

LEEDS UNIVERSITY UNION

England & Wales · Charity number 1136742

Details

Status Registered

Legal form Charitable company

Company number [07284768](#)

Registered 2010-07-06

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: THE ADVANCEMENT OF EDUCATION OF STUDENTS AT THE UNIVERSITY OF LEEDS FOR THE PUBLIC BENEFIT BY:1 PROMOTING THE INTERESTS AND WELFARE OF STUDENTS AT THE UNIVERSITY OF LEEDS DURING THEIR COURSE OF STUDY AND REPRESENTING, SUPPORTING AND ADVISING STUDENTS2 BEING THE RECOGNISED REPRESENTATIVE CHANNEL BETWEEN STUDENTS AND THE UNIVERSITY OF LEEDS AND ANY OTHER EXTERNAL BODIES; AND3 PROVIDING SOCIAL, CULTURAL, SPORTING AND RECREATIONAL ACTIVITIES AND FORUMS FOR DISCUSSIONS AND DEBATE FOR THE PERSONAL DEVELOPMENT OF ITS STUDENTSS

Activities: LUU promotes the interests and welfare of students and represents, supports and advises studentsIt is the recognised representative channel between students and the University and external bodiesLUU also provides social, cultural, sporting, recreational activities, forums for discussions and debate

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** THE UNIVERSITY OF LEEDS
- Leeds City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£15,279,000	£15,065,000	£3,842,000	492
2024-07-31	£14,582,000	£14,426,000	£3,628,000	528
2023-07-31	£13,955,868	£13,975,100	£3,471,812	579
2022-07-31	£13,116,152	£13,062,900	£3,491,042	567
2021-07-31	£8,414,449	£8,601,876	£3,437,790	399

Trustees

Name	Role	Appointed
Amara Relf		2024-07-01
Eden Hope Morris		2025-06-30
Joshua Steven Smith		2022-03-24
Mian Feng		2025-07-04
Neil Henry Clephan		2019-07-04
Nicola Louise Rogerson		2024-12-13
Nikita Zychowicz		2025-07-04
Safiyah Ayla Ruby Farid		2025-06-30
Samira Cakali		2024-12-13
Shivani Gug		2024-07-01
Yalian Liu		2025-06-30

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Accounts

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Leeds University Union

A company limited by guarantee

Trustees' report and financial statements

31 July 2025

Company registered number 07284768

Charity registration number 1136742

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Administrative Information

Charitable Status

Leeds University Union ('LUU') is a company limited by guarantee registered in England and Wales (company number 07284768) which was incorporated on 15 June 2010. LUU was formally registered as a charity with the Charity Commission in July 2010 (registration number 1136742).

Principal Address

The registered and principal office is Leeds University Union, Lifton Place, Leeds, LS2 9JZ.

The Board of Trustees

The Directors of LUU are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end are as follows:

Student Executive Officers and Trustees	2024-25	2025-26
Union Affairs & Communications Officer (Chair)	Lucy Hart (to 03.07.25)	
Activities & Opportunities Officer	Lydia Shale	
Education Officer	Shivani Gug	
Equality & Liberation Officer	Amara Relf	
International & Postgraduate Officer	Felix Emotu (to 03.07.25)	
Wellbeing Officer	Freshta Amiry (to 20.09.24)	
Union Affairs & Communications Officer (Chair)		Amara Relf
Activities & Opportunities Officer		Lydia Shale
Education Officer		Shivani Gug
Equality & Liberation Officer		Safiyah Farid (from 30.06.25)
International & Postgraduate Officer		Yalian Liu (from 30.06.25)
Wellbeing Officer		Eden Morris (from 02.07.25)

Student Trustees

Nicolas Padula Pinho (to 03.07.25)
Elizabeth Wright
Shmuel Von Weisl (to 03.07.25)
Olivia Allen-Cotter (to 03.07.25)
Mian Feng (from 04.07.25)
Nikita Zychowicz (from 04.07.25)

External Trustees

Joshua Smith
Neil Clephan
Annabel Tonge (to 12.12.24)
Damola Timeyin (to 12.12.24)
Nicola Rogerson (from 13.12.24)
Samira Cakali (from 13.12.24)

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Auditor	Bank
Saffery LLP	Lloyds Bank PLC
10 Wellington Place	6-7 Park Row
Leeds	Leeds
LS1 4AP	LS1 5JD

LUU employs a Chief Executive, Aidan Grills, who works closely with the Student Executive Officers and Trustee Board to ensure effective governance and management of the organisation. The Chief Executive is head of a Leadership Team made up of:

- Sue Stones (Deputy Chief Executive) until 05.03.25
- Rachel Emmott (Director of Finance & Planning)
- Jasper Hegarty-Ditton (Delivery Director - Data and Digital Transformation)
- Rori Raquib (Director of Communications) until 16.05.25
- Amrit Gata-Aura (Director of People and Culture)
- Douglas Muzawazi (Director of Student Engagement)
- Steve Keeble (Director of Enterprise) from 01.05.25

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Trustees' Report

The Board of Trustees, who act as Directors for the purposes of Company Law, present their Annual Report for the year ended 31 July 2025 which includes the administrative information set out on **page 2, the Strategic Report and Directors' Report for Companies Act 2006 purposes, and the audited accounts for the year.**

Structure, governance and management

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit.

The governance of LUU is documented in its Articles of Association and its Bye-laws, which can be found on the LUU website (www.luu.org.uk).

The Board of Trustees is responsible for the strategic direction, governance and sustainability of LUU. The Board is made up of six Student Executive Officers, four Student Trustees and four External Trustees. The Student Executive Officers are elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. The four Student Trustees are recruited to the Board and are recommended to the Board by an appointments panel. The Student Trustees serve for a term of up to two years and a maximum of two terms as long as they remain registered students at the University of Leeds. The External Trustees are recruited to the Board to bring a wider perspective and skill set from outside of LUU. A term for External Trustees lasts for up to four years and they can also serve for two terms.

Upon appointment all trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. All trustees meet with the Chief Executive before their first meeting and receive an induction information pack which includes their role responsibilities, historical and current information about LUU and information on its Strategic Plan. The trustee induction is framed around the principles of the NCVO Charity Governance Code.

Every year the Board of Trustees completes a skills audit, and new trustees also do this during induction. Trustees engage in an annual reflective Board Development session focused on aligning **Trustees with LUU's Strategic aims and values.**

The Student Executive Officers are often new to the Board every year, so they undergo a more intensive training period. This training starts after the annual election, and before they start their term of office to ensure that they are fully aware of their roles and responsibilities and can perform their duties to the best of their abilities as soon as possible. They attend training sessions on the history of governance at LUU, their legal responsibilities as trustees, briefing sessions on key issues and decisions that have been made by the Board of Trustees and receive training on how to deal with potential conflicts of interest. For 2025-26, three new Student Executive Officers were elected, after no re-elections in 2024-25.

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The Board of Trustees is supported by five sub-committees, which meet three to four times a year and focus on certain key aspects of LUU's governance and management, which are:

The Audit & Risk Committee monitors LUU's risk profile, health & safety, risk management, compliance with relevant legislation and other matters which could impact on LUU's future health. The Committee reviews and commissions internal audit work and scrutinises the annual accounts at a joint meeting with the Finance Committee.

The Finance Committee monitors LUU's financial performance, appraises requests for capital expenditure and reviews our commercial strategy. The Committee also reviews the annual budget and scrutinises the annual accounts in a joint meeting with the Audit & Risk Committee.

The People and Values Committee examines issues relating to LUU workforce including staff policies, changes to pay (and specifically that of the Chief Executive), training and development and volunteering.

The Appointments and Governance Committee is responsible for monitoring and continuous improvement in governance arrangements at LUU. The Committee ensures that new trustees are recruited, inducted and developed properly and it also has overall responsibility for recruiting the Chief Executive.

The Engagement and Development Committee examines our approach to member engagement, including through marketing and communications, external partnerships and through LUU member-focused activities.

LUU operates on democratic principles, with Policy being acted upon by the six elected officers who form the Student Executive. During the year members have the opportunity to bring forward ideas to one of three Union Forums to help form Policy on issues which contribute to "Better Leeds", "Better University" or "Better Union". Forums are based on the principles of deliberative and direct democracy with policy being voted for approval by a randomly selected Student Panel of 16 students, and issues that are contentious, or don't have a majority vote, are referred to Referendum. The Student Panel is demographically representative of the Leeds University student body as outlined in LUU's Bye-Laws.

The Senior Leadership Team

The Chief Executive is supported by five permanent senior staff that together form the Leadership Team. This team provides the strategic management of LUU, managing its operations, giving leadership to its staff and ensuring that the board and its sub-committees are kept fully informed on all aspects of the organisation and are regarded as being the key management personnel of the charity outside of the trustees.

Relationship with the University of Leeds

Under the Education Act 1994, the University of Leeds has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. LUU therefore works alongside the University of Leeds in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of LUU's members are met. The formal relationship with the University is governed by a Code of Practice and LUU works closely with the University and its students to develop appropriate Bye-Laws for its working practices. The University of Leeds is not a related party as defined by the Charities FRS 102 Statement of Recommended Practice (SORP).

Aims, Objectives and Activities

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit. LUU achieves this through:

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

At all times the trustees of LUU have had regard to the Charity Commission guidance on public benefit.

Whilst pursuing our aims and objectives and providing various activities for its members LUU seeks at all times to:

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

LUU provides a variety of services and activities for students including:

- Student Advice Centre – we continue to provide a specialist service to our members in the areas of housing, money and academic issues. We have supported many students with complex needs such as domestic violence and mental ill-health with partners in the University and the city. The number of enquiries to our Advice service was 37,700 this year, compared to 30,509 enquiries in the previous year.
- The team employs a service model using the LUU foyer, with an integrated information and advisory service, which helps to manage the service capacity as enquiries can be resolved on-the-day. The full range of services can be provided remotely, including very often one-to-one support for complex cases.
- Student Activities – a choice of over 380 clubs and societies offer a diversity of opportunities for social and skills development. There were 38,084 club and society memberships sold

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during the year, up from 36,700 in the previous year. We run a “Give it a Go” programme that provides taster sessions to give students an insight into the range of activities available to them, as well as trips to many locations in the UK. We also support student-led volunteering, facilitating a wide variety of community volunteering opportunities. The Student Activities team is made up of staff and students, and also provides support, advice and help with the safe running of activities especially around health and safety, recruitment, communication, delivery and finance including fundraising and development.

- Joblink – we continued to provide part-time work for students and delivered an employability programme that provided guidance to several thousand students. Over the year we paid £1,447k in wages to students through our Joblink agency, down on the previous year (£1,525k) by 5%.
- External engagement – our team continues to manage and develop a range of community-based initiatives including volunteering, housing fairs and litter picking. Partners in this work include other students’ unions for HE and FE institutions in Leeds, Unipol Student Homes and Leeds City Council. We continued to work with Leeds Rhinos, Student Minds and West Yorkshire Police around student safety.
- Campaigning and Representation - we support students in campaigning for change on campus and in the city. We continued our support for school and course reps with training initiatives and undertook to help students partner with their University to innovate and improve their education experience. The number of students voting in the LeadLUU elections this year was 6,358, a decrease of 31% compared to the previous year (9,158), and was equivalent to 20% of the total student population. There were 26 candidates in total (2024: 49). We are conducting a comprehensive review of our democratic systems and processes to better understand how we can improve their effectiveness. This work aims to raise the profile of democratic engagement at LUU and increase participation across our student community.
- Bars and Venues – a choice of four bars/cafes were open during the day and evening over the year: Terrace, Old Bar, Common Ground and Scream. All four offer catering and non-alcoholic beverages, with alcoholic beverages available in Terrace and Old Bar. Our night-time licensed venue, Stylus, provides popular late-night entertainment with regular live music. For the 2025-26 academic year we will re-purpose the Scream venue in response to changing student demands for catering tastes.
- Events – this team provides the live music and DJs for our venues, working with external promoters to host events in our venues. We also stage the Fresher’s & Welcome events and Leeds Ball on the site of the University campus. The June 2025 Leeds Ball event was a brilliant event which sold out and attracted around 4,750 students.
- Shops – operated by LUU are Co-op (convenience store operated under a franchise agreement with Co-op), Gear (University branded clothing and accessories) and Union Shop (stationery and cards). Operated through a tenancy arrangement are Waki Maki (hot take away food), Philapita (healthy takeaway food, rebranded from Humpit during the year), Cooplands (take away food), Tikka Nation (Indian take-away food) and Pearls Bubble Tea. A new outlet, Gadget Fix, opened under tenancy agreement in September 2025.

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- Fundraising - LUU does not undertake fundraising from the public and does not use professional fundraisers. As such no complaints procedures or further policies in this area are considered necessary. It does hold some events for its students that are designed to raise funds to support the student service activities undertaken by LUU, notably the Leeds Ball held in June each year.

Strategic Report

Achievements and Performance

LUU is in the second half of its Strategic Plan for 2022-26, which was launched in 2022 informed by a period of consultation with students and other key stakeholders, including the University of Leeds. This Strategy is focused on our organisation vision 'Together we'll make sure you love your time at Leeds', and is based around achieving three core, measurable Strategic Impacts for students:

- Fuelling your passions
- Inspiring you to be your best self
- Creating a celebrated, fun and lively community you can be proud to be a part of

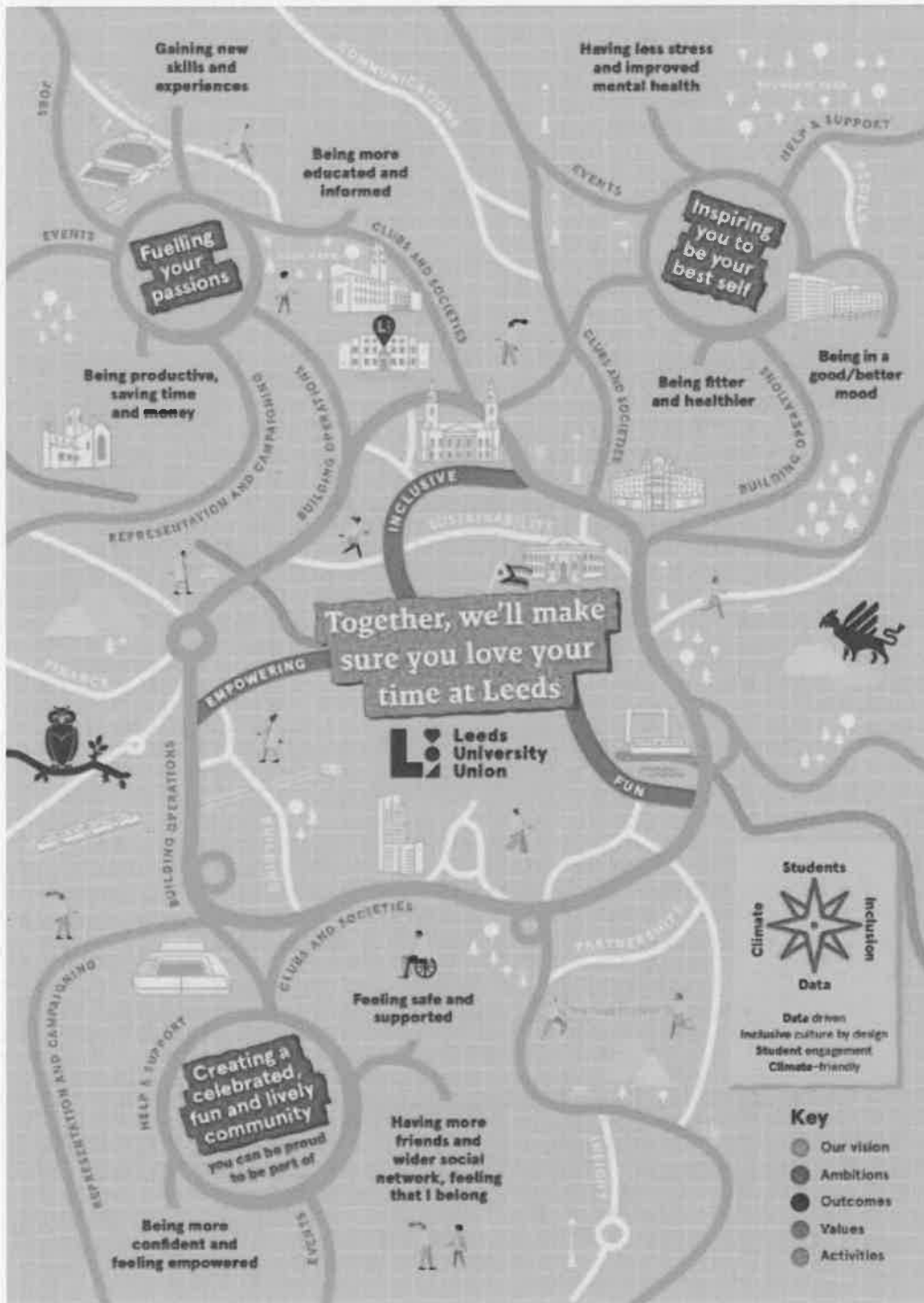
In order to achieve these Impacts, a series of key strategic outcomes were identified for students and forming the key focus of project work, these being:

