

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and
Financial Statements for the Year Ended 31 July 2020
for
WORCESTER STUDENTS' UNION

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WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2020

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Report of the Trustees for the Year Ended 31 July 2020

The trustees present their report with the financial statements of the charity for the year ended 31 July 2020. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2019/20 academic year was another very busy one for Worcester Students' Union (WSU), with some significant projects, successes, and challenges. The Union continued to have a dedicated and hard-working team of core staff, sessional staff and elected Officers, who worked hard to achieve the Union's core aims and to further its strategic and operational plans. The Union remains enormously grateful for the continued support received from the University Board and senior management.

Status and Administration

The Students' Union is constituted in accordance with its constitution and is administered and managed by the Trustees. Following the Charities Act 2006 and the withdrawal of this exempt status for organisations with annual turnover exceeding £100,000, the Students' Union considered its options and was, subsequently, registered with the Charity Commission in December 2011, Charity No. 1145192.

The Executive Committee members are elected by the membership to take office in early June in the year in which they are elected and hold office for one year until the second week of the following June. Members are able to run for re-election for a second year on the same terms.

Charitable Objects

WSU seeks to enhance the student experience by providing representation, welfare services, social events and opportunities for student development within the Union and the wider community.

Its Objects under its Constitution are:

- Promoting the interests and welfare of students at the University of Worcester during their course of study and representing, supporting and advising students
- Being the recognised representative channel between students and the University of Worcester and any other external bodies
- Providing social, cultural, sporting, and recreational activities and forums for discussions and debate for the personal development of its students

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ACHIEVEMENT AND PERFORMANCE AIMS AND ACTIVITIES

The Union exists to enhance the student experience and provide all c. 10,000 students of the University of Worcester with opportunities to make the most out of their time at University. It aims to achieve this through services offering advice and support, democracy and representation, societies and sport, volunteering, and through student-focussed entertainment and events. To provide these, the Union has established departments and consults with its student staff and members to continuously improve. Executive Officers of the Union sit on every major committee of the University and regularly meet local organisations and authorities to represent the interests of all students at the University.

The Union will seek at all times to:

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

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. The Union continued to work to the Vision, Values and Core Strategic Goals approved by the Trustee Board in 2015/16, as follows:

Our Vision Statement:

Representing and supporting students to develop and achieve.

Our Values:

Professional

We will conduct and present ourselves to our students and stakeholders in a professional manner, ensuring we have sound organisational processes and procedures, as well as internal expertise to support the student leadership.

Inspirational

We will lead by example and provide our students with inspiration to reach their full potential and try new things.

Accountable

We will ensure that our students and stakeholders know how we utilise our funds and make decisions through our democratic structure, and how they can get involved.

Student-centred

We will ensure that the services and events we deliver achieve high levels of student satisfaction and that students are integral to our continuous improvement.

Positive

We will be positive about Worcester and what it can offer students, promoting how we can help and support them.

Entertaining

We will have fun and help students have great memories of their time at Worcester.

Our Core, Strategic Goals:

- Facilitate wider student involvement in decisions that affect our members
- Provide responsive, appropriate and accessible support and advice to students
- Create and promote opportunities for students to develop transferable skills
- Increase the number of students who know about and use our services
- Help students to be safe and to enjoy University life

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Further to the above, the Union established a set of **Key Performance Indicators (KPIs)** in 2017/18, against which it will monitor its progress until 2021 (through a variety of stated means). These are:

1. Satisfaction with the Students' Union for our members increases year on year - target of 80% across all relevant University, national, and Students' Union surveys;
2. The percentage of the student body aware of the range of services run by the Students' Union increases year on year;
3. The percentage of the student body filling out the Students' Union's 'Big Wore Survey' increases year on year;
4. The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year;
5. The number of students voting in our Leadership Elections - target of 20%;
6. The number of available positions in our governance structures are filled - target of at least 80%;
7. The number of ideas submitted to the Students' Union increases year on year;
8. The number of students accessing our advice and support service increases year on year;
9. The number of welfare campaigns delivered by the Officers year on year that meet the SU's campaign objectives;
10. The number of students who are members of a club or society increases year on year;
11. The number of clubs and societies increases year on year - target of 50 clubs and 60 societies;
12. The number of volunteering hours given by students increases year on year;
13. The percentage of students saying that being involved in the Students' Union enhanced their employability increases year on year;
14. Worcester sits in the top 50 in the BUCS (British Universities Colleges Sport) League;
15. The number of students attending events in The Hangar increases year on year;
16. The Students' Union achieves at least Silver Best Bar None accreditation each year;
17. The profitability of the Students' Union's commercial services increases year on year;
18. The percentage of students feeling that Students' Union events had a positive impact on their student experience increases year on year.

The 2019/20 academic year has been another extremely fonnative one for the Union. We have striven to continue our journey of persistent improvement, achieving our aim of having excellent satisfaction rates amongst our members, and being a Union that defies its size in tenns of local impact and national reputation. Coronavirus, naturally, changed many of our plans and affected the whole world but we were pleased to be able to respond and adapt quickly, to continue to provide services to students, and to work very closely with the University to optimise the student experience. The way in which the Union adapted to the 'new nonnal' is referenced throughout this report. This report will cover the key areas of focus and development, as well as challenges, under a series of headings below. An annual Impact Report for the year will, also, be produced by the end of Semester I of 2020/21 and shared widely with the Union's members and many stakeholders.

GOVERNANCE REVIEW

The review of the Union's governance structure and processes continued apace this year, with the aim of making the Union much more accessible to its members to get involved, have a say, and to affect change. Students' Unions are, by their nature, complex organisations but the Union, like many others nationally, was keen to review its structures, ensure it was not overly bureaucratic or complicated so that students were not dissuaded from getting involved by process. The review involved widespread consultation with members, University staff members, other Students' Unions, NUS, and external, including legal, expertise. The consultation and work on the review spanned two teams of Officer Trustees and so proposals went through several drafts and revisions. A new Constitution was finally approved by the student body, Student Council, and the Union's Board of Trustees in late Spring 2020, and by the University Board of Governors in June 2020. Revised Bye Laws were, also, produced alongside the Constitution and approved by Student Council and the Trustee Board and the implementation of the Union's new governance structures could then begin in earnest for application in the 2020/21 academic year.

One of the most exciting and fundamental changes to be approved was the creation of Student Networks (that replace the role of Part-Time Officers). These will allow more established communities to develop across the University that represent and champion the needs of different students and cohorts. They will, also, allow the Union to consult with members more effectively to create positive change. The Networks will be for the following groups:

- Black and Minority Ethnic Students (name up for revision)
- Commuter Students
- Disabled Students
- LGBTQ+ Students
- Women
- International Students
- Mature Students, Parents and Carers

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- Postgraduate Students
- Students interested in Sustainability
- Widening Participation students (such as those who are the first in their family to go to University).

Each Network will have a Chair and, collectively, they will form a new Welfare and Inclusion Council, led by the President, to enable even more transparency and collaboration. This, it is hoped, will emulate the previous success of Team Wore meetings (sports and societies) and the recently piloted Education Council. Within the new structure, Team Wore Council, Education Council, and the Welfare and Inclusion Council will be sub-committees of the main Student Council and will have a two-way dialogue.

Other developments coming out of the governance review include condensed and simplified Bye Laws, a new format for Executive Committee, revised membership of Student Council (drawing students in from the Union's existing networks to ensure the group is effective and to reduce the number of vacant positions), and new Codes of Conduct for Trustees and Members. The revised Constitution also led to improvements in terminology and to the Trustee Board, in line with good practice within the sector, including the addition of the position of Deputy Chair (to be a Lay Trustee) and a revision of the role of the 'Supervising', now 'Lead' Trustee in providing support with student and staff/Officer disciplinary matters (this will also be a Lay Trustee).

ACADEMIC REPRESENTATION

There was significant focus across 2019/20, to further embed the Academic Representation Code of Practice, working closely with the University (through a joint Academic Representation Oversight Group) to raise the profile of Course and School Reps and to demonstrate the impact of their commitment and involvement. It was a successful year in which the numbers of Course Reps increased (375 in total), as well as those engaging with the Union on-line, whether in their training or in submitting 'journals' (totalling 91). These journals allow Reps to raise queries or concerns and seek guidance from the SU or to report on any successes they have had. A new accreditation scheme was, also, introduced for Course Reps, as well as 'Course Rep of the Month' and tri weekly SU email updates.

Forums took place throughout the year for Course Reps to attend and discuss matters with senior members of University staff, on topics ranging from the University's student attendance and engagement protocol, to Progress Weeks, to Graduate Attributes. The national lockdown affected the delivery of the final Forum but the Union continued to engage with Reps on-line and through social media, and also surveyed students about their academic experiences in lockdown. A total of 106 student Reps responded to a joint University and Union survey and 356 Worcester students engaged with a national survey conducted by WonkHE and Pearson. The findings of both were, subsequently shared with the University.

A key aim in 2019/20 was to improve satisfaction with the Academic Representation System amongst certain cohorts of students, as seen in the National Student Survey (NSS) completed by final year students, the University's own Course Experience Survey (CES) - completed by non-final year students at Worcester - and the Union's own Big Wore Survey (BWS). This particularly related to the School of Psychology (SoP) and the Worcester Business School (WBS), where results in 2019 demonstrated that more work needed to be done to raise awareness of and satisfaction with the system. A targeted action plan was implemented by the Union and Officers and staff worked closely with the Heads of School and School SERCCs (Student Engagement Representation and Communication Co-ordinators), producing some very pleasing results, as follows:

CES:

Q.5.3 - I know who my Course Rep is:

SoP: +13% to 52%

WBS: +26% to 65%

Overall University: +6% to 81%

Q 5.4 - Course Reps represent the interests of students on my course effectively:

SoP: + 3% to 38%

WBS: + 25% to 61%

Overall University: +2% to 67%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:

SoP: +10% to 78%

WBS: + 1% to 70%

Overall University: +1% to 79%

NSS:

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The NSS showed a mixed set of results and demonstrated that final year students were still less satisfied. These schools will remain an area of focus, particularly within the courses of Criminology and Computing:

| School | | Overall Student Voice category | +/- % | Q26 The students' union effectively represents my academic interests | +/- % |
|-------------------------|------------------------|-----------------------------------|--------------|---|---------------|
| Psychology | % agree: 2020 | 82.38 | -3.61 | 60 | -5.79 |
| | % agree: previous year | 85.99 | | 65.79 | |
| Sociology (Criminology) | % agree: 2020 | 65.87 | -8.29 | 8.72 | -8.05 |
| | % agree: previous year | 74.16 | | 56.32 | |
| Business & Management | % agree: 2020 | 78.29 | 9.82 | 51.19 | -0.28 |
| | % agree: previous year | 68.47 | | 51.47 | |
| Computing | % agree: 2020 | 78.07 | -3.52 | 42.86 | -18.73 |
| | % agree: previous year | 81.59 | | 61.59 | |
| Overall University | % agree: 2020 | 80.25 | -0.34 | 64.41 | +2.49 |
| | % agree: previous year | 80.59 | | 61.47 | |
| Sector-wide average | % agree: 2020 | 73.56 | -0.1 | 55.99 | +0.33 |
| | % agree: previous year | 73.66 | | 55.66 | |

Overall Satisfaction with SU - Big Wore Survey 2020

School of Psychology results

| | |
|---|-----|
| Very Satisfied - 36% | 24% |
| Satisfied - 50% | 49% |
| Neither satisfied or dissatisfied - 14% | 18% |
| Dissatisfied - 0% | 5% |
| Very dissatisfied - 0% | 4% |

Worcester Business School results

| | |
|---|-----|
| Very Satisfied - 36% | 12% |
| Satisfied - 49% | 38% |
| Neither satisfied or dissatisfied - 13% | 42% |
| Dissatisfied - 2% | 4% |
| Very dissatisfied - 0% | 4% |

The Union's second Change Week took place early in the second Semester, building on the success of the pilot in 2018/19. A new SU Voice Crew of 17 student volunteers (contributing 150 hours) was recruited to help deliver this intensive week of activity, where students were asked what they loved about the University and Union, as well as what they would change. Once again, it proved to be a highly enjoyable week, with some excellent engagement. Overall, 850 ideas were submitted by students, including 142 'what you love' cards, on both St John's and City Campuses, as well as on-line on the Union's new Ideas Forum. The Union, also, delivered 'Change Sessions' to the Three Counties School of Nursing and Midwifery, with over 150 pieces of feedback received as a result. Following the week itself, joint Union and University staff working groups were held, some online due to lockdown, with students speaking directly to staff about their experiences across all areas from student life and support to their academic experience. Implementation of actions largely halted due to Covid-19 and lockdown but areas for actioning will be picked up in Semester I of 2020/21. The Course Rep Conference also took place during Change Week, attended by almost 70 Reps who booked on to sessions led by Union and University staff on a range of topics and skill areas.

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The maximum number of School Reps (23) was appointed by October 2019, although, due to personal reasons, one Rep was unable to complete the year in post. They were supported by the Vice President Education to work with Course Reps and academic staff to ensure student involvement in learning and teaching developments. School Reps attended College Learning, Teaching and Quality Enhancement Committees, providing an important link between course leaders and students, as well as the Union. Together they formed the Education Council (piloted as part of the governance review process), again led by the Vice President Education. This proved an effective and proactive group that helped drive key projects, including Change Week, as well as share experiences, developments, student feedback, and examples of good practice from their Schools. One School Rep designed and delivered a survey for Course Reps around hidden course costs, which was promoted by all School Reps, the results of which were shared with the University.

The Union continued to develop the ways in which it collates and acts on all student feedback and intelligence from the various means and held monthly meetings across the year to monitor and record these. In the next academic year, it plans to continue to improve this process to include even more areas of the Union's operations, including the Welcome Desk.

STUDENT ACTIVITIES

Societies

A total of 47 societies were supported over the year by the Union. Students were able to acquire semester-long or annual memberships, which means that the number of memberships does fluctuate between Semesters. At the end of Semester one, 1076 memberships were held by 866 students, which increased to 1134 from 935 students by the end of Semester two. This represents a 17% and 9% increase respectively on 2018/19. Over the year, 13 new societies formed, the majority of which recruited enough members to be able carry on into next academic year. The most successful new societies were the African and Caribbean and Finnish Societies and in the academic field, Policing, Nutrition, and Biomedical Science were also formed. We were delighted with the creation of the Bhangra and Indian Societies during the year, following a very successful Diwali event in the Hangar. These, sadly, struggled to recruit members during the year but the Union is keen to support students to try again in 2020/21. During Societies Week, most societies held 'Give it a Go' sessions, inviting non-members to take part in their activities and events, many of which were filmed by the Union. Marvel & DC, Anime & Manga, and Gaming joined forces to host various events and activities throughout what they coined 'Geek Week', with this being awarded Society Event of the Year at Union Awards. In addition to this, the LGBTQ+ Officer, organised a full month of events to help celebrate LGBTQ+ History Month, including a panel debate, quiz takeover, improv night, and 'Q and Gay' session.

Sport

The year ended with a total of 37 sports clubs, of which 34 were affiliated (had 12 members or more) and 1340 members from 1246 students, which is 50 less memberships than at the same time the previous year. At the end of Semester one, there were 1397 memberships from 1273 students. A total of 41 teams competed in BUCS (British Universities and Colleges Sport). The Union recorded a decline in memberships within some male teams, whereas many women's clubs saw memberships increase, in some areas significantly. Campaigns such as 'This Girl Can', which the Union has promoted with bespoke videos and promotion for several years now (the video in 2019/20 was one of its most viewed posts ever) appear to be paying dividends but the Union is keen to address, in conjunction with the University, the downturn in male participation going forward.

Due to COVID-19, the BUCS league and knockout programmes ended prematurely in March 2020, and the Union was, also forced to cancel its annual Varsity competition with the University of Gloucestershire. This was an enormous shame for the students and staff involved, who were looking forward to a good event, with ticket sales prior to cancellation far exceeding those of the previous year in the same period.

The Union had a focus on developing recreational sport opportunities for students in 2019/20, in response to a recognition of gaps in provision in this area. Several initiatives were implemented, some successful whilst others proved challenging for staff to secure student engagement. Those which enjoyed success and excellent feedback from the student participants included a Women's Gym Pathway (a second cycle was put on due to demand), Women's Only Gym time, National Fitness Day events, and GymFit. Mixed engagement was achieved in a new Boxercise class but a new GoRow Pilot scheme (as part of a new national initiative from British Rowing) saw no student attendees, despite much promotion, which was hugely disappointing. Sports clubs themselves, however, did a great job in facilitating recreational sessions for students under a new 'Give It a Go' brand and the Social Sports Society was fabulous, putting on a host of events to get students active and having fun. The Chair of the club, consequently, won the Union's Special Recognition Award at the (virtual) Colours Ball in May 2020.

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The Union implemented a new accreditation scheme for clubs and societies in 2019/20 - 'TeamWorc Points' - providing groups with greater motivation to engage their members in activities and initiatives, achieving recognition for doing so. The categories included membership, communication, democracy, representation, events, trips, activities, fundraising, volunteering, and sustainability. Points were awarded throughout the year, leading to clubs and societies achieving bronze, silver and gold status (bronze required 125 points, silver 250 points and gold 400 points). Upon reaching each standard, groups received incremental rewards such as additional funds for their club, marketing support, social media recognition, and recognition during the Union's annual Celebration Week.

Engagement in the scheme far exceeded expectations and many other Unions are now interested in implementing something similar. Committees were delighted to see their efforts recognised and were spurred on to do more for their members. At the end of the year, the following numbers achieved each standard:

Bronze - 6 socs, 12 clubs
Silver - 1 soc, 4 clubs,
Gold - 2 socs, 2 clubs

Over the year, the Vice President chaired #TeamWorc meetings with clubs and societies, which were well attended and included topics such as TeamWorc points, drugs awareness training, and (prior to its cancellation) Varsity. Following lockdown, on-line committee catch ups were implemented and attended by 27 clubs and 27 societies, which was very pleasing.

TeamWorcTV returned to highlight Clubs and Societies that make up #TeamWorc. Episodes were shared across social media and featured a variety of groups, with interviews and footage of their fixtures and events. Livestreaming was also introduced to showcase BUCS teams and build support for #TeamWorc. Ten fixtures were livestreamed to YouTube and Facebook during the year, with engagement with exceeding expectations (each fixture achieved an average of more than 3,000 views via Facebook).

RAG (Raise and Give)

The Union's members voted for Papyrus, a national charity dedicated to the prevention of suicide in young people, as their RAG charity of the year. Students helped to raise just over £23,000 over the course of the year, a fantastic achievement in a year disrupted by severe flooding and the Covid-19 outbreak. As well as Papyrus, funds were raised for a further 36 charities, including Guide Dogs UK, St Richard's Hospice, Children in Need, and Movember. Some RAG highlights for 2019-20 included:

- More student-led events than ever before in The Hangar, including themed quizzes, karaoke takeovers, and 'Take Me Out';
- The return of the Colour Run to mark National Fitness Day;
- Clubs and Societies hosting online fundraisers during lockdown to help support local charities and the NHS;
- Students and staff at the University taking part in 'Walk 4 Worcester' to raise money for the Worcestershire Acute NHS Trust.

Volunteering

Throughout the year, 154 students recorded 9,277 volunteering hours, giving up their time to support worthy causes both locally and around the UK. Approximately 35% of these hours were logged for community work in organisations such as Samaritans, local foodbanks, Brownies and Scouts, Worcestershire Wildlife Trust, and more. Around 55% of the hours logged were for Club and Society commitments, Course Reps, and our SU Crew members who helped during Welcome Week, the Colour Run, the Tea Dance, Refreshers, and Change Week.

Over 900 hours of volunteering were logged by students during the Covid-19 pandemic, as they helped those in their local communities who were unable to leave their homes or access the support they required. Activities included collecting and delivering food parcels and pharmacy prescriptions, helping parents deliver home schooling to their children, and calling isolated individuals to check in and keep them company. The Union is incredibly proud of the students who went the extra mile to help others during the crisis and believe they embody what being a part of TeamWorc is all about. This project was, also, featured in a national round up by NUS on the benefits of students to society.

After the success of last year's event, the Tea Dance returned in December 2019 and was bigger and better than ever. Once again, it was held in collaboration with the University's Senior Physical Activity and Adapted Sport Programme, with the aim of bringing together two very different communities. Funding for the event was secured through a grant from Worcester City Council and this enabled over 100 attendees to be invited to The Hangar for an afternoon of music, dancing, and lots of mince pies. Over 30 student volunteers from the SU Crew and from clubs and Societies helped make the event another truly special occasion.

Festive Fortnight was also delivered for a second year, with opportunities throughout December for students to help those less fortunate than themselves in Christmas card making for Worcester Royal Children's Hospital and the 'Give a Gift' project for the local foodbank.

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A new volunteering project, Wore Together was launched in September 2020, in partnership with Sanctuary Care Housing and Barclays Bank. A total of 10 students were recruited, trained and placed in local care homes to provide volunteer support. By the end of the project period, 8 students had completed their placements and reflective journals and had a very positive experience. It is hoped to work with these organisations to relaunch the scheme when conditions make it possible.

Celebration Week

The Union was unable to host physical ceremonies for the Union Awards and Colours Ball due to lockdown but it ensured celebrations continued regardless, however, with a Virtual Celebration Week.

For two weeks in May, the Students' Union Facebook page was dedicated to the awards, focussing on the successes of our student representatives, volunteers, fundraisers, and club and society members, as well as of University staff nominated in the Students' Choice Awards (SCA). The Union was delighted to see yet another increase in nominations received in 2019/20 for the SCAs- to 831 from 816 in 2018/19. The shortlists for the SCAs, Union Awards, and Colours Ball were officially announced from 1 Ith-15th May, and then the following week saw all of winners announced via specially designed Celebration Week animations and videos from the Officer team.

Engagement was high across both weeks, with large numbers of students and University staff interacting with social media content. Reach and engagement on Facebook was almost double the usual levels and feedback from students and staff was overwhelmingly positive. Many commented on how much it had meant to them during such challenging and strange times.

ADVICE, SUPPORT AND WELLBEING

It was another busy year for the advice service, with over 50% of all cases coming from referrals from University staff members. Over the course of the year the service dealt with:

- 670 contacts from students;
- 323 student cases from 298 students. Case numbers increased significantly as the year progressed (after a slower start, which also saw a period of extended, unexpected absence of the Union's Academic and Welfare Advisor). Over the second 6 months of the year, 173 cases were dealt with, as opposed to 152 during the same period in the previous year;
- 75% of cases were related to academic issues;
- 17% of cases were accommodation issues;
- 5% were finance related and the rest concerned employment or welfare issues;
- 21 cases were students at partner institutions;
- 71% of students using the service identified as female, 8% of the total clients were postgraduate students;
- 15% of clients were supported through weekly advice sessions at City Campus;
- Month on month increases were seen in website views, representing the area of the Union's website with the most improved 'traffic';
- Information was included in the Weekly Staff Blog around particular 'pinch points', such as mitigating circumstances leading up to assessments and assignments;
- New resources were, also, developed, including a booklet for students explaining University procedures and updated information post-lockdown around mitigating circumstances.

Student accommodation is an area of importance to the Union and so the 'Don't Rent Yet' campaign was, once again, delivered throughout November and December to encourage students not to rush into any accommodation commitments for the next year. A 'Housemate Finder' group on Facebook was also created for those looking for housemates or accommodation. The annual Housing Fair, run in conjunction with the University, was held in Refreshers Week at the end of January 2020, welcoming 48 landlords and 542 students to The Hangar.

The Union established an internal 'Wellbeing Working Group' to ensure greater collaboration across the various departments on welfare campaigns, and greater support for the President in delivering these. Some outcomes from the group over the year included improving and updating the information related to drugs, sexual health, and gambling on the Union's website and the delivery of a student survey on these topics. Feedback received from the survey resulted in the Union successfully asking the Campus shop to stock condoms and affordable pregnancy tests. The Union also continued to run the 'Safe Sex Express' service, posting condoms to 155 students over the year and, building on her 2018-19 campaign, the Union's Women's Officer, ran a number of Campus Chat sessions to talk about the results of her Body Positivity survey and to have open conversations about body image. Collaboration also continued with the University to stage events for World and University Mental Health Days and the Union delivered specific events for International Men's Day and November, as well as International Women's Day.

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A major achievement of the Officer team in 2019/20 was the creation of a new wellbeing garden at the rear of the Students' Union for students to enjoy in 2020/21. The scheme was the idea of the Union's President, who managed the scheme from project inception and design, to tendering, and then actual delivery. The resultant space is a fantastic one, with recycled materials, which can be enjoyed by staff and students for years to come. It was felt to be an important investment by the Board, indeed one which gained in relevance and importance as the global pandemic created a greater need for outside space. As well as the garden, some bright new visuals were placed on the outside of the Union building, with the help and support of the University, to help the building itself look more attractive and inviting.

As we know, 2020 saw the Black Lives Matter movement gain international attention, with student groups and the wider public across the UK showing their support. The Officer team, along with numerous Worcester students attended the Black Lives Matter protest held in Worcester during June. Many of our students, clubs, and societies also took part in #BlackOutTuesday, filling their social media feeds with black squares and freeing up the time usually dedicated to social media for people to educate themselves on the Black Lives Matter movement. The Union is working with the University on how we can address inequalities faced by people of colour in society and to reflect on our own practices, developing action plans to address any barriers to engagement and success.

LOCAL AND NATIONAL DEMOCRACY

Elections for Part Time Officer roles took place in October 2020. It proved, once again, difficult to attract students to the roles (hence one of the motivations for the governance review) and only six candidates stood in the election. A total of 2656 votes were cast from 537 individual voters, resulting in the election of the International, LGBTQ+, Student Disability, Sustainability, Welfare, and Women's Officers (with the BAME Students' Officer and Mature Students' Officer remaining vacant).

The Leadership Elections for the full-time Officer Trustee positions returned in March with the 'Don't Duck Out of Democracy' campaign given an updated Star Wars theme. There were nine candidates for the three Full Time Officer roles; three candidates for President, one candidate for VP Education, and five candidates for VP Student Activities. A total of 4599 votes were cast from 1603 individual voters. The voting period was affected by the start of lockdown concerns and a very quiet campus and so the Union was pleased with the overall engagement at what was a difficult time with quite high levels of student anxiety.

In terms of the bigger picture and national democracy, the Union continued to promote engagement in the People's Vote, as agreed by Student Council in 2018/19, and, also, worked closely with the University on a Democracy Day in September to discuss issues such as Brexit and (at that time) the impending General Election. NUS and For Our Future's Sake (FFS) were involved, as well as local politicians and staff and students were able to attend panel debates and hustings. In early December, the Union joined FFS in running a 'DONUT FORGET TO VOTE' stall handing out free Krispy Kreme doughnuts to encourage voter turnout in the General Election. Over 200 students were spoken to about the general election including how to locate their polling station and where they can find impartial information on party policies. The Union was pleased that Worcester did very well nationally in terms of the number of students ultimately registering to vote. Discussions were, also, held with the Council, in partnership with the University, about relocating a polling station on to the University campus.

OUTREACH AND COMMUNICATION

The Union continued to take itself out to where its members are and rebranded its outreach programme to 'Campus Chat'. Once again, the number of students engaged increased when compared to the previous year and totalled 1543 by March 2020, prior to lockdown - despite some bad flooding in February - as compared with 1091 across the whole of 2018/19. Topics and consultations with students were varied and ranged from the governance review, to the experience of students on City Campus, volunteering, society creation, Students' Choice Awards, and student staff vacancies.

It is vital that the Union creates compelling and relevant content for campaigns and activities to ensure good engagement from students. Different mediums are used to keep students informed, including social media, physical and digital platforms, and face-to-face promotion. The Union's social media platforms continued to grow throughout the year, with high levels of engagement, new followers added every day and several student 'takeovers'. Greater use of Officer vlogs (to close the feedback loop) and videos also proved popular, with, for example 1200 views of the Change Week video. The Union's statistics relating to social media for 2019/20 are as follows:

WSU Facebook - 8,100 followers
The Hangar Facebook - 1,000 followers
#TeamWorc Facebook - 2,750 followers
Twitter - 7,150 followers
WSU Instagram - 2,500 followers
The Hangar Instagram - 950 followers

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

Immediately after lockdown, the Union updated and rebranded the official SU Facebook group for 2019-20 as the PositiveWorc Community, to provide a fun, and engaging online space for all members and regular updates to on the Union's activities during lockdown. The community grew rapidly to include 1400 members and featured regular content from the Union, Officers, and students themselves.

EMPLOYABILITY AND STUDENT DEVELOPMENT

The Union continues to invest significant time and energy into training students for various roles, as well as to employ students directly. In terms of Union-delivered training for student roles, 222 student attended committee conference, 19 SU Crew training, 17 SU Voice Crew training, 6 elections sessions, 15 student staff training, and 108 attended Course Rep training (46 on-line). Over the year, 26 students and worked over 6,500 hours providing vital assistance in running the Union's many services and activities. Each year the Union surveys its student staff and in April 2020 had some very positive results, including:

- All understood what their role in the organisation was
- All had appropriate knowledge to perform their job well
- All felt they were supported and kept informed by their supervisor
- All had developed new skills while working for the SU
- All had regular meetings with their supervisors
- All felt customer service was a priority for the SU
- All enjoyed working for the SU and would recommend it to others
- All felt they were able to ask for help when needed

One area to work on was ensuring that all student staff are able to have regular team meetings and to meet each other, which is something the Union has tried to implement previously with limited success but further attempts will be made.

The Union continues to support students through the job application process, with a guide on how to complete application forms, feedback given on all unsuccessful applications and interviews (the latter if requested) and the development of a new 'Guide to Interviews and the World of Work' developed in Semester 2 for launch in 2020/21.

In September 2020, the Union held a Part-Time Jobs and Volunteering Fair, with 17 internal and external stalls, offering paid and voluntary work opportunities. The stalls engaged in just over 200 meaningful conversations with students and subsequent feedback from employers in attendance revealed they filled almost all of their positions and were very happy with the standard of work being conducted by our students. The Union continues to work with the University Careers department to ensure the annual Careers Fair is as inclusive and relevant to as many students as possible.

THE HANGAR

Prior to the national lockdown in March, The Hangar enjoyed a very successful year. A new drinks range was introduced with a new supplier from the NUS buying consortium, with draughts, gins, and spirits and new cocktails on a bespoke menu. The range of non-alcoholic drinks and deals was also increased significantly. By the end of February, drink sales were above budget £9.5k and up 18% on the previous year, with every night of the week, apart from Friday and Saturday, seeing an increase, as follows:

- Tuesday (quiz night) - 71% increase
- Wednesday (Worcester Wednesday) - 34% increase
- Monday (games night) - 24% increase
- Thursday (student take over night) - 19% increase
- Sunday (Shut! Sunday) - 6%
- Friday remained the busiest night of the week (followed closely by Tuesday and Wednesday) but saw a decline in sales and of 5%
- Saturday had a 10% decline in sales and remains a challenging day on which to create a profit.

Throughout the year, prior to lockdown, over 10,000 students attended events in The Hangar, just 1,000 fewer than the previous year despite losing three months of trading and events. More student takeover nights were hosted in The Hangar before with clubs and societies joining forces to stage 30 different events, from quiz nights to dance offs. All of these enjoyed very good attendance and raised funds for charity or for the clubs and societies themselves. Gold Best Bar None accreditation was achieved for a second year, with a perfect score of 100% and score of 96% in the NUS Mystery Shopper scheme.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

Private, external bookings continued to be an essential form of income for The Hangar, with 6 prior to lockdown (a further 5 being cancelled post March). These included birthday parties, wedding receptions, community sports clubs awards nights, and we welcomed back many repeat bookings from previous years who enjoy the atmosphere and value for money that The Hangar provides.

The year began with a comprehensive Welcome Week line-up and several events for international students, as well as students on vocational courses who started earlier in September than the main cohort. Events included Welcome Parties, Hangar Fest, Big Quiz, Worcester Wednesday, Open Mic Night, and Karaoke. The Monday night also saw the introduction of a new Disco Bungalow event, which saw The Hangar at capacity for a very lively night, which was staged again during Refreshers. The daytime events during Welcome Week were extremely well attended, with 2,000 attending Welcome Fair, 3,000 Sports and Societies Fair. Refreshers saw a similar evening line up and a Wellbeing Fair and the annual Housing Fair during the week.

SUSTAINABILITY

The Union continued its efforts towards sustainability, creating its own Green Committee and working with the University and the Union's elected Part-Time Sustainability Officer to progress projects and initiatives. Achievements included:

- Maintained Responsible Futures accreditation (in partnership with the University);
- Entered and won a national Coca-Cola Recycle League (with a project focussed in halls of residence, in partnership with the University);
- Maintained Very Good Green Impact accreditation for the Union;
- Entered a Christmas Tree into the Worcester Cathedrals annual festival made entirely from recycled materials, which was praised by Students Organising for Sustainability UK (SOS-UK), a partner of NUS;
- A new wellbeing garden outside the Union, funded and co-ordinated by the Union, and built using recycled materials, which won a Gold Green Impact Award;
- A new lunch box scheme, 'Take Away without Throwing Away' by the Union's Sustainability Officer in partnership with the University's caterers, Aramark, which won a Platinum Green Impact Awards;
- The Hangar bar continued to reduce its use of single plastic, removing all plastic straws and single use plastic glasses and investing in sustainable alternatives;
- A new sustainability board within the Students' Union with lots of helpful tips and information for staff and students.

STAFF DEVELOPMENT

The Union continued to place importance on developing its core and sessional student staff, as well as its members. Unions are dynamic environments and organisations where personal development can be significant for employees as such a range of activity is delivered and teamwork essential. Across the year, staff and Officers attended training courses covering LGBTQ+ awareness and Allies, mental health in Sport, drug awareness, IT security, digital literacy, leadership and management (ILM Level 3 and 5), being a Trustee, influencing others, equity at work, equality and diversity, minuting and Chairing meetings, housing advice, risk assessment, and first aid training. Student staff were all given a corporate induction to the Union and were part of the Union's Staff Consultative Forum and Health and Safety Committee. Staff also benefitted from being a part of NUS-facilitated communities of practice, attending a wide range of conferences and workshops (including during lockdown), as well as OJA and WonkHe webinars. Staff performance was monitored and appraised through the Union's Personal Performance Appraisal scheme.

The Union recognised staff over the year for excellence and commitment and 31 nominations were received (from core staff) from September 2019 to February 2020 (prior to lockdown and the majority of student staff being placed on furlough) for the Student Staff of the Month. A total of 9 core staff also received bespoke reward and recognition throughout the year for going the extra mile and producing great work. One member of staff who has shown consistent excellence was also awarded funding from the Union to undertake a Level 4 Certificate in Marketing from the Heart of Worcestershire College.

UNIVERSITY ALUMNI AND FELLOWS

The Officer team of 2019/20 were very keen to develop relations between the above groups and the Union. A proposal on how to develop University Alumni relations was written by the President and discussed with the University's Vice Chancellor, resulting in the creation of a new post within the University Communications and Participation team dedicated to this area. The Union strengthened links with University Fellows further by hosting a presentation evening in January 2020, which was very well attended with some interesting discussions. Following this, a further meeting was held between the Chair of the Fellows and the Union and an event/activity plan drawn up detailing the ways in which Fellows could become more involved in Union activities. This is something that will, hopefully, be progressed further in 2020/21. The Union was also lucky to have Casey Bailey, University Fellow (and alumnus) and well-known Midlands poet/rapper contribute to its on-line Colours Ball, congratulating students on their many achievements.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

PERFORMANCE AND STUDENT SATISFACTION

The Union had a very good year in terms of performance and student satisfaction. In terms of its 18 Key Performance Indicators, (KPIs), improvements were seen in IO areas (prior to lockdown and in many cases, despite lockdown), performance remained the same or similar in 4 areas and declined slightly in 4. Two areas of decline were felt to be affected by the coronavirus pandemic as they related to voting in the Leadership Elections in March 2020 and completion of the Big Wore Survey in May 2020.

The other two areas of declined performance were in (i) filling positions in our governance structures (Student Council and Executive Committee), which is hoped to be addressed by a new structure from 2020/21, and (ii) the number of hours of volunteering completed by students. It is proving increasingly difficult to encourage students to log the hours they volunteer - whether that is as a member of a sports or society committee, as a Rep, or when volunteering in the local community. Nationally, across Students' Unions, students are volunteering in less numbers and giving less hours as financial considerations take precedence and time poverty becomes an increasing issue. It is hoped that an additional member of core staff will help deliver the Union's volunteering strategy under a new brand of 'TeamWorc Action' in 2020/21.

The Union had an excellent year in terms of student survey results, as follows:

What Uni

Worcester Students' Union was ranked 13th nationally in this survey for 2020.

NSS

Q26 The students' union effectively represents my academic interests:

Overall University: +2% to 64% (sector average= 56%)

Increase of 6% across all 82 optional questions, above the sector average:

1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college. - 41.65%
2. The Students' Union (Association or Guild) has had a positive impact on the local community - 44.98%
3. The Students' Union (Association or Guild) has helped me develop useful life skills. - 34.95%

The Union is now positioned 19th out of 149 Unions nationally in official NSS rankings (an improvement from 36th/152 in 2019 and 61st/151 in 2018) and is 11th in rankings compiled by Students Unions that take out those small and specialist Providers who do not have a Students' Union.

CES

Q.5.3 - I know who my Course Rep is:

Overall University: +6% to 81%

Q 5.4 - Course Reps represent the interests of students on my course effectively:

Overall University: +2% to 67%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:

Overall University: +1% to 79%

Big Wore Survey 2020

Overall satisfaction with the Union

| | (2020) | (2019) |
|-------------------------------------|--------|--------|
| Very Satisfied or Satisfied - | 80% | 68% |
| Neither satisfied or dissatisfied - | 17% | 28% |
| Dissatisfied or very dissatisfied - | 3% | 4% |

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

BUSINESS CONTINUITY

Coronavirus presented all organisations and sectors with enormous challenges and the Union was no exception. As lockdown approached, close liaison was maintained with the University and a business continuity plan developed to ensure as smooth as possible a transition to on-line working and provision of services. The plan focussed on the key areas of operation for the Union of academic and housing advice, representation, communications and community, HR and wellbeing, and finance and stock. Staff and Officers worked within their departments and cross-organisationally to ensure that services and support were continued to be provided to students, as well as new opportunities (including a Covid-related volunteering scheme), and to continue fundamental programmes of work, such as the governance review. Contact was retained with student groups who responded in an enormously positive way, attending society and sports catch ups, the All Student Meeting (AGM) and, also, creating on-line activities for their members. The Union was incredibly proud of them.

The advice service was very busy and the Officer team, senior managers and Academic and Welfare Advisor maintained regular contact to ensure collaboration on key student concerns or worries. Communication with members was the top priority and signposting them to the sources of support that were available to them. Overall, the Union was very pleased with the engagement from students, with, for example, a record number attending the All Student Meeting on-line at 172. The governance review was, also, finalised and passed during this challenging time; a culmination of almost 2 years of work.

Staff morale and wellbeing was an important concern and regular whole team meetings, as well as individual staff 1-2-1s, were scheduled and maintained to reduce any feeling of isolation or anxiety. A number of the staff had individual circumstances that caused them difficulty or distress and so welfare was closely monitored. Student staff were placed on furlough as soon as practicable (apart from two graphic design assistants who could continue important work from home), as well as two members of commercial staff and, for a short period of time, the Finance and Commercial Assistant.

The Chief Executive was a member of the University's strategic group co-ordinating reoccupation of campus and was, therefore, able to ensure that the Students' Union followed agreed procedures and protocols. Several of the Union's policies and procedures were also updated to reflect the fact that many staff were working from home and may need to do so in the future, including the Health and Safety policy and the Staff Handbook.

Overall, the 2019/20 academic year was an extremely busy one for the Union. Some plans were, of course, frustrated and altered by unprecedented times but it was a year in which the spirit of #TeamWorc survived and thrived and some significant developments were achieved, demonstrating a commitment to continuous improvement, with students at the heart of all the Union does.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £967,116 (2019: £1,034,195). Total expenditure of £1,104,023 (2019: £997,898) on all the students' services we provide, which left a deficit for the year of £136,907 (2019 surplus £36,297). During the year, a new deficit funding agreement was put in place by the Student Union Superannuation Scheme. This agreement has resulted in an increase in the liability of £148,502. At 31 July 2020, the provision for this stood at £360,225.

The General Fund balance at the year end stood at £278,393 (2019: £248,610).

Restricted funds, which represent a capital grant received from the University of Worcester a few years ago and monies raised by the Union's various clubs and societies were £205,802 (2019: £234,890).

Reserves policy

The primary aim of the policy is to ensure that sufficient reserves are in place to provide funds for investment in the Union and its activities, thus enhancing the experience of students at this University. With a secure base of reserves, the Trustees of WSU will be exercising their duty to oversee the finances of the organisation in a prudent and proper manner and to minimise risks to the organisation's viability.

The level of reserves needed at any one time was reviewed this academic year by the Trustee Board and was agreed to be sufficient and realistic at 3 months operating costs (as defined by the annual budgeted organisational expenditure), known as the 'operating reserve'.

Reserves in excess of the required reserves are held as 'free reserves' or 'designated reserves', in accordance with the Trustee Board. If reserves fall below 3 months' operating costs for more than 6 months, the Trustees should ask the management to formulate a recovery plan to be submitted to Trustee Board for approval. If there are surplus funds available above the minimum level, the Committee should plan to utilise these within three years.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

FINANCIAL REVIEW

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity 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.

FUTURE PLANS

The academic year 2021/22 will see the Union embark on a new 5-year strategic plan to take it to 2026. Work will commence on this in earnest during 2020/21 and all areas of the Union's strategy will be reviewed, including its mission, values and core aims. This will be done in consultation with students, with the staff and officer team working together to respond to existing priorities and do the best to anticipate future needs. We will continue to have a focus on:

- Ensuring safe and accessible activities and services, bearing in mind the ongoing situation with the coronavirus pandemic and ensuring contingencies are place in the event of future lockdowns;
- Raising satisfaction levels with the Union amongst our diverse membership;
- Growing and embedding the new Student Networks;
- Enhancing Equality, Diversity, and Inclusion within the Union's activities and procedures, as well as supporting change across the University and within the local community;
- Increasing the Union's efforts around sustainability;
- Continuing to develop how the Union supports students with their health and wellbeing;
- Contributing to the employability of Worcester students and graduates;
- Addressing a decline in the number of students volunteering (and in recording the hours they volunteer);
- Responding to market and student trends in terms of entertainment and the night-time economy;
- Building on the Union's good reputation regionally and nationally;
- Promoting the University as a unique, special community and a welcoming and responsive place to study;
- Developing the Union's role in the local community;
- Ensuring that when all staff the leave the Union for new opportunities, they have developed and grown as people.

FUTURE FUNDING

We will continue to work with the University to negotiate on our annual block grant, based on the demonstration of impact. As we continue to build the Union's services and activities, our aim is to minimise financial risk to the Union and to secure greater financial investment. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible. We will source additional sources of income where

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

The University of Worcester Students' Union (hereafter referred to as 'WSU' or 'the Union') falls under the definition of a "Students' Union" in section 20(1) of the Education Act 1994, and has charitable status. The University of Worcester (hereafter referred to as the University) exercises its duty under the Education Act 1994 to take such steps as are reasonably practicable to secure that the Union operates in a fair and democratic manner and is accountable for its finances.

Since becoming a registered charity, WSU has a dedicated Board of Trustees, consisting of up to three full time officers, up to four student trustees, and up to three external trustees. The Student and External Trustees are selected on the basis of their appropriateness, experience and expertise by a simple majority vote of an Appointments Panel. Appointments of student trustees need to be ratified by a majority vote of Student Council. The Board of Trustees has overall responsibility for the good governance and financial stability of the Union and has been responsible for passing policies and procedures to bring the Union up to date with changing legal requirements.

The Union is a democratic organisation, with the ultimate decision making power being its membership through Student Council, which is the sovereign body. Student Council agrees the Policy of the Union, discusses wider and national issues that affect students at Worcester, guides strategic campaigns, represents the voice of students, and makes, appeals and amends the Bye-Laws, jointly with Trustees. Student Council continued to hold the officers accountable for their actions this year through a number of meetings which were quorate and minuted.

Officers are elected into position by cross campus secret ballot, for a one-year term of office to an Executive Committee. The Executive Committee oversee the day to day running of the Union and are accountable to Student Council. All Executive Officers should receive an induction and training into their legal and administrative responsibilities, with an on-going programme of development during their term of office. The Executive Committee Members are able to run for re-election for a second year on the same terms.

The Union employs non-student professional staff to ensure effective management of its many activities and to implement the policy decisions made through the democratic process. There is delegated authority, through the Chief Executive Officer, for operational decision-making and accountability within the various areas of the Union, in accordance with agreed structures.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income where possible, through commercial and trading activities, it continues to be dependent on the support of the University. The Union is confident that this support will continue for the foreseeable future as it believes the Union is an integral part of the University structure and strategic plans and of value to the overall student experience at the University. The Union feels that this was well demonstrated during the Coronavirus pandemic when its role was critical in maintaining student communities, morale, and communication during very challenging times.

The Union remains grateful to the University for their ongoing support in 2019/20 - a year like no other - and looks forward to continued collaboration as it progresses its strategic goals and begins the task of drawing up a new 5-year strategy.

CHARITY GOVERNANCE CODE

The Union is committed to the seven principles outlined in the Code as follows:

1. Organisational Purpose

The Union has strong organisational purpose, set out in 2016 in a 5 years strategic plan, with a vision, values and five core aims. In the 2017/18 academic year, the Union developed 18 KPIs against which it will measure and benchmark its ongoing development and performance.

2. Leadership

The Board of Trustees works with the Chief Executive and senior management in the organisation to agree a clear strategic direction and to ensure that the organisational values are reflected and demonstrated in its work.

3. Integrity

Trustees of the organisation are expected to follow the Nolan Principles of Public Life and receive training on this. They are also expected to maintain the independence of the Union and to ensure it works to its charitable aims at all times.

4. Decision-making risk and control

The Board maintains strong oversight of the organisation, delegated where appropriate to sub-committees with defined terms of reference. Key procedures and policies of the Union, as well as organisational performance and legal compliance are reviewed on a regular basis. The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. In light of the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The register was reviewed during the academic year; key areas of risk highlighted are listed below, with associated actions to mitigate or remove that risk:

- The Union and its staff are adversely affected by negative developments with pension providers, namely SUSS. Communication has been maintained with SUSS Trustees, AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments.
- That 'Totum' (NUS Extra) card sales decline as a result of major companies and partners withdrawing their support or NUS/OneVoice consortium fail to compete adequately with competitors who provide a student card free of charge. The Union continues to promote the card to members to maintain some form of income (although it has proven extremely difficult to secure local deals for students) and to raise concerns at a strategic level with NUS about the sustainability of the offer.

5. Board effectiveness

The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. Trustees receive training upon their appointment and an induction to the Union. The Board and its Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

Building trust to secure the confidence of our members and stakeholders is a key part of how the Union operates. Student Council receives updates on the work on the Board and vice versa. The Board also ensures that the Union's membership is kept informed of progress and performance through annual meetings, as well as accessible information published on the Union's website, including summary minutes of full Board meetings. A Register of Declarations of Interest for trustees is also maintained and reviewed regularly.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

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Pay policy for senior staff

The level of remuneration agreed for senior members of staff recruited for the academic year, was based on benchmarking with equivalent position in other Unions nationally, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1145192

Principal address

Henwick Grove
Worcester
Worcestershire
WR26AJ

Trustees

H.Lonsdale - ended term of office June 2020
M.Harris - ended term of office June 2020
M. Price - appointed June 2019 and reappointed June 2020
H.South - appointed June 2020
T.Manning - appointed June 2020
I.Lines - appointed October 2019
D.Andrews - appointed October 2019
R. Williams - appointed October 2019
M. Jolley - commenced second term of office July 2019
M.Brittain - appointed August 2018

WORCESTER STUDENTS' UNION

**Report of the Trustees
for the Year Ended 31 July 2020**

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors

Knox Cropper LLP
153-155 London Road
Hemet Hempstead
Hertfordshire
HP3 9SQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 6th October 2020 and signed on its behalf by:

.....ilk:.. ..
Trustee

Report of the Independent Auditors to the Trustees of Worcester Students' Union

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2020 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 requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

**Report of the Independent Auditors to the Trustees of
Worcester Students' Union**

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

k *Cr.r, vr LLf*

Knox Cropper LLP
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
153-155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: 6th October 2020

WORCESTER STUDENTS' UNION

**Statement of Financial Activities
for the Year Ended 31 July 2020**

| | Notes | Unrestricted funds £ | Restricted funds £ | 2020 Total funds £ | 2019 Total funds £ |
|---|-------|-------------------------|-----------------------|--------------------------|--------------------------|
| INCOME AND ENDOWMENTS FROM | | | | | |
| Donations and legacies | 2 | 537,746 | | 537,746 | 533,350 |
| Charitable activities | | | | | |
| Student activities | 5 | 1,323 | 195,315 | 196,638 | 214,415 |
| Bar | | 144,072 | | 144,072 | 160,961 |
| Other trading activities | 3 | 86,127 | | 86,127 | 124,492 |
| Investment income | 4 | 2,533 | | 2,533 | 977 |
| Total | | 771,801 | 195,315 | 967,116 | 1,034,195 |
| EXPENDITURE ON | | | | | |
| Raising funds | 6 | 74,701 | | 74,701 | 64,470 |
| Charitable activities | | | | | |
| Representation | 7 | 115,608 | | 115,608 | 116,454 |
| Advice and welfare | | 55,998 | | 55,998 | 54,148 |
| Student activities | | 264,336 | 158,850 | 423,186 | 468,358 |
| Bar | | 255,463 | | 255,463 | 264,740 |
| Affiliations | | 30,566 | | 30,566 | 29,728 |
| Total | | 796,672 | 158,850 | 955,522 | 997,898 |
| NET INCOME/(EXPENDITURE) | | | | | |
| | | (24,871) | 36,465 | 11,594 | 36,297 |
| Transfers between funds | 18 | <u>65,553</u> | <u>(65,553)</u> | | |
| Other recognised gains/(losses) | | | | | |
| Actuarial gains/(losses) on defined benefit schemes | | <u>(148,501)</u> | | <u>(148,501)</u> | |
| Net movement in funds | | (107,819) | (29,088) | (136,907) | 36,297 |
| RECONCILIATION OF FUNDS | | | | | |
| Total funds brought forward | | 25,987 | 234,890 | 260,877 | 224,580 |
| TOTAL FUNDS CARRIED FORWARD | | <u>(1,832)</u> | <u>205,802</u> | 970 | 260,877 |

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Balance Sheet
At 31 July 2020

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2020 funds £ | Total 2019 funds £ |
|--|-------|-------------------------|-----------------------|-----------------------|-----------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 12 | 21,524 | 56,743 | 78,267 | 122,296 |
| CURRENT ASSETS | | | | | |
| Stocks | 14 | 7,759 | | 7,759 | 5,618 |
| Debtors | 15 | 19,574 | | 19,574 | 18,403 |
| Cash at bank and in hand | | <u>269,675</u> | 149,059 | <u>418,734</u> | <u>381,555</u> |
| | | 297,008 | 149,059 | 446,067 | 405,576 |
| CREDITORS | | | | | |
| Amounts falling due within one year | 16 | (40,140) | | (40,140) | (44,371) |
| | | | | | - |
| NET CURRENT ASSETS | | 256 | 149,059 | 405,927 | 361,205 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | 278,392 | 205,802 | 484,194 | 483,501 |
| PROVISIONS FOR LIABILITIES | 17 | (360,225) | | (360,225) | (222,623) |
| NET ASSETS | | (81,833) | 205,802 | 123,969 | 260,878 |
| FUNDS | | | | | |
| Unrestricted funds | 18 | | | (81,833) | 25,988 |
| Restricted funds | | | | 205,180 | 234,890 |
| TOTAL FUNDS | | | | 123,969 | 260,878 |

The financial statements were approved by the Board of Trustees on 6th October 2020 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

**Charity Balance Sheet
31 July 2020**

| | Notes | Unrestricted funds £ | Restricted funds £ | 2020 Total funds £ | 2019 Total funds £ |
|--|-------|-------------------------|-----------------------|--------------------------|--------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 12 | 21,524 | 56,743 | 78,267 | 122,296 |
| Investments | 13 | 1 | | 1 | <u>1</u> |
| | | 21,525 | 56,743 | 78,268 | 122,297 |
| CURRENT ASSETS | | | | | |
| Stocks | 14 | 7,759 | | 7,759 | 5,618 |
| Debtors | 15 | 19,574 | | 19,574 | 16,862 |
| Cash at bank and in hand | | <u>269,675</u> | <u>149,059</u> | <u>418,734</u> | 381,554 |
| | | 297,008 | 149,059 | 446,067 | 404,034 |
| CREDITORS | | | | | |
| Amounts falling due within one year | 16 | (40,140) | | (40,140) | (42,831) |
| | | | | | <u>361,203</u> |
| NET CURRENT ASSETS | | <u>256,868</u> | <u>149,059</u> | 405,927 | <u>361,203</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | 278,393 | 205,802 | 484,195 | 483,500 |
| PROVISIONS FOR LIABILITIES | 17 | (360,225) | | (360,225) | (222,623) |
| | | | | | - |
| NET ASSETS | | <u>(81,832)</u> | <u>205,802</u> | <u>123,970</u> | <u>260,877</u> |
| FUNDS | | | | | |
| Unrestricted funds | 18 | | | (81,832) | 25,987 |
| Restricted funds | | | | 205,802 | <u>234,890</u> |
| TOTAL FUNDS | | | | 123 | <u>260,877</u> |

The financial statements were approved by the Board of Trustees and authorised for issue on 6th October 2020 and were signed on its behalf by:

...
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION**Consolidated Cash Flow Statement
for the Year Ended 31 July 2020**

| | Notes | 2020 £ | 2019 £ |
|---|-------|-----------------|----------------|
| Cash flows from operating activities | | | |
| Cash generated from operations | I | 57,355 | JJ_,_521 |
| Net cash provided by operating activities | | <u>57,355</u> | JJ_,_521 |
| Cash flows from investing activities | | | |
| Purchase of tangible fixed assets | | (22,708) | |
| Interest received | | 21533 | 977 |
| Net cash (used in)/provided by investing activities | | <u>(20,175)</u> | 977 |
| | | <hr/> | <hr/> |
| Change in cash and cash equivalents in the reporting period | | 37,180 | 74,498 |
| Cash and cash equivalents at the beginning of the reporting period | | 3811554 | 3071056 |
| Cash and cash equivalents at the end of the reporting period | | 4181734 | <u>381,554</u> |

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Notes to the Cash Flow Statement
for the Year Ended 31 July 2020

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2020 £ | 2019 £ |
|--|-----------|---------------|
| Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities) | 11,594 | 36,297 |
| Adjustments for: | | |
| Depreciation charges | 66,737 | 65,555 |
| Interest received | (2,533) | (977) |
| Other pension deficit movements | (10,899) | (36,202) |
| Increase in stocks | (2,141) | (1,228) |
| (Increase)/Decrease in debtors | (1,172) | 24,986 |
| Decrease in creditors | (4,231) | (14,910) |
| Net cash provided by operations | <u>57</u> | <u>73,521</u> |

2. ANALYSIS OF CHANGES IN NET FUNDS

| | At 1.8.19 £ | Cash flow £ | At 31.7.20 £ |
|--------------------------|----------------|----------------|-----------------|
| Net cash | | | |
| Cash at bank and in hand | 381,554 | 37,180 | <u>418,734</u> |
| | --- | | |
| Total | <u>381,554</u> | <u>37,180</u> | <u>418,734</u> |

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Notes to the Financial Statements for the Year Ended 31 July 2020

I. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Allocation and apportionment of support costs

The bases on which support costs have been allocated is set out in note 8 of the accounts.

Tangible fixed assets

There is no set de minimis level for the capitalisation of tangible fixed assets and each case is dealt with on an individual basis.

The policy with respect to impairment reviews of fixed assets is that reviews will be carried out if events indicate that the carrying value of any fixed asset may not be recoverable. Impairment losses are recognised in the SOFA.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

| | |
|--------------------------------------|---|
| Retail fixtures and fittings - | 10 to 20% per annum straight line and 20% reducing balance |
| Administration fixtures & fittings - | 20% per annum reducing balance |
| Improvements to premises - | 10% per annum straight line and 20% reducing balance |

Stocks

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

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2020

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The Union participates in the Students' Union Superannuation Scheme (SUSS), a defined benefit scheme which is externally funded and contracted out of the State Second Pension. The fund is valued at least every three years by a professionally qualified independent actuary with the rates of contribution payable being determined by the trustees on the advice of the actuary.

The most recent valuation of the Scheme was carried out as at 30 June 2019 and showed that the market value of the Scheme's assets was £119,100,000 with these assets representing 46% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £140,900,000.

The 2019 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2035, increasing by 5% each year.

The scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Union.

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs for a period of 15 years, from 2019/20, a discount rate of 4.8% has been applied in determining the net present value of the contributions made in the period.

The union also contributes to the Aegon Pension Scheme. The annual contributions payable are charged to the income and expenditure account.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity 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.

2. DONATIONS AND LEGACIES

| | 2020 | 2019 |
|--------------|----------------|----------------|
| | £ | £ |
| Grants | 529,000 | 529,000 |
| Other grants | <u>8,746</u> | 4,350 |
| | <u>537,746</u> | <u>533,350</u> |

Grants received, included in the above, are as follows:

| | 2020 | 2019 |
|-------------------------|----------------|----------------|
| | £ | £ |
| University of Worcester | <u>529,000</u> | <u>529,000</u> |

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

| | | | |
|---|--------------------|-----------------------|-----------------------|
| 3. OTHER TRADING ACTIVITIES | | 2020 | 2019 |
| | | £ | £ |
| Other | | 9,890 | 10,576 |
| NUS Extra | | 3,481 | 18,175 |
| Commissions receivable | | 3,593 | 2,926 |
| Ball income | | | 140 |
| Varsity income | | 1,913 | 12,287 |
| Varsity merchandise | | | 2,788 |
| Advertising | | <u>67,250</u> | <u>77,600</u> |
| | | <u>86,127</u> | <u>124,492</u> |
| 4. INVESTMENT INCOME | | 2020 | 2019 |
| | | £ | £ |
| Deposit account interest | | <u>2,533</u> | 977 |
| 5. INCOME FROM CHARITABLE ACTIVITIES | | 2020 | 2019 |
| | | £ | £ |
| CJRS grant | Activity | | |
| | Student activities | 1,323 | |
| Student Activity Membership | Student activities | 195,315 | 214,415 |
| Bar | Bar | 134,273 | 160,961 |
| CJRS grant | Bar----- | 27,799 | |
| | | <u>340,710</u> | <u>375,376</u> |
| 6. RAISING FUNDS | | | |
| Raising donations and legacies | | 2020 | 2019 |
| | | £ | £ |
| Staff costs | | 63,233 | 59,736 |
| Marketing costs | | <u>10,968</u> | <u>4,734</u> |
| | | <u>74,201</u> | <u>64,470</u> |
| Other trading activities | | 2020 | 2019 |
| | | £ | £ |
| Bad debts | | 500 | -- |
| Aggregate amounts | | <u>74,701</u> | <u>64,470</u> |

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

7. CHARITABLE ACTIVITIES COSTS

| | Direct Costs £ | Support costs (see note 8) £ | Totals £ |
|--------------------|-----------------------|---------------------------------------|-----------------------|
| Representation | | 115,608 | 115,608 |
| Advice and welfare | 36,728 | 19,270 | 55,998 |
| Student activities | 288,305 | 134,881 | 423,186 |
| Bar | 139,854 | 115,609 | 255,463 |
| Affiliations | 30 | | 566 |
| | <u>495,453</u> | 385,368 | <u>880,821</u> |

8. SUPPORT COSTS

| | Management £ | Governance costs £ | Totals £ |
|--------------------|-----------------------|--------------------------|-----------------------|
| Representation | 83,026 | 32,582 | 115,608 |
| Advice and welfare | 13,839 | 5,431 | 19,270 |
| Student activities | 96,869 | 38,012 | 134,881 |
| Bar | <u>83,029</u> | <u>32,580</u> | <u>115,609</u> |
| | <u>276,763</u> | <u>108,605</u> | <u>385,368</u> |

| | |
|------------------|---------------------------------------|
| Activity | Basis of allocation |
| Management | Based on estimated usage of resources |
| Governance costs | Based on estimated usage of resources |

9. TRUSTEES' REMUNERATION AND BENEFITS

| | 2020 £ | 2019 £ |
|---------------------------|----------------------|---------------|
| Trustees' salaries | 56,453 | 55,140 |
| Trustees' social security | <u>4,008</u> | <u>3,906</u> |
| | <u>60,461</u> | <u>59,046</u> |

Each of the Executive Committee's sabbatical officers received remuneration of £ 18,349 as authorised in the Union's governing document, for the representation, campaigning and support work they undertake as distinct from their trustee responsibilities.

Trustees' expenses

| | 2020 £ | 2019 £ |
|--------------------|------------|-----------|
| Trustees' expenses | 301 | 210 |

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

10. STAFF COSTS

| | 2020 | 2019 |
|-----------------------|-----------------------|-----------------------|
| | £ | £ |
| Wages and salaries | 463,608 | 435,999 |
| Social security costs | 28,756 | 29,222 |
| Other pension costs | <u>12,476</u> | <u>14,338</u> |
| | <u>504,840</u> | <u>479,559</u> |

The average monthly number of employees during the year was as follows:

| | 2020 | 2019 |
|--------------------------|-----------|-----------|
| Full time | 16 | 15 |
| Students - Semester only | 27 | 27 |
| | 43 | 42 |

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted funds £ | Restricted funds £ | Total funds £ |
|-----------------------------------|----------------------------|--------------------------|---------------------|
| INCOME AND ENDOWMENTS FROM | | | |
| Donations and legacies | 533,350 | | 533,350 |
| Charitable activities | | | |
| Student activities | | 214,415 | 214,415 |
| Bar | 160,961 | | 160,961 |
| Other trading activities | 124,492 | | 124,492 |
| Investment income | 977 | | 977 |
| Total | 819,780 | 214,415 | 1,034,195 |
| EXPENDITURE ON | | | |
| Raising funds | 64,470 | | 64,470 |
| Charitable activities | | | |
| Representation | 116,454 | | 116,454 |
| Advice and welfare | 54,148 | | 54,148 |
| Student activities | 281,380 | 186,978 | 468,358 |
| Bar | 264,740 | | 264,740 |
| Affiliations | 29,728 | | 29,728 |
| Total | 810,920 | 186,978 | 997,898 |
| NET INCOME | 8,860 | 27,437 | 36,297 |
| Transfers between funds | 65,555 | (65,555) | --- |
| Net movement in funds | 74,415 | (38,118) | 36,297 |

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

| 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES- continued | Unrestricted funds £ | Restricted funds £ | Total funds £ |
|---|----------------------------|--------------------------|----------------------------------|
| RECONCILIATION OF FUNDS | | | |
| Total funds brought forward | (48,428) | 273,008 | 224,580 |
| TOTAL FUNDS CARRIED FORWARD | 25,987 | <u>234,890</u> | <u>260,877</u> |
| | | | |
| 12. TANGIBLE FIXED ASSETS | | | Fixtures and fittings £ |
| COST | | | |
| At 1 August 2019 | | | 884,795 |
| Additions | | | 221,708 |
| At 31 July 2020 | | | <u>907,503</u> |
| DEPRECIATION | | | |
| At 1 August 2019 | | | 762,499 |
| Charge for year | | | 737 |
| At 31 July 2020 | | | <u>829,236</u> |
| NET BOOK VALUE | | | |
| At 31 July 2020 | | | <u>78,267</u> |
| At 31 July 2019 | | | <u>122,296</u> |
| | | | |
| 13. FIXED ASSET INVESTMENTS | | | Unlisted investments £ |
| MARKET VALUE | | | |
| At 1 August 2019 and 31 July 2020 | | | 1 |
| NET BOOK VALUE | | | |
| At 31 July 2020 | | | 1 |
| At 31 July 2019 | | | |

There were no investment assets outside the UK.

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

14. STOCKS

| | 2020 | 2019 |
|--------|--------------|--------------|
| | £ | £ |
| Stocks | <u>7,759</u> | <u>5,618</u> |

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | Group | | Charity | |
|---------------|---------------|--------|---------------|---------------|
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Trade debtors | 14,012 | 16,182 | 4,412 | 6,941 |
| Other debtors | <u>5,562</u> | 2,221 | <u>15,162</u> | 9,921 |
| | <u>19,574</u> | 18,403 | <u>574</u> | <u>16,862</u> |

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | Group | | Charity | |
|------------------------------|---------------|---------------|---------------|---------------|
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Trade creditors | 15,356 | 8,099 | 15,356 | 8,099 |
| Taxation and social security | 7,562 | 9,957 | 7,562 | 8,417 |
| Other creditors | <u>17,222</u> | 26,315 | <u>17,222</u> | <u>12,315</u> |
| | <u>40,140</u> | <u>44,371</u> | <u>40,140</u> | <u>42,831</u> |

17. PROVISIONS FOR LIABILITIES

| | 2020 | 2019 |
|------------|---------|----------------|
| | £ | £ |
| Provisions | 360,125 | <u>222,623</u> |

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes I and 19).

18. MOVEMENT IN FUNDS - Group and Charity

| | At 1.8.19 | Net movement in funds | Transfers between funds | At 31.7.20 |
|---------------------------|----------------|-----------------------|-------------------------|----------------|
| | £ | £ | £ | £ |
| Unrestricted funds | | | | |
| General fund | 248,610 | (12,850) | 42,633 | 278,393 |
| Pension deficit | (222,623) | <u>(160,522)</u> | <u>22,920</u> | (360,225) |
| | <u>25,987</u> | (173,372) | 65,553 | (81,832) |
| Restricted funds | | | | |
| Clubs and societies | 112,594 | 36,465 | | 149,059 |
| Capital grant | <u>122,296</u> | | <u>(65,553)</u> | 217,432 |
| | <u>234,890</u> | <u>367,465</u> | <u>(65,553)</u> | <u>205,802</u> |
| TOTAL FUNDS | <u>260,877</u> | <u>(136,907)</u> | <u>65,553</u> | <u>123,970</u> |

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued
for the Year Ended 31 July 2020

18. MOVEMENT IN FUNDS - Group and Charity continued

Net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Gains and losses £ | Movement in funds £ |
|---------------------------|-------------------------|-------------------------|-----------------------|------------------------|
| Unrestricted funds | | | | |
| General fund | 771,801 | (784,651) | | (12,850) |
| Pension deficit | | <u>(12,021)</u> | <u>(148,501)</u> | (160,522) |
| | 771,801 | (796,672) | (148,501) | (173,372) |
| Restricted funds | | | | |
| Clubs and societies | 195,315 | (158,850) | | 36,465 |
| | | | | -- |
| TOTAL FUNDS | <u>967,116</u> | <u>(955,522)</u> | <u>(148,501)</u> | <u>(136,907)</u> |

Comparatives for movement in funds

| | At 1.8.18 £ | Net movement in funds £ | Transfers between funds £ | At 31.7.19 £ |
|---------------------------|------------------|----------------------------|------------------------------|-----------------|
| Unrestricted funds | | | | |
| General fund | 210,397 | (5,514) | 43,727 | 248,610 |
| Pension deficit | <u>(258,825)</u> | 14,374 | 21,828 | (222,623) |
| | (48,428) | 8,860 | 65,555 | 25,987 |
| Restricted funds | | | | |
| Clubs and societies | 85,157 | 27,437 | | 112,594 |
| Capital grant | 187,851 | | (65,555) | <u>122,296</u> |
| | <u>273,008</u> | 27,437 | (65,555) | 234,890 |
| TOTAL FUNDS | 224,580 | <u>36,297</u> | | <u>260,877</u> |

Comparative net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---------------------------|-------------------------|-------------------------|------------------------|
| Unrestricted funds | | | |
| General fund | 819,780 | (825,294) | (5,514) |
| Pension deficit | --- | 14,374 | 14,374 |
| | 819,780 | (810,920) | 8,860 |
| Restricted funds | | | |
| Clubs and societies | 214,415 | (186,978) | 27,437 |
| TOTAL FUNDS | <u>1,034,195</u> | <u>(997,898)</u> | 36,297 |

WORCESTER STUDENTS' UNION

**Notes to the Financial Statements - continued
for the Year Ended 31 July 2020**

18. MOVEMENT IN FUNDS - Group and Charity continued

A current year 12 months and prior year 12 months combined position is as follows:

| | At 1.8.18 £ | Net movement in funds £ | Transfers between funds £ | At 31.7.20 £ |
|---------------------------|------------------|----------------------------------|------------------------------------|--------------------|
| Unrestricted funds | | | | |
| General fund | 210,397 | (18,364) | 86,360 | 278,393 |
| Pension deficit | <u>(258,825)</u> | <u>(146,148)</u> | 44,748 | (360,225) |
| | (48,428) | (164,512) | 131,108 | (81,832) |
| Restricted funds | | | | |
| Clubs and societies | 85,157 | 63,902 | | 149,059 |
| Capital grant | 187,851 | | <u>(131,108)</u> | 743 |
| | 273,008 | 63,902 | <u>(131,108)</u> | <u>205,802</u> |
| TOTAL FUNDS | 224,580 | <u>(100,610)</u> | | <u>123,970</u> |

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Gains and losses £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|--------------------------|---------------------------|
| Unrestricted funds | | | | |
| General fund | 1,591,581 | (1,609,945) | | (18,364) |
| Pension deficit | -- | 2,353 | <u>(148,501)</u> | <u>(146,148)</u> |
| | 1,591,581 | (1,607,592) | (148,501) | (164,512) |
| Restricted funds | | | | |
| Clubs and societies | 409,730 | (345,828) | | 63,902 |
| TOTAL FUNDS | 2,001,311 | (1,953,420) | <u>(148,501)</u> | <u>(100,610)</u> |

19. EMPLOYEE BENEFIT OBLIGATIONS

The Union participates in the Students' Union Superannuation Scheme, which is a defined benefit scheme whose membership consists of employees of students' unions and related bodies throughout the country. Benefits in respect of service up to 30 September 2003 are accrued on a "final salary" basis, with benefits in respect of service from 1 October 2003 accruing on a Career Average Revalued Earnings (CARE) basis. With effect from 30 September 2011 the Scheme closed to future accrual.

The most recent valuation of the Scheme was carried out as at 30 June 2019 and showed that the market value of the Scheme's assets was £119,100,000 with these assets representing 46% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £140,900,000.

The assumptions which have the most significant effect upon the results of the valuation are those relating to the rate of return on investments and the rates of increase in salaries and pensions.

The following assumptions applied at 30 June 2019:-

- The investment return would be 4.3% per annum before retirement and 2.3% per annum after retirement.
- Pensions accruing on the CARE basis would revalue at 3.2% per annum.

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2020

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

- Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

The 2019 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit over a period of 15 years from 2019/20 and will increase by at least 5% each year. The deficit funding period was also increased by nearly two years.

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme. These rates will be annually reviewed following completion of the next valuation due with an effective date of 30 June 2022. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

Due to the extension of the deficit recovery period, at 31 July 2020, the liability provided for in respect of the SUSS pension deficit amounted increased to £360,225 (2019: £222,623) (see note 17).

The Union also has members in the Aegon Pension Scheme which is a defined contribution scheme.

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2020 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2020 was £529,000(2019: £529,000).

At the year end the total due to the union from the University of Worcester was £1,408.

21. ULTIMATE CONTROLLING PARTY

The union is controlled by the executive committee which is subject to democratic election by the voting membership of the union. The ultimate control of the union is vested under the constitution in the membership in General meeting. As such no single person or entity controls the union.

22. IMPACT OF COVID-19 PANDEMIC ON CHARITY

Coronavirus presented the Union with significant operational challenges, as it did all organisations. Student-facing services were moved on-line immediately upon the national lockdown and a business continuity plan implemented. Close liaison was maintained between Union senior management and the Officer Trustees and University senior management around operational and student-focussed matters.

Services that were prioritised to optimise students' experience and ability to seek help and support were advice and welfare, academic representation, and communications. Internally, the main focus was on the wellbeing of the staff and Officer team and exercising financial stewardship to mitigate the inevitable loss of income from the Union's trading operations and commercial partners. Staff remained extremely busy working from home engaging and supporting students virtually and progressing key projects and programmes of work, such as the Union's governance review, Annual General Meeting, Celebration Week, and preparing for the 2020/21 academic year.

WORCESTER STUDENTS' UNION**Detailed Statement of Financial Activities
for the Year Ended 31 July 2020**

| | 2020 £ | 2019 £ |
|---------------------------------------|----------------|------------------|
| INCOME AND ENDOWMENTS | | |
| Donations and legacies | | |
| Grants | 529,000 | 529,000 |
| Other grants | <u>8,746</u> | 4,350 |
| | 537,746 | 533,350 |
| Other trading activities | | |
| Other | 9,890 | 10,576 |
| NUS Extra | 3,481 | 18,175 |
| Commissions receivable | 3,593 | 2,926 |
| Ball income | | 140 |
| Advertising | 67,250 | 77,600 |
| Varsity income | 1,913 | 12,287 |
| Varsity merchandise | | <u>2,788</u> |
| | 86,127 | 124,492 |
| Investment income | | |
| Deposit account interest | 2,533 | 977 |
| Charitable activities | | |
| Bar | 134,273 | 160,961 |
| CJRS grant | 11,122 | |
| Student Activity Membership | <u>195,315</u> | 1,415 |
| | 340,710 | <u>375,376</u> |
| Total incoming resources | 967,116 | 1,034,195 |
| EXPENDITURE | | |
| Raising donations and legacies | | |
| Wages | 58,516 | 55,205 |
| Social security | 3,365 | 3,252 |
| Pensions | 1,352 | 1,279 |
| Marketing costs | <u>10,968</u> | 4,734 |
| | 74,201 | 64,470 |
| Other trading activities | | |
| Bad debts | 500 | |
| Charitable activities | | |
| Wages | 167,607 | 170,660 |
| Social security | 10,705 | 10,968 |
| Carried forward | 178,312 | 181,628 |

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WORCESTER STUDENTS' UNION

**Detailed Statement of Financial Activities
for the Year Ended 31 July 2020**

| | 2020 £ | 2019 £ |
|-----------------------------------|----------------|----------------|
| Charitable activities | | |
| Brought forward | 178,312 | 181,628 |
| Pensions | 3,357 | 5,448 |
| Insurance | 5,496 | 499 |
| Sundries | 1,057 | 2,144 |
| Other costs | 4,935 | 3,661 |
| Clubs and Societies costs | 158,850 | 189,547 |
| Freshers Fayre | 628 | 2,436 |
| Ball expenditure | 438 | 1,208 |
| Bar purchases | 71,720 | 76,356 |
| Equipment maintenance | 1,209 | 94 |
| BUCS representation | 13,518 | 14,863 |
| Transport subsidy - BUCS | 26,965 | 28,108 |
| NUS | 19,853 | 19,215 |
| Event costs | 3,424 | 7,373 |
| Performing Rights | - | 588 |
| Varsity costs | 2,178 | 14,097 |
| Equipment purchases | 2,329 | 5,118 |
| Depreciation of plant & machinery | 1,184 | --- |
| | 495,453 | 552,383 |
| Support costs | | |
| Management | | |
| Wages | 152,193 | 169,368 |
| Social security | 8,416 | 4,759 |
| Pensions | 7,106 | 6,981 |
| Insurance | 18,201 | 23,011 |
| Telephone | 191 | 167 |
| Postage and stationery | 3,165 | 4,767 |
| Travel expenses | 705 | 2,477 |
| Consultancy costs | 1,906 | 2,872 |
| Conferences and training | 2,793 | 12,046 |
| Computer costs | 2,640 | 9,659 |
| Repairs and maintenance | (166) | 2,449 |
| Legal and professional | 3,888 | 263 |
| Miscellaneous cost | 4,425 | 2,593 |
| Bank charges | 5,237 | 6,005 |
| Recruitment | 510 | 465 |
| Fixtures and fittings | 65,553 | 555 |
| | 276,763 | 313,437 |
| Governance costs | | |
| Trustees' salaries | 56,453 | 55,140 |
| Trustees' social security | 4,008 | 3,906 |
| Trustees' expenses | 301 | 210 |
| Wages | 28,839 | (14,374) |
| Social security | 2,262 | 6,337 |
| Carried forward | 91,863 | 51,219 |

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WORCESTER STUDENTS' UNION

**Detailed Statement of Financial Activities
for the Year Ended 31 July 2020**

| | 2020 £ | 2019 £ |
|---------------------------------|-----------------------|-----------------|
| Governance costs | | |
| Brought forward | 91,863 | 51,219 |
| Pensions | 661 | 630 |
| Auditors' remuneration | 9,750 | 9,750 |
| Sundries | 2,231 | 1,659 |
| Institute reps honorariums | 41,100 | 4,350 |
| | <u>108,605</u> | <u>fil.</u> 608 |
| Total resources expended | 955 | 997,898 |
| Net (expenditure)/income | <u>11,594</u> | <u>36,297</u> |

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