase in ticket revenue of £1,039 on prior year, the increase in wage costs of £1,936 could not be sustained, resulting in a loss for this area of £2,362.

Overall, the contribution of the Ayr Union's trading activities was a little under £7,000, a decrease on prior year of £2,196.

### **Paisley Union**

After a disastrous prior year for the Paisley bar, things have improved, although not to the level of previous years. Sales increased by £29,648 and wages fell by £2,929, resulting in a year end contribution of £16,474, compared to the loss of £6,821 of the prior year.

The restructure of the entertainments function resulted in a reduction in wage costs of £5,802 on prior year. The provision of a couple of large scale live music events led to an increase in trading expenses of £13,617 but this was returned in an increase in ticket revenue of £15,656 and a contribution to the above increase in bar sales. The renewed efforts in this area led to a traditional deficit (£6,312 in prior year) being limited to only £100, before the debtor provision of £2,840 added to this making the final negative contribution of £2,940.

Sales in the café again increased, this year by £6,224. Investment was made in a new oven to support the introduction of new menu items including pizzas and wraps which have proved popular and helped to extend the opening hours into the evenings. These items have also helped to boost the gross profit margin achieved. As mentioned earlier, the long term absence of the primary staff member for the café meant that wage costs increased, limiting the increase in overall contribution to £2,026 compared with prior year.

The overall contribution from trading for the Paisley Union was £17,997, an improvement of £28,693 on the £10,696 deficit of the prior year.

### **Hamilton Union**

Despite an increase in bar sales of £3,936 on prior year, the overall contribution from this area was a deficit of £1,749. This again can be directly attributed to the increase in wage costs of £8,916 compared to prior year. Staffing levels must be tightly controlled if this area is to return to a positive position.

Shop sales fell by £2,530 during the year, but maintained wage costs and an improved gross margin meant that this area ended the year with a contribution of £16,280 which was £1,551 ahead of prior year.

Catering only just managed to hold onto a positive outcome with a contribution of £624, compared to £2,957 of the previous year. Although sales increased by £2,605, wages also increased by £1,255 and combined with a fall in the gross margin achieved, meant that the success of the previous year was not maintained.

Within entertainments and promotions, the revenue from gaming was maintained at a similar level to prior year, showing that the investment in new flooring has failed to have the desired impact on the contribution of this area. Ticket revenue was down by £126 on prior year, however, wage costs increased by a huge £6,748, leaving a negative overall contribution of this area of £1,069 (£7,755 behind the prior year position). It is clear that this level of wage spend cannot be sustained.

This was also reflected in the overall contribution of the Hamilton Union which reduced by around £14,825 to a figure of only £14,086.

## **Statement Of Board Of Trustees Responsibilities**

**Year ended 31<sup>st</sup> July 2013**

The Board of Trustees is required to prepare financial statements for each financial year which give a true and fair view of the financial position of the Association at the end of the year and of the financial activities during that year.

In preparing the financial statements, the Board of Trustees is required to select suitable accounting policies, as described in note 1 to the accounts, and then apply them on a consistent basis, making judgements and estimates that are prudent and reasonable. The Board of Trustees must also prepare the financial statements on the going concern basis unless it is appropriate to presume that the Association will not continue to operate.

The Board of Trustees is responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the Association and to ensure that the financial statements comply with the Law Reform (Miscellaneous Provisions) Scotland Act 1990 and the Charities Accounts (Scotland) Regulations 1992. It is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Kate Shearer  
Campus President Hamilton  
(2012-2014)

Date: 14/01/14.



## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STUDENTS' ASSOCIATION OF THE UNIVERSITY OF THE WEST OF SCOTLAND**

We have audited the financial statements of the Students' Association of the University of the West of Scotland for the year ended 31 July 2013 which comprise the Statement of Financial Activities, Balance Sheet, the Cash Flow Statement and related notes 1 to 21. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditors**

The responsibilities of the trustees for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice are set out in the Statement of Board of Trustees' Responsibilities.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion**

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2013 and of its incoming resources and application of resources 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 Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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

We have nothing to report in respect of the following matters where the Charity Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- proper 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.

*Ernst & Young LLP*

Ernst & Young LLP  
Statutory Auditor  
Glasgow

*17 January 2014*

Ernst & Young LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**Statement of Financial Activities (Incorporating the Income and Expenditure Account)**

**Year Ended 31<sup>st</sup> July 2013**

	<b>Notes</b>	<b><u>2013</u></b> £	<b><u>2012</u></b> £
<b>INCOMING RESOURCES</b>			
Activities for generating funds	<b>2</b>	473,440	436,778
Donations - Grants Received		600,000	600,000
Additional Funding Granted – Loan Forgiveness	<b>13</b>	440,343	0
Donations – Compensation for Shop Closure		20,000	20,000
		<hr/>	<hr/>
Total incoming resources		1,533,783	1,056,778
<b>RESOURCES EXPENDED</b>			
Activities for generating funds	<b>2</b>	434,361	409,371
<b>Charitable expenditure:</b>			
Representation, Election and Welfare		9,197	10,394
Affiliated Clubs and Societies		<u>28,569</u>	<u>29,914</u>
Sub-total		<u>37,766</u>	<u>40,308</u>
<b>Management and Admin:</b>			
Staff Salaries and Honoraria	<b>3</b>	353,573	368,437
Administration	<b>4</b>	52,898	57,721
Accommodation Costs	<b>5</b>	142,877	131,889
Restructuring Costs	<b>6</b>	28,000	0
Travel and Staff Taxis		2,532	3,666
NUS Fees, AMSU and BUSA Fees		36,791	23,226
Safety		1,009	1,426
Licences and Professional Fees		21,512	12,158
Miscellaneous	<b>7</b>	6,577	6,089
Audit Fee		5,100	5,400
Depreciation	<b>8</b>	12,255	13,778
		<hr/>	<hr/>
Sub-total		663,124	623,790
		<hr/>	<hr/>
Total resources expended		1,135,251	1,073,469
<b>Net movement in funds</b>		<b>398,532</b>	<b>(16,691)</b>
<b>Total funds brought forward</b>		<b>(373,763)</b>	<b>(357,072)</b>
		<hr/>	<hr/>
<b>Total funds carried forward</b>		<b><u>24,769</u></b>	<b><u>(373,763)</u></b>

A statement of recognised gains and losses is not shown as all gains and losses are recognised in the Income and Expenditure Account.  
All operations are continuing.

The notes on pages 21 to 28 form part of these financial statements.

## Balance Sheet

As at 31<sup>st</sup> July 2013

	Notes	2013	2012
		£	£
<b>FIXED ASSETS</b>			
Tangible Assets	8	29,912	29,745
Investments	9	<u>5,460</u>	<u>5,460</u>
		<u>35,372</u>	<u>35,205</u>
<b>CURRENT ASSETS</b>			
Stock	10	15,420	17,231
Debtors	11	16,233	24,845
Cash at Bank		49,767	107,079
Cash in Hand		<u>5,623</u>	<u>5,623</u>
		<u>87,043</u>	<u>154,778</u>
<b>CURRENT LIABILITIES</b>			
Bank Overdraft		0	0
Trade Creditors	12	<u>97,646</u>	<u>63,403</u>
		<u>97,646</u>	<u>63,403</u>
<b>NET CURRENT (LIABILITIES) / ASSETS</b>		<u><b>(10,603)</b></u>	<u>91,375</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u><b>24,769</b></u>	<u>126,580</u>
<b>CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>			
Due to University of West of Scotland	13	0	500,343
		<u>0</u>	<u>500,343</u>
		<u><u>24,769</u></u>	<u><u>(373,763)</u></u>
Represented by:			
<b>RESERVES</b>			
Balance at 1 <sup>st</sup> August		(373,763)	(357,072)
Surplus/ (deficit) for year		<u>398,532</u>	<u>(16,691)</u>
		<u>24,769</u>	<u>(373,763)</u>

Approved on behalf of the Council by:



**President  
(2013/2014)**

14/1/14.



**Campus President Hamilton  
(2012/2014)**

14/01/14.

The notes on pages 21 to 28 form part of these financial statements.

## **Cash Flow Statement**

**For the Year Ending 31 July 2013**

	Notes	2013	2012
		£	£
<b>Net cash inflow from operating activities</b>	<b>16</b>	<b>15,110</b>	<b>34,567</b>
<b>Servicing of finance and returns on investments</b>		<b>0</b>	<b>0</b>
<b>Capital expenditure and financial investment</b>			
Payments for fixed assets		(12,422)	(12,638)
<b>Net cash outflow for capital expenditure and financial investment</b>		<b>(12,422)</b>	<b>(12,638)</b>
<b>Financing</b>			
Repayment of Loan		(60,000)	0
<b>Net cash outflow from financing</b>		<b>(60,000)</b>	<b>0</b>
<b>(Decrease) / Increase in cash</b>		<b>(57,312)</b>	<b>21,929</b>

The notes on pages 21 to 28 form part of these financial statements.

## **Notes to the Financial Statements for the Year Ended 31 July 2013**

### **1) Principal Accounting Policies**

#### a) Basis of Preparation

The accounts are prepared under the historical cost convention in accordance with Charities Accounts (Scotland) Regulations 2006 and in accordance with applicable accounting standards and the Statement of Recommended Practice – Accounting for Charities 2005.

#### b) Fundamental Accounting Concept

The financial statements have been prepared on a going concern basis as the Association's main provider of grant income, the University of the West of Scotland, has agreed to provide financial support to the Association to allow it to meet its liabilities as they fall due.

#### c) Depreciation

Depreciation has been provided on fixed assets at rates calculated to write-off cost of the asset evenly over its expected useful life as follows:

Plant & Equipment	Mechanical 5 years Electronic 4 years
Fixtures & Fittings	3 – 5 years
Tenant's Improvements	5 - 10 years

Assets formerly held under finance leases are now fully depreciated.

#### d) Capital Grants

Grants and other contributions received towards the cost of tangible fixed assets are included as deferred income and credited to the income and expenditure account over the life of the assets.

Assets in this category are fully depreciated and related deferred income fully amortised.

#### e) Stock

Stock is valued at the lower of cost and net realisable value.

#### f) Incoming Resources

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

## 2. Surplus From Student Activities

	<u>Sales</u>	<u>Purchases</u>	<u>Direct costs</u>	<u>Surplus</u> <u>2013</u>	<u>2012</u>
	£	£	£	£	£
<b><u>Paisley Campus</u></b>					
Bar	154,898	51,125	87,299	16,474	(6,821)
Coffee Shop	29,895	16,475	8,957	4,463	2,437
Shop	0	0	0	0	0
Entertainments etc	<u>39,541</u>	<u>35,004</u>	<u>7,477</u>	<u>(2,940)</u>	<u>(6,312)</u>
	<b><u>224,334</u></b>	<b><u>102,604</u></b>	<b><u>103,733</u></b>	<b><u>17,997</u></b>	<b><u>(10,696)</u></b>
<b><u>Ayr Campus</u></b>					
Bar	31,652	12,320	22,494	(3,162)	1,391
Refectory	21,680	10,831	6,033	4,816	5,005
Shop	48,382	32,515	8,163	7,704	5,058
Entertainments etc	<u>4,596</u>	<u>1,123</u>	<u>5,835</u>	<u>(2,362)</u>	<u>(2,262)</u>
	<b><u>106,310</u></b>	<b><u>56,789</u></b>	<b><u>42,525</u></b>	<b><u>6,996</u></b>	<b><u>9,192</u></b>
<b><u>Hamilton Campus</u></b>					
Bar	40,860	13,319	29,290	(1,749)	4,539
Café	20,608	10,387	9,597	624	2,957
Shops	70,130	44,369	9,481	16,280	14,729
Entertainments etc	<u>11,198</u>	<u>3,340</u>	<u>8,927</u>	<u>(1,069)</u>	<u>6,686</u>
	<b><u>142,796</u></b>	<b><u>71,415</u></b>	<b><u>57,295</u></b>	<b><u>14,086</u></b>	<b><u>28,911</u></b>
<b>TOTAL</b>	<b><u>473,440</u></b>	<b><u>230,808</u></b>	<b><u>203,553</u></b>	<b><u>39,079</u></b>	<b><u>27,407</u></b>

## 3. Staff Salaries and Honoraria

	<u>2013</u>	<u>2012</u>
	£	£
Staff Salaries	244,330	249,588
Janitorial Salaries	25,732	26,890
Honoraria	66,136	69,471
Drivers' Salaries	0	3,389
Receptionist Salaries	12,508	12,227
Student Engagement & Campaigns	4,867	6,872
	<b><u>353,573</u></b>	<b><u>368,437</u></b>

<b>4. Administration</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Telephone	2,513	3,153
Computer Maintenance	5,198	7,041
Office Sundries and Postages	12,982	10,708
Insurance	25,449	32,446
Staff Development and Conference	<u>6,756</u>	<u>4,373</u>
	<b><u>52,898</u></b>	<b><u>57,721</u></b>
<b>5. Accommodation Costs</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Heat and Power	47,167	37,108
Cleaning	3,373	4,141
Building Maintenance & Equipment	3,085	1,995
Repairs	3,793	4,334
Building Lease	50,000	50,000
Security	12,884	15,122
Water Rates	5,500	15
Sundries	<u>17,075</u>	<u>19,174</u>
	<b><u>142,877</u></b>	<b><u>131,889</u></b>
<b>6. Restructuring Costs</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Redundancies	25,629	0
Professional Advisors	<u>2,371</u>	<u>0</u>
	<b><u>28,000</u></b>	<b><u>0</u></b>
<b>7. Miscellaneous</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Association Sundries		
Bank Interest and Charges	20	41
Irrecoverable VAT	<u>6,557</u>	<u>6,048</u>
	<b><u>6,577</u></b>	<b><u>6,089</u></b>



## 8. Tangible Assets

<b>Cost</b>		<b>Cost at 1 Aug 12</b>	<b>Additions</b>	<b>Disposals</b>	<b>Cost at 31 July 13</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Paisley Campus	Machinery & Equipment	106,311	7,980		114,291
	Fixtures & Fittings	45,425	1,021		46,446
Ayr Campus	Machinery & Equipment	40,437			40,437
	Fixtures & Fittings	17,187			17,187
Hamilton Campus	Machinery & Equipment	63,161	1,920		65,081
	Fixtures & Fittings	16,185			16,185
	Tenant's Improvements	126,221	1,501		126,622
		<b><u>413,827</u></b>	<b><u>12,422</u></b>	<b><u>0</u></b>	<b><u>426,249</u></b>
<b>Accumulated Depreciation</b>		<b>Balance at 1 Aug 12</b>	<b>Charge for Year</b>	<b>Disposals</b>	<b>Balance at 31 Jul 13</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Paisley Campus	Machinery & Equipment	101,990	4,170		106,160
	Fixtures & Fittings	31,077	5,273		36,350
Ayr Campus	Machinery & Equipment	39,987	322		40,309
	Fixtures & Fittings	17,187			17,187
Hamilton Campus	Machinery & Equipment	59,586	1,670		61,256
	Fixtures & Fittings	15,085			15,085
	Tenant's Improvements	119,170	820		119,990
		<b><u>384,082</u></b>	<b><u>12,255</u></b>	<b><u>0</u></b>	<b><u>396,337</u></b>
<b>Net Book Value</b>		<b>Balance at 1 Aug 12</b>	<b>Additions/ (Charges)</b>	<b>Disposals</b>	<b>Balance at 31 Jul 13</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Paisley Campus	Machinery & Equipment	4,321	3,810	0	8,131
	Fixtures & Fittings	14,348	(4,252)	0	10,096
Ayr Campus	Machinery & Equipment	450	(322)	0	128
	Fixtures & Fittings	0	0	0	0
Hamilton Campus	Machinery & Equipment	3,575	250	0	3,825
	Fixtures & Fittings	1,100	0	0	1,100
	Tenant's Improvements	5,951	681	0	6,632
		<b><u>29,745</u></b>	<b><u>167</u></b>	<b><u>0</u></b>	<b><u>29,912</u></b>

<b>9. Investments</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Investments comprise the following:		
NUS Services Ltd - A Shares of £1 issued at par	60	60
NUS Services Ltd - B Shares of £20 issued at par	<u>5,400</u>	<u>5,400</u>
	<b><u>5,460</u></b>	<b><u>5,460</u></b>
<b>10. Stock</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
<b>Paisley Campus Stock:</b>		
Bar	4,158	4,745
Coffee Shop	<u>349</u>	<u>398</u>
	<b><u>4,507</u></b>	<b><u>5,143</u></b>
<b>Ayr Campus Stock:</b>		
Bar	2,477	2,374
Shop	3,631	3,303
Refectory	<u>463</u>	<u>475</u>
	<b><u>6,571</u></b>	<b><u>6,152</u></b>
<b>Hamilton Campus Stock:</b>		
Bar	2,460	2,581
Shop	1,411	2,974
Cafe	<u>471</u>	<u>381</u>
	<b><u>4,342</u></b>	<b><u>5,936</u></b>
<b>TOTAL</b>	<b><u>15,420</u></b>	<b><u>17,231</u></b>
<b>11. Debtors</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Sundry Debtors	3,664	9,193
Retrospective Discounts due	1,556	1,855
Central Billing Services - Deposit	1,170	1,170
Prepayments	9,843	11,782
VAT Repayable	<u>0</u>	<u>845</u>
	<b><u>16,233</u></b>	<b><u>24,845</u></b>
<b>12. Creditors</b>	<b><u>2013</u></b>	<b><u>2012</u></b>
	<b>£</b>	<b>£</b>
Creditors Control Account	5,279	14,825
VAT Payable	7,524	0
Accrued Charges	63,898	21,544
Payroll Control	7,929	7,789
Deferred Income	<u>13,016</u>	<u>19,245</u>
	<b><u>97,646</u></b>	<b><u>63,403</u></b>

### 13. Balance Due To University

During the year SAUWS repaid £60,000 of the outstanding loan and the balance of £440,343 has been forgiven by the University.

### 14. Related Party Transactions

The Association is an exempt charity for the purposes of the Charities Accounts (Scotland) Regulations 1992 (number SC005410). The Association is in receipt of a recurrent grant from University of the west of Scotland of £620,000 (2012 £620,000).

In addition, the Association premises are included in the pricing arrangement for utilities negotiated by the University. The Trustees of the Association are the members of the Board of Trustees. The sabbatical members of the Board receive remuneration for their services as provided for within the Constitution. The aggregate amount payable under such contracts is referred to in Note 3.

### 15. Controlling Party

The Association is controlled by the Board of Trustees which is subject to democratic election by the voting membership of the Association. The ultimate control of the Association is vested under the constitution in the membership in the Students' Representative Councils and Board of Trustees. As such no single person or entity controls the Association as defined by Financial Reporting Standard 8.

### 16. Reconciliation of Operating Surplus / (Deficit) to Net Cash (Outflow) / Inflow from Operating Activities

	2013	2012
	£	£
Operating surplus / (deficit)	398,532	(16,691)
Decrease in debtors	8,612	22,429
Increase in creditors	34,243	18,918
Decrease / (Increase) in stocks	1,811	(3,867)
Loan Forgiven	(440,343)	0
Depreciation	12,255	13,778
Net cash (outflow) / inflow from operating activities	<b>15,110</b>	<b>34,567</b>

**17. Reconciliation of net cash flow to movement in net funds**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
(Decrease)/Increase in cash in the period	(57,312)	21,929
Change in net funds	(57,312)	21,929
Net funds at 1 August 2012	112,702	90,773
Net funds at 31 July 2013	<u>55,390</u>	<u>112,702</u>

**18. Analysis of Changes in Net Funds**

	<b>At 1 Aug 2012</b>	<b>Cash Flows</b>	<b>At 31 Jul 2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Net cash:			
Cash in hand	5,623	0	5,623
Cash at Bank	107,079	(57,312)	49,767
Net funds	<u>112,702</u>	<u>(57,312)</u>	<u>55,390</u>

**19. Emoluments**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Total emoluments amounted to	548,923	565,934
Average number of employees during the year	71	71

No employee earned £60,000 or more per annum.

**20. Trustee Remuneration**

In accordance with the Constitution the Association some trustee positions are designated as 'sabbatical'. Such positions shall comprise less than half of the trustee posts and the payment of honorarium to each post shall be as stipulated in the Bye laws along with the requisite service agreement for any sabbatical posts. No person shall be entitled to hold sabbatical office for more than two whole terms of office or to stand in any election which could have such a consequence. The following individuals received honoraria as detailed:

Cara Lee	£8,121.87	Ewan McCreath	£12,760.00
Alastair Adamson	£12,760.00	Cal Reid	£1,280.27
Garry Quigley	£13,332.78	Ryan Wood	£1,280.27
Kate Shearer	£14,040.27	Iain Shepherd	£1,280.27
Blane Abercrombie	£1,280.27		

## 21. Paid Employees

Two groups of staff are sourced outwith the Students' Association. Security Staff are engaged on contract from Showsec International Ltd and cleaning staff are sourced from The University of the West of Scotland Estates and Buildings Division. Professional security is deemed necessary on the door of the Students' Union at Storie Street in Paisley for evenings during semester and cleaning of this building is shared with the University for its Catering Facility.

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Gross Wages and Salaries	518,928	535,504
Employer's NIC	29,994	30,430
Pension Costs	0	0