- Gaining new skills and being more employable;
- Being more educated and informed;
- Being productive and saving time and money;
- Having less stress and improved mental health;
- Being in a good, or better mood;
- Being fitter and healthier;
- Feeling safe and supported;
- More friends and a wider social network, feeling like you belong;
- Being more confident and feeling empowered.

These strategic outcomes, which were articulated using analysis of large-scale student feedback, are the targeted outcomes of the services LUU offers to students and measured through the use of quantitative feedback and key performance indicators. These services can be defined as LUU's organisational Outputs: Clubs and Societies; Building Operations; Help & Support; Representation & Campaigning; Student Jobs; and Events. Strategic projects to improve LUU's Outcomes are therefore linked with the corresponding Outputs to aid the focus of targeted service developments. These projects must also account to LUU's strategic Design Principles, which state that they must be Inclusive, Student-Led, Data Driven, and Climate Friendly.

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LUU's "Strategy Map" outlining our 2022-26 Strategy:



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The Strategic Impacts and key successes during the year, assessed against the 2022-26 plan, were as follows:

Strategic Impact	Successes
<p><i>Fuelling your passions</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Gaining new skills and being more employable ● Being more educated and informed ● Being productive and saving time and money 	<ul style="list-style-type: none"> ● 2,800 student job placements through the year, primarily through the Joblink service. ● Support for over 5,600 student volunteer roles. ● The Basic Needs Hub provided over 6,800 support interactions for students, with many students accessing the service multiple times.
<p><i>Inspiring you to be your best self</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Having less stress and improved mental health ● Being in a good, or better mood ● Being fitter and healthier 	<ul style="list-style-type: none"> ● Over 17,000 club memberships were recorded across physically active student clubs and societies. ● Over 10,000 student passengers brought home safely using our Night Bus. ● Over 100,000 attendees at LUU events.
<p><i>Creating a celebrated community</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Feeling safe and supported ● More friends and a wider social network, feeling like you belong ● Being more confident and feeling empowered 	<ul style="list-style-type: none"> ● Positive feedback on Customer Experience throughout LUU outlets. ● Continued strong membership sales for Clubs & Societies and use of membership system to run and track activity. ● Active safety initiatives including bystander training and reporting of harassment. ● Over 40,000 student attendees given free taster sessions for clubs and societies at "Give it a Go" sessions.

Quality Management

LUU uses a number of external tools for quality assurance which link to the priorities and risks laid out in our strategic plan. This year LUU continues to hold accreditation under the Quality Students' Unions (QSU) standard (for which we were proud to have achieved "Excellent" level in each of the 12 areas of organisational performance), as well as the *Leader in Diversity* accreditation with the National Centre for Diversity. In 2024, LUU was re-accredited under the Drug & Alcohol Impact scheme from SOS-UK. In 2025 LUU and has once again been accredited at the highest possible level under the national Best Bar None scheme, in which LUU were the National Winners for 2024. In 2025 LUU attained "Very Good" in the SOS-UK Green Impact scheme.

Financial Review

This year LUU has reported an overall surplus of £214k. This comprises a surplus in unrestricted funds of £244k and a deficit on restricted funds of £30k. It compares to a surplus of £156k in the previous year, which included a deficit in unrestricted funds of £72k and a surplus on restricted funds of £228k.

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We continued to receive the full block grant from the University of Leeds, with an uplifted value of £4.7m received in the year (2024: £4.1m). The block grant is provided to help LUU achieve its primary aims, objectives and activities through student engagement, and the uplift awarded this year helped LUU reconcile a number of cost factors which have impacted financial sustainability over recent years, including sustained uplifts to the National Living Wage (NLW), high energy costs and other inflationary pressures.

Overall, our commercial trading operations returned a slightly higher contribution than in the prior year, delivering a surplus of £672k (2024: £638k). This overall picture is made up of success in some outlets and challenges in others:

- After a slow recovery post-Covid, our Bars, Events & Venues saw trading improve during 2024/25, exceeding both budget and forecast as the year progressed and delivering a contribution of £585k (2024: £431k). Terrace was particularly successful, proving to be a popular space with students across the week but particularly as a pre-venue to Fruity, our flagship Friday night club night which has recently celebrated its 24th Birthday.
- The reduction in the number of International students attending the University in 2024/25 negatively impacted on Gear, our merchandise store and the contribution of that outlet dropped from £224k in the prior year to £147k in 2025.
- Ongoing challenges in the market for agency staff affected the revenue generated by Joblink, and pressure on margin (through NLW rises and increased employers NI costs) meant this outlet returned £46k (2024: £117k).
- Our Co-op franchise has, like other convenience retail outlets, seen eroded margins through increased levels of shoplifting and during the year a Cyber-attack on the Co-op led to reduced availability in stores and a drop in trading. In response to this, we have worked closely with our Co-op partners to invest in weighted tills, an entrance barrier and improved CCTV. Revenues of £3.1m (2024: £3.0m) translated to a net contribution of just £27k (2024: £39k).
- Catering, including Common Ground and Scream outlets were loss-making in the period, although that loss was lower than in the prior year (2025: £49k loss; 2024: £55k loss)
- Improved returns from B2B income and tight control of commercial overheads helped to manage the overall commercial return.

The continued challenges of cost pressures through rising National Living Wage levels and energy costs were compounded by the increase to the rate of Employers National Insurance contributions along with the reduction in the threshold on which they become payable created more financial uncertainty in 2024/25. Recognising this, LUU delivered an Alignment project during the year; the outcome of this significant project is a revised organisational structure with a smaller Senior Leadership team, and a new pay grade structure which enables clear progression for our staff.

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Indirectly, the impact of campus unrest as a result of ongoing international tensions around the middle east continued to take a toll on the resources of LUU, with increased numbers of students leaning on the Union to provide advice, support and guidance.

Restricted fund activity was made up of four different projects, all supported by the University:

- We received £560k from the University's strategic impact fund, of which £180k has been treated as unrestricted and £380k as restricted in the period. The restricted funding continued to deliver Impact Projects including creating student opportunities (for example through our gaming hub, Crossroads), supporting health and wellbeing initiatives (for example through student wellbeing reps and mental health awareness programmes) and working with students as partners (through the World Unite Festival and postgraduate engagement programmes). We spent £389k in the year, which included £9k of depreciation on assets funded through Impact Funding for which the income was recognised in prior years.
- Basic Needs (£50k income; £59k expenditure) funded the Essentials outlet which opened in the previous year. At the end of that year, we had underspent on activity by £9k, which was expended in 2024-25 with the University's permission.
- Creative Connections (£25k income; £37k costs) funded activity bringing students together around art activity. An underspend of £12k in the previous year was expended in 2024-25 with the University's permission.
- In July 2024 we received £203k in project funding to undertake an IT Workspace Migration project which will enable LUU to transition away from the University's Microsoft environment to one of its own. That income was recognised in 2023-24. The project took longer than anticipated to action and the funds remained unspent at 31st July 2025 and are therefore carried forward in restricted funds. Since year-end, the project has been delivered and the funding will be released in full during 2025-26.

Our Balance Sheet remains comparatively strong with total net assets of £3.8m (£3.6m in 2024), and a cash balance of £2.4m (£3.4m in 2024). The cash balance comprises £1.3m of LUU cash, £0.1m of cash held on behalf of student clubs and societies and £0.05m from ticket sales held on behalf of event promoters. The difference between the cash balance at the end of the prior year and this year end is due to the timing of receipt of Block Grant instalments from the University of Leeds. Our unrestricted funds stood at £3.6m with a further £0.3m of restricted funds. Our general reserve is £1.2m at the year end.

At the end of the year we undertook a review of the Fixed Asset Register and wrote off assets with an original cost value of £3,493k which are deemed to be no longer in use. These assets had a net book value of £nil.

The free reserves of the charity are the unrestricted reserves less those funds designated for future projects and the fixed asset reserve. LUU's target level for free reserves is calculated as the costs

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which the charity would be required to meet in the event that all of its operations ceased and there was no income to cover those costs. The minimum target level is calculated with reference to average salary, wages and other costs apportioned on the basis of liability risk. The calculated free reserves target level at the end of 2024-25 was £829k. Our free reserves are £1.2m (2024: £1.0m) and are therefore above the target level. This headroom is deemed appropriate given the volatility of the current economic climate. Additionally, over the next 2-5 years significant investment will be **required into LUU's infrastructure and therefore** it is deemed appropriate that reserves are held at above the minimum target level, so that they may be used to enable that investment in future years.

The minimum target is recalculated annually, in conjunction with budget setting, and reported to the Finance Committee to approve as the target reserves balance for the following year on behalf of the Board of Trustees. Any reserves in excess of this minimum target will be considered to be retained as contingency funds or may be designated for future strategic projects. The charity will not unduly hold reserves at an excess level. The fixed asset reserve is not included within free reserves. Where applicable, LUU will also hold restricted funds and these might include multi-year restricted project costs.

The authority to use funds which would take the level below the minimum target will continue to be managed through the existing Financial Procedures and Terms of Reference for the Finance and Audit & Risk Committees. Any request to use reserves will include an analysis and determination of the use of the funds and plans for replenishment.

Going Concern

The ongoing financial support from the University of Leeds enables LUU to sustain its activities and provide for the student experience. From 2024-25 the annual block grant was increased by the University by £0.6m, to £4.7m, with an annual inflationary uplift thereafter. LUU is grateful to the University of Leeds for this support, for which it is reliant to enable it to meet its charitable objects. When considered alongside a strong cash position and free reserves levels, this positive relationship provides comfort to the Trustees over going concern. LUU continues to endeavour to mitigate the impact of cost pressures, changing student preferences and campus dynamics through agile financial management, including regular cash flow forecast updates, change projects like the Alignment project and continual enterprise development work.

Risk Management and Control

The strategic risk register of LUU receives regular updates which are considered by the Audit and Risk Committee at each meeting with a review by the board on an annual basis. Operational risks are managed at a team level with mitigations controlled through operational planning. The key risks faced by the charity revolve around its reputation with both the University of Leeds and our student members. The University is a significant funder of the charity and we work in partnership with the University to deliver ever improving services for the students. The relationship is maintained by developing close working relationships with senior members of the University team by our trustees, particularly the elected student executive, and by the Directors Team with other senior Leaders in

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LUU. To meet our aims, the students need to be well represented and supported by LUU. We invest in representation and democracy teams to ensure that engagement with students is effective and any potential risk in this area is mitigated. The Strategic Risk Register is reviewed in line with the Strategic Plan during the year.

LUU invests in internal audit services through RSM. During 2024-25, they undertook two Financial Healthcheck audits on key risk areas (income, payroll, other expenditure), a Stock audit, and an audit of Groups and Societies internal controls, as well as a Follow-up audit on previous actions. Our Risk and Compliance Working Group continues to oversee the implementation of the key recommendations from the audit activity, reporting to the LUU Audit & Risk Subcommittee.

The Union faces on-going financial and control risks which are mitigated through a robust budget management process and comprehensive data protection policies supported by training.

Future Plans

Going into the fourth year of the 2022-2026 Strategy we plan to continue work on some core strategic projects to align work with this new strategic mandate (reference alignment and ways of working and workspace migration etc). A series of Supporting Strategies help to frame project work to make targeted developments led by the members of the Directors Team but reviewed by trustees. These Supporting Strategies are split across the Social Outcomes (based on regular student insight) and priority areas which support all LUU work:

- People & EDI;
- Finance & Risk;
- Marketing & Communications;
- Data & Digital;
- Enterprise Development.

Supporting Strategies consist of 6- and 12-month project sprints, which allows senior management and stakeholders to regularly review and adjust projects as necessary and direct resources to where they are most needed.

A key focus for strategic work in the next year will be the development of the next strategic plan cycle which will run from 2026-30. Planning for the next cycle includes working closely with the University on key areas of partnership, developing the measurements of our strategic performance, and identifying and prioritising key issues impacting students. The process will also involve extensive engagement with students and other stakeholders.

A series of Impact Funded Projects have been developed in areas of key partnership between LUU and the University of Leeds: Students as Partners, Student Opportunities, and Wellbeing & Student Success. This restricted funding cycle runs to the end of the coming financial year, and we are working closely with the University to develop another round of strategic impact projects which will align to our 2026-30 strategy cycle.

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Custodian Activities – Clubs and Societies and RAG

LUU acts as custodian for funds raised by the students' many clubs and societies and these funds are separately identified in the accounts. £3.3m was handled by LUU during the year with a balance of £0.99m remaining at the end of the year. This includes the annual RAG proceeds from fundraising events that are distributed to its intended charities. The RAG proceeds came to £21k in the year and £21k was held at the end of the year.

Trustees' statement

We wish to thank all staff at LUU for their continued commitment and hard work to make this another successful year at LUU.

Auditor

In accordance with section 487 of the Companies Act 2006, a resolution for the reappointment of Saffery LLP as auditor of the company is to be proposed at the relevant Board of Trustees Meeting on an annual basis.

This Trustees' report (comprising the Strategic Report and the Directors Report) was approved by the Trustees and signed on their behalf.



Amara Relf
Chair



Joshua Smith
Trustee

11 December 2025

Leeds University Union
University Square
Leeds
LS2 9JZ

Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- 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 and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Leeds University Union
Independent auditor's report to the members

Opinion

We have audited the financial statements of Leeds University Union for the year ended 31 July 2025 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 16, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

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During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Sally Appleton (Senior Statutory Auditor)
For and on behalf of Saffery LLP
Statutory Auditors, 10 Wellington Place, Leeds, LS1 4AP

Date: 22 December 2025

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

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Leeds University Union

Statement of Financial Activities for the year ending 31 July 2025

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
Note	£'000	£'000	£'000	£'000
Income				
<i>Donations:</i>				
University Grant	4,721	-	4,721	4,307
<i>Income from charitable activities:</i>				
Bars	2,513	-	2,513	2,511
Venues	1,294	-	1,294	1,163
Shops	3,720	-	3,720	3,671
Student Services	1,776	433	2,209	2,239
Student Advice funding	10	-	10	11
Student representation & affiliations	34	-	34	36
Student Activities/Volunteering funding	161	-	161	128
<i>Other trading activities:</i>				
Rental Income	75	-	75	90
Media Sales & Conferences	351	-	351	315
Investment income	135	-	135	73
Other income	56	-	56	38
Total	14,846	433	15,279	14,582
Expenditure				
<i>Expenditure on charitable activities:</i>				
Bars	3,045	-	3,045	2,962
Venues	2,030	-	2,030	1,979
Shops	4,479	-	4,479	4,366
Student Services	2,514	463	2,977	2,788
Student Advice	499	-	499	460
Student representation & affiliations	807	-	807	783
Student Activities/Volunteering	1,151	-	1,151	1,033
Media Sales & Conferences	77	-	77	55
Total	14,602	463	15,065	14,426
Net surplus/(expenditure)	244	(30)	214	156
Reconciliation of funds:				
Total funds brought forward	3,341	287	3,628	3,472
Total funds carried forward	3,585	257	3,842	3,628

The notes on pages 24 to 37 form part of these financial statements.

The charitable company has no recognised gains or losses other than the net incoming resources for the year.

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Leeds University Union
Balance Sheet at 31 July 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Tangible assets	9	2,363	2,290
Intangible assets	10	26	40
Total fixed assets		2,389	2,330
Current assets			
Stock in hand		330	356
Debtors and prepayments	11	1,207	1,381
Cash at bank and in hand	12	2,370	3,414
NUSSL deposit	13	6	6
Total current assets		3,913	5,157
Liabilities			
Creditors: amounts falling due within one year	14	(2,460)	(3,859)
Net current assets		1,453	1,298
Total assets less current liabilities		3,842	3,628
Total net assets		3,842	3,628
The funds of the charity			
Restricted Funds	16	257	287
<i>Unrestricted Funds:</i>			
Fixed Assets Reserve	16	2,389	2,330
General Reserve	16	1,196	1,011
Total unrestricted funds		3,585	3,341
Total charity funds		3,842	3,628

The notes on pages 24 to 37 form part of these financial statements.

Approved on behalf of Leeds University Union on the 11 December 2025 by:

Amara Relf  Chair

Joshua Smith  Trustee

Company registration: 07284768

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Leeds University Union

Statement of cash flows for the year ending 31 July 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash (expended)/generated	19	(696)	1,667
Cash flows from investing activities:			
Interest income		135	73
Purchase of tangible fixed assets		(480)	(358)
Purchase of intangible fixed assets		(3)	-
Net cash used in investing activities		(348)	(285)
Cash flows from financing activities:			
Repayment of borrowing		-	-
Net cash used in financing activities		-	-
(Decrease)/increase in cash and cash equivalents in the year		(1,044)	1,382
Cash and cash equivalents at the beginning of the year		3,414	2,032
Cash and cash equivalents at the end of the year		2,370	3,414

The notes on pages 24 to 37 form part of these financial statements.

Notes to the Accounts

1 Accounting Policies

The Union's Articles of governance require the Trustees to prepare accounts for each financial year. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information:

(a) Accounting Convention

The company is limited by guarantee and has no share capital. It is registered as a charity under the Charities Act 2011 (registered charity number 1136742).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going concern

In considering whether or not there are any material uncertainties about the company's ability to continue as a going concern, the Trustees have taken account of several key points:

- Work is underway to implement a reversionary lease with the University of Leeds, which will come into effect at the end of the current 15-year leases. The current leases commenced on 16 September 2016 and will expire September 2032, after which time a reversionary lease will take effect. This update will ensure continuing occupation of the LUU building at the heart of the campus over the long term. **This work is in train with the University's Facilities Directorate.**
- The level of free reserves at the end of the year, which remain at a satisfactory level that is in excess of the reserves policy target.
- The agreement with the University of Leeds for them to provide an annual block grant on a continued ongoing basis: an uplift to the block grant was awarded from 2024-25 in a five-year agreement which protects the Union's main source of income into the future.
- The agreement with the University of Leeds for them to provide £560k annually of strategic Impact Funding for 4 years from 2022-23 to 2025-26, of which £380k is recognised as restricted funding and £180k is included within unrestricted funding.
- LUU's continued efforts to address the impact of recent and current economic challenges, including the legacy impact of the Covid-19 pandemic, the cost of living crisis and changes in student dynamic and spending habits on its financial sustainability. These efforts include mitigating actions taken by the Senior Leadership Team to reduce costs and focus efforts on income generation and diversification and margin control.
- The outcome of several financial forecasts and scenarios that have been prepared for the trustees, which demonstrate that LUU can remain within a comfortable range within its free reserves over the next 2-5 years.

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After careful consideration of the above, the Trustees have concluded that there are no material uncertainties about the company's ability to continue as a going concern.

(b) Incoming Resources

All income and capital resources are recognised in the accounts when it is probable that they will be received. Income is deferred only when the company has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances. Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the Goods have passed to the buyer, usually upon cash receipt at the point of sale. Revenue is measured at the fair value of the consideration received, excluding discounts and VAT.

(c) Resources Expended

Charitable expenditure comprises the direct and indirect costs of delivering the public benefit. It is accounted for on an accruals basis and is recognised when the liability is incurred. Overhead costs are apportioned to activities on a basis consistent with the use of the resources. Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

(d) Cash on hand and cash equivalents

Cash, for the purposes of the cash flow statement, comprises cash in hand and deposits repayable less overdrafts payable on demand. This includes cash held on behalf of LUU's clubs and societies and the RAG society.

(e) Fixed Assets and Depreciation

Expenditure on individual capital items or groups of related items costing less than £1,000 are written off to the income and expenditure account in the year in which they occurred. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Leasehold buildings	Up to 50 years
Leasehold Improvements	10 years
Fixtures, Fittings and other equipment	5 years
Computers and other IT equipment	4 years

Expenditure directly related to the build of new web sites is capitalised as an intangible asset. Amortisation is charged to the profit and loss on a straight-line basis over the useful lives of the

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intangible assets. Intangible assets are amortised from the date they are available for use. These assets are amortised over four years.

The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date. Intangible assets are tested for impairment in accordance with FRS 102 Section 27 Impairment of assets where there is an indication that an intangible asset may be impaired.

The building is leased from the University over a 15-year period, commencing on 16 September 2016. The previous lease, dated 2001, had a 50-year lease period, and leasehold building assets were being written down over that lease length. When the current leases came into effect, the life of these assets was shortened to match the end of the current lease (September 2032). The intention to implement a reversionary lease with the University of Leeds which would come into effect at the end of the current 15-year lease enables the life of those leasehold building assets to be re-extended. With effect from 2023-24 their lives were extended to match the original depreciation charge.

(f) Leases

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

(g) Pension Costs

LUU participates in the University of Leeds Pensions and Assurance Scheme providing benefits based on final pensionable pay. The Union is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore accounts for the scheme as if it were a defined contribution scheme. LUU also participates in two defined contribution schemes. The amount charged to the income statement represents the contributions payable to the schemes in respect of the accounting year.

(h) Stock

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

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amounts prepaid.

(j) Creditors

Creditors are recognised where the Company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

(k) Financial instruments

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

(l) Fund Accounting

LUU administers and accounts for a number of charitable funds as follows:

<ul style="list-style-type: none"> ● Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion.
<ul style="list-style-type: none"> ● Designated funds are those set aside by the Trustees to be spent on some specific purpose but remain at the discretion of the Trustees. The designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.
<ul style="list-style-type: none"> ● Restricted funds are those received from a donor to be used for activities prescribed by the donor.

(m) Tax

LUU is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

(n) Clubs and Society funds

LUU acts as custodian for the student clubs and societies, processing payments, processing receipts and holding the balance of their funds on their behalf.

2 Surplus for the financial year

The surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2025	2024
	£'000	£'000
Auditor's remuneration - audit of these financial statements	18	17
Depreciation and amortisation on owned assets	424	427
Operating lease rentals	374	374

Leeds University Union
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3 Charitable and Other Activity Costs

	Purchases	Staff	Depreciation	Support	Total
	£'000	£'000	£'000	Costs	2025
	£'000	£'000	£'000	£'000	£'000
Bars	961	1,027	102	954	3,044
Venues	683	621	12	716	2,032
Shops	2,881	639	-	958	4,478
Student Services	342	2,065	-	570	2,977
Student Advice	6	207	-	286	499
Student representation	56	387	-	364	807
Student	346	274	-	531	1,151
Activities/Volunteering					
Media Sales & Conferences	3	58	-	16	77
Total Costs	5,278	5,278	114	4,395	15,065

Comparative Charitable and Other Activity costs:

	Purchases	Staff	Depreciation	Support	Total
	£'000	£'000	£'000	Costs	2024
	£'000	£'000	£'000	£'000	£'000
Bars	980	946	84	952	2,962
Venues	625	674	2	678	1,979
Shops	2,819	581	-	966	4,366
Student Services	151	2,105	-	532	2,788
Student Advice	8	191	-	261	460
Student representation	43	402	-	338	783
Student	314	236	-	483	1,033
Activities/Volunteering					
Media Sales & Conferences	2	37	-	16	55
Total Costs	4,942	5,172	86	4,226	14,426

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4 Support Costs included in Note 3

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Bars	22%	523	292	6	5	128	954
Venues	16%	425	138	6	7	140	716
Shops	22%	552	223	7	6	170	958
Student Services	13%	333	109	9	6	113	570
Student Advice	7%	182	30	4	4	66	286
Student representation	8%	243	34	16	4	67	364
Student Activities/ Volunteering	12%	328	65	5	7	126	531
Media Sales & Conferences	<1%	9	3	-	-	4	16
Total Costs	100%	2,595	894	53	39	814	4,395

Comparative Support Costs included in Note 3:

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Bars	23%	450	325	12	5	160	952
Venues	16%	359	151	12	6	150	678
Shops	23%	474	256	13	6	217	966
Student Services	13%	283	114	17	6	112	532
Student Advice	6%	154	30	9	4	64	261
Student representation	8%	203	34	31	4	66	338
Student Activities/ Volunteering	11%	279	67	9	7	121	483
Media Sales & Conferences	<1%	8	5	-	-	3	16
Total Costs	100%	2,210	982	103	38	893	4,226

5 Unrestricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£'000	£'000	£'000	£'000
General funds				
Fixed assets	2,330	483	(424)	2,389
Net current assets	1,011	14,363	(14,178)	1,196
	3,341	14,846	(14,602)	3,585

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6 Restricted funds

	At beginning of year £'000	Incoming resources £'000	Outgoing resources £'000	At end of year £'000
Impact Funding	48	380	(392)	36
Basic Needs/Creative Connections	30	53	(71)	12
IT Cloudspace Migration	203	-	-	203
Other Restricted Funds (all < £2,000)	6	-	-	6
	287	433	(463)	257

7 Staff Costs

	2025 £'000	2024 £'000
Wages and salaries	7,110	6,760
National Insurance	531	406
Pensions	232	216
Total Costs	7,873	7,382

The average staffing was as follows:

	2025	2024
Monthly salaried staff	179	168
Weekly paid student staff	313	360
	492	528

During our busiest week of the year, we employed 598 (2024: 569) students on a weekly paid contract. Included in staff costs above are redundancy costs of £87k which were paid to 5 employees.

The total employment cost of the Senior Leadership Team (SLT) was £569,000 in the year (2024: £543,000). The salary of the Chief Executive is determined by the People and Values Committee with reference to market salary levels. The salaries of the remainder of the Leadership Team are determined by the Chief Executive, again with reference to market salary levels.

Five employees were paid more than £60,000 in salary and one participates in the University of Leeds Pensions and Assurance Scheme.

Salary	Employees
£60,001 to £70,000	3
£70,001 to £80,000	1
£100,001 to £115,000	1

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8 Trustees Remuneration and Expenses

As well as having a role as a Trustee of LUU, the Student Executive Officers perform a full-time role for a year to be the voice of students. They listen to how students want things to be done, work with LUU staff, the Board of Trustees and partners to make it happen. They represent students to the University of Leeds, external organisations and the wider community.

Each of the Student Executive Officers was paid a salary of £23,589 during the year with a total cost to LUU of £139,185 (2024: £150,708) which includes national insurance and pension contributions. The level of salary is set out in their contract of employment. For most of 2024-25 we had 5 Officers in post (2024: 6). There is a period of overlap between outgoing and incoming Officers.

Trustees of the Board were reimbursed £594.93 in 2025 (2024: £410.45) for personal travel and subsistence expenses in performing their role as a Trustee.

9 Tangible fixed assets

	Leasehold buildings £'000	Leasehold improvements £'000	Fixtures & fittings £'000	Equipment £'000	Total £'000
Cost					
Brought forward 1 Aug 2024	3,535	1,859	1,921	1,518	8,833
Additions in the year	-	59	241	180	480
Disposals in the year	-	(1,497)	(1,005)	(991)	(3,493)
As at 31 July 2025	3,535	421	1,157	707	5,820
Depreciation					
Brought forward 1 Aug 2024	2,264	1,704	1,353	1,222	6,543
Charge for the year	75	32	184	116	407
Disposals in the year	-	(1,497)	(1,005)	(991)	(3,493)
As at 31 July 2025	2,339	239	532	347	3,457
Net book value					
As at 31 July 2025	1,196	182	625	360	2,363
At 31 July 2024	1,271	155	568	296	2,290

Leeds University Union
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10 Intangible fixed assets

	£'000
Cost	
Brought forward 1 Aug 24	132
Additions in the year	3
Impairments in the year	-
As at 31 July 2025	135
Depreciation	
Brought forward 1 Aug 24	92
Charge for the year	17
Impairments in the year	-
As at 31 July 2025	109
Net book value	
As at 31 July 2025	26
At 31 July 2024	40

11 Debtors and prepayments

	2025	2024
	£'000	£'000
Trade debtors	232	238
Sundry debtors and prepayments	177	267
The University of Leeds	798	876
	1,207	1,381

12 Cash at bank and in hand

	2025	2024
	£'000	£'000
LUU cash	1,326	2,196
Cash held on behalf of student clubs and societies	992	956
Cash from ticket sales held on behalf of event promoters	52	262
	2,370	3,414

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13 Deposits

NUS Services Limited holds a deposit of £6,090 from LUU in respect of payment for monthly supplies of brewed and other products approximately equivalent to 0.01% of trading turnover.

14 Creditors: amounts falling due within one year

	2025	2024
	£'000	£'000
Trade creditors	292	270
Sundry creditors, accruals and deferred income	1,135	2,152
Clubs and societies	992	956
The University of Leeds	41	481
	2,460	3,859

15 Capital commitments

LUU had the following commitments for capital works at 31 July:

	2025	2024
	£'000	£'000
Authorised and contracted	93	200

16 Analysis of Net Assets between Funds

	Unrestricted	Restricted	Total
	Funds	Funds	
	£'000	£'000	£'000
Fixed Assets	2,389	-	2,389
Net Current Assets	1,196	257	1,453
	3,585	257	3,842

Unrestricted funds are made up of the Fixed Assets Reserve of £2,389,000 and the balance remaining is the General Reserve of £1,196,000.

The Fixed Assets Reserve represents the net book value of our fixed assets. The residual unrestricted funds represent the General Reserve of the charity.

The restricted funds include Impact Funding and other specific project funding from the University of Leeds, as well as various smaller grants received to undertake specific projects such as helping our work in the Leeds community.

Leeds University Union
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17 Leasing commitments

At 31st July, LUU had commitments under non-cancellable operating leases as follows:

		2025	2024
		£'000	£'000
Motor Vehicles			
Operating leases payable within:			
	1 Year	5	9
	2 to 5 Years	4	9
		<u>9</u>	<u>18</u>
Plant and Machinery			
Operating leases payable within:			
	1 Year	2	-
	2 to 5 Years	7	-
		<u>9</u>	<u>-</u>
Building			
Operating leases payable within:			
	1 Year	418	418
	2 to 5 Years	1,672	1,672
	Over 5 years	470	888
		<u>2,560</u>	<u>2,978</u>
Total lease commitments		<u>2,578</u>	<u>2,996</u>

18 Lessors

LUU has several leases with tenants with terms varying between 5 and 10 years. Rents are fixed for 5 years and most leases include provision for rent reviews according to prevailing market conditions. There are no options in place for either party to extend the lease terms.

At 31st July, LUU had contracts with tenants for the following minimum lease payments:

		2025	2024
		£'000	£'000
	1 Year	68	53
	2 to 5 Years	66	94
	Over 5 Years	-	-
		<u>134</u>	<u>147</u>

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19 Reconciliation of net expenditure to net cash flow from operating activities

	2025	2024
	£'000	£'000
Net income for the year	214	156
Adjustments for:		
Depreciation and amortisation	424	427
Interest receivable from investments	(135)	(73)
Decrease/(Increase) in stock	26	(55)
Decrease in debtors	174	139
(Decrease)/Increase in creditors	(1,399)	1,073
Net cash provided by operating activities	(696)	1,667

Net debt	At 1 August	Cash Flows	Other non-cash	At 31 July
	2024		movements	2025
	£'000	£'000	£'000	£'000
Cash at bank and in hand	3,414	(1,044)	-	2,370
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	3,414	(1,044)	-	2,370

Comparative Net debt	At 1 August	Cash Flows	Other non-cash	At 31 July
	2023		movements	2023
	£'000	£'000	£'000	£'000
Cash at bank and in hand	2,032	1,382	-	3,414
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	2,032	1,382	-	3,414

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20 Prior year Statement of Financial Activities

Statement of financial activities for the year ending 31 July 2024

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Income					
<i>Donations:</i>					
University Grant		4,104	203	4,307	4,040
<i>Income from charitable activities:</i>					
Bars		2,511	-	2,511	2,339
Venues		1,163	-	1,163	1,360
Shops		3,671	-	3,671	3,321
Student Services		1,784	455	2,239	2,280
Student Advice funding		11	-	11	27
Student representation & affiliations		36	-	36	-
Student Activities/Volunteering funding		128	-	128	202
<i>Other trading activities:</i>					
Rental Income		90	-	90	77
Media Sales & Conferences		315	-	315	255
Investment income		73	-	73	14
Coronavirus Job Retention Scheme Grant		-	-	-	-
Other income		38	-	38	41
Total		13,924	658	14,582	13,956
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		2,962	-	2,962	2,763
Venues		1,979	-	1,979	2,173
Shops		4,366	-	4,366	4,009
Student Services		2,357	430	2,787	2,636
Student Advice		460	-	460	626
Student representation & affiliations		783	-	783	772
Student Activities/Volunteering		1,033	-	1,033	936
Media Sales & Conferences		55	-	55	60
Total		13,996	430	14,426	13,975
Net surplus/(expenditure)	2-8	(72)	228	156	(19)
Reconciliation of funds:					
Total funds brought forward		3,413	59	3,472	3,491
Total funds carried forward		3,341	287	3,628	3,472

21 Pensions Costs

LUU has three separate pension arrangements. A defined benefit arrangement through the University of Leeds Pension and Assurance Scheme (PAS), which is closed to new entrants. The People's Pension Scheme which is a defined contribution scheme managed by B&CE and provides flexibility for staff to make contributions with LUU matching them to a maximum of 6% of salary. The arrangement also provides a three times salary death in service benefit through a registered group life policy through UNUM. A third scheme, Nest, also a defined contribution scheme, has been used to auto enrol those staff eligible under the new legislation starting in November 2013.

For the defined contribution schemes the cost charge for the year represents contributions payable by the company to the schemes and amounted to £175,729 (2024: £159,021). Contributions amounting to £27,126 (2024: £25,188) were payable to the schemes at year end and are included in creditors.

Members of staff who were already contributing into the PAS scheme were able to continue to do so. The assets of the scheme are held in separate trustee administered funds. PAS is a defined benefit scheme externally funded and valued by an actuary every three years. The rates of contribution payable are decided by the pension trustees based on the advice of professionally qualified independent actuaries.

A triennial valuation was undertaken as at 31 March 2023, which showed that there was a surplus on the scheme of £131.4m, equivalent to a funding level of 133%. The employer contribution rate was reduced from 16% to 14.8% with effect from 1 August 2024, and the employee contribution rate was reduced from 7.5% to 6.9%, also effective from 1 August 2024. A contribution rate of 0.5% applies to provide death in service cover within PAS for members of the DC Plan. The University will continue to pay the PPF levy, the cost of benefit augmentations and the cost of any ill health early retirements.

PAS final salary members who are promoted to a USS eligible grade are now permitted, under USS rules and with the agreement of the University, to remain in PAS. Members are made aware of this choice.

The assets of the PAS scheme are not separable and therefore the proportion of any surplus or deficit arising in the scheme cannot be attributed to members employed by the Union (either past or present). The Union accounts for the scheme as if it were a defined contribution scheme.

Employer contributions to these schemes are charged to the Income and Expenditure Account in the year in which they are paid and are included within the disclosure of individual activities in these accounts.

LEEDS UNIVERSITY UNION

England & Wales - Charity number 1136742

Accounts

Leeds University Union
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Leeds University Union

A company limited by guarantee

Trustees' report and financial statements

31 July 2024

Company registered number 07284768

Charity registration number 1136742

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Administrative Information

Charitable Status

Leeds University Union ('LUU') is a company limited by guarantee registered in England and Wales (company number 07284768) which was incorporated on 15 June 2010. LUU was formally registered as a charity with the Charity Commission in July 2010 (registration number 1136742).

Principal Address

The registered and principal office is Leeds University Union, Lifton Place, Leeds, LS2 9JZ.

The Board of Trustees

The Directors of LUU are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end are as follows:

Student Executive Officers and Trustees	To 30.06.24	From 01.07.24
Union Affairs & Communications Officer (Chair)	Emily Tabern	
Activities & Opportunities Officer	Ella Williams	
Education Officer	Bethan Corner	
Equality & Liberation Officer	Haryati Mohammed	
International & Postgraduate Officer	Rimsha Khan	
Wellbeing Officer	Hannah Catterall	
Union Affairs & Communications Officer (Chair)		Lucy Hart
Activities & Opportunities Officer		Lydia Shale
Education Officer		Shivani Gug
Equality & Liberation Officer		Amara Relf
International & Postgraduate Officer		Felix Emotu
Wellbeing Officer		Freshta Amiry (resigned 20/09/2024)
Student Trustees	External Trustees	
Nicolas Padula Pinho	Joshua Smith	
Michael Mberi (to: 04.07.24)	Neil Clephan	
Elizabeth Wright	Annabel Tonge	
Shmuel Von Weisl	Damola Timeyin	
Olivia Allen-Cotter (from 04.07.24)		

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Auditor	Bank
Saffery LLP	Lloyds Bank PLC
10 Wellington Place	6-7 Park Row
Leeds	Leeds
LS1 4AP	LS1 5JD

LUU employs a Chief Executive, Aidan Grills, who works closely with the Student Executive Officers and Trustee Board to ensure effective governance and management of the organisation. The Chief Executive is head of a Senior Leadership Team made up of:

- Sue Stones (Deputy Chief Executive)
- Rachel Emmott (Director of Finance & Risk)
- Jasper Hegarty-Ditton (Director of Digital and Data)
- Rori Raquib (Director of Communications)
- Harpreet Singh (Director of People and Quality) until 30.08.23
- Amrit Gata-Aura (Director of Employee Experience) from 04.01.24
- Douglas Muzawazi (Director of Student Communities)

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Trustees' Report

The Board of Trustees, who act as Directors for the purposes of Company Law, present their Annual Report for the year ended 31 July 2024 which includes the administrative information set out on page 2, the Strategic Report and Directors' Report for Companies Act 2006 purposes, and the audited accounts for the year.

Structure, governance and management

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit.

The governance of LUU is documented in its Articles of Association and its Bye-laws, which can be found on the LUU website (www.luu.org.uk).

The Board of Trustees is responsible for the strategic direction, governance and sustainability of LUU. The Board is made up of six Student Executive Officers, four Student Trustees and four External Trustees. The Student Executive Officers are elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. The four Student Trustees are recruited to the Board and are recommended to the Board by an appointments panel. The Student Trustees serve for a term of up to two years and a maximum of two terms as long as they remain registered students at the University of Leeds. The External Trustees are recruited to the Board to bring a wider perspective and skill set from outside of LUU. A term for External Trustees lasts for up to four years and they can also serve for two terms.

Upon appointment all trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. All trustees meet with the Chief Executive before their first meeting and receive an induction information pack which includes their role responsibilities, historical and current information about LUU and information on its Strategic Plan. The trustee induction is framed around the principles of the NCVO Charity Governance Code.

Every year the Board of Trustees completes a skills audit, and new trustees also do this during induction. Trustees engage in an annual reflective Board Development session focused on aligning Trustees with LUU's Strategic aims and values.

The Student Executive Officers are often new to the Board every year, so they undergo a more intensive training period. This training starts after the annual election, and before they start their term of office to ensure that they are fully aware of their roles and responsibilities and can perform their duties to the best of their abilities as soon as possible. They attend training sessions on the history of governance at LUU, their legal responsibilities as trustees, briefing sessions on key issues and decisions that have been made by the Board of Trustees and receive training on how to deal with potential conflicts of interest. This year, six new Student Executive Officers were elected, after four re-elections in the previous year.

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The Board of Trustees is supported by five sub-committees, which meet three to four times a year and focus on certain key aspects of LUU's governance and management, which are:

The Audit & Risk Committee monitors LUU's risk profile, health & safety, risk management, compliance with relevant legislation and other matters which could impact on LUU's future health. The Committee reviews and commissions internal audit work and scrutinises the annual accounts at a joint meeting with the Finance Committee.

The Finance Committee monitors LUU's financial performance, appraises requests for capital expenditure and reviews our commercial strategy. The Committee also reviews the annual budget and scrutinises the annual accounts in a joint meeting with the Audit & Risk Committee.

The People and Values Committee examines issues relating to LUU workforce including staff policies, changes to pay (and specifically that of the Chief Executive), training and development and volunteering.

The Appointments and Governance Committee is responsible for monitoring and continuous improvement in governance arrangements at LUU. The Committee ensures that new trustees are recruited, inducted and developed properly and it also has overall responsibility for recruiting the Chief Executive.

The Engagement and Development Committee examines our approach to member engagement, including through marketing and communications, external partnerships and through LUU member-focused activities.

LUU operates on democratic principles, with Policy being acted upon by the six elected officers who form the Student Executive. During the year members have the opportunity to bring forward ideas to one of three Union Forums to help form Policy on issues which contribute to "Better Leeds", "Better University" or "Better Union". Forums are based on the principles of deliberative and direct democracy with policy being voted for approval by a randomly selected Student Panel of 16 students, and issues that are contentious, or don't have a majority vote, are referred to Referendum. The Student Panel is demographically representative of the Leeds University student body as outlined in LUU's Bye-Laws.

The Senior Leadership Team

The Chief Executive is supported by six permanent senior staff that together form the Senior Leadership Team (SLT). This team provides the strategic management of LUU, managing its operations, giving leadership to its staff and ensuring that the board and its sub-committees are kept fully informed on all aspects of the organisation and are regarded as being the key management personnel of the charity outside of the trustees.

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Relationship with the University of Leeds

Under the Education Act 1994, the University of Leeds has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. LUU therefore works alongside the University of Leeds in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of LUU's members are met. The formal relationship with the University is governed by a Code of Practice and LUU works closely with the University and its students to develop appropriate Bye-Laws for its working practices. The University of Leeds is not a related party as defined by the Charities FRS 102 Statement of Recommended Practice (SORP).

Aims, Objectives and Activities

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit. LUU achieves this through:

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

At all times the trustees of LUU have had regard to the Charity Commission guidance on public benefit.

Whilst pursuing our aims and objectives and providing various activities for its members LUU seeks at all times to:

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

LUU provides a variety of services and activities for students including:

- Student Advice Centre – we continue to provide a specialist service to our members in the areas of housing, money and academic issues. We have supported many students with complex needs such as domestic violence and mental ill-health with partners in the University and the city. The number of enquiries to our Advice service was 30,509 this year, compared to 26,757 enquiries in the previous year.
- The team employs a service model using the LUU foyer, with an integrated information and advisory service, which helps to manage the service capacity as enquiries can be resolved on-the-day. The full range of services can be provided remotely, including very often one-to-one support for complex cases.
- Student Activities – a choice of over 340 clubs and societies offer a diversity of opportunities for social and skills development. There were 36,700 club and society memberships sold

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during the year, up from 33,994 in the previous year. We run a "Give it a Go" programme that provides taster sessions to give students an insight into the range of activities available to them, as well as trips to many locations in the UK. We also support student-led volunteering, facilitating a wide variety of community volunteering opportunities. The Student Activities team is made up of staff and students, and also provides support, advice and help with the safe running of activities especially around health and safety, recruitment, communication, delivery and finance including fundraising and development.

- Joblink – we continued to provide part-time work for students and delivered an employability programme that provided guidance to several thousand students. Over the year we paid £1,525k in wages to students through our JobLink agency, slightly down on the previous year (£1,614k).
- External engagement – our team continues to manage and develop a range of community-based initiatives including volunteering, housing fairs and litter picking. Partners in this work include other students' unions for HE and FE institutions in Leeds, Unipol Student Homes and Leeds City Council. Initiatives in the last year also included work with Leeds Rhinos, Student Minds and West Yorkshire Police around student safety.
- Campaigning and Representation - we support students in campaigning for change on campus and in the city. We continued our support for school and course reps with training initiatives and undertook to help students partner with their University to innovate and improve their education experience. The number of students voting in the LeadLUU elections this year was 9,158, an increase of 236% compared to the previous year (3,865), equivalent to 27% of the total student population. There were 49 candidates in total (2023: 36). We are conducting a study of nationwide democratic engagement to understand how we can improve democratic participation and raise the profile of democratic engagement at LUU, including guidance from our subcommittees.
- Bars and Venues – a choice of four bars/cafes are open during the day and evening: Terrace, Old Bar, Common Ground and Scream. All four offer catering and non-alcoholic beverages, with alcoholic beverages available in Terrace and Old Bar. Our night-time licensed venue, Stylus, provides popular late-night entertainment with regular live music.
- Events – this team provides the live music and DJs for our venues, working with external promoters to host events in our venues. We also stage the Fresher's & Welcome events and Leeds Ball on the site of the University campus. The June 2024 Leeds Ball event was significantly altered to remove outdoors elements due to health & safety concerns related to a protest encampment on campus overlapping with the site plan. These changes included refunding all tickets and replacing them with free tickets. The event was financially de-risked with support from the University and still attracted around 3,700 students.
- Shops – operated by LUU are Co-op (convenience store operated under a franchise agreement with Co-op), Gear (University branded clothing and accessories) and Union Shop (stationery and cards). Operated through a tenancy arrangement are Waki Maki (hot take away food), Humpit (healthy takeaway food), Cooplands (take away food) and Pearls Bubble Tea. A new outlet, Tantino (Italian take-away food) opened in September 2023 under a tenancy agreement; part-way through the year this outlet rebranded as Tikka Nation (Indian

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take away food). In 2023-24, LUU ended its tenancy agreement with Cantina (Vegan junk food).

- Fundraising - LUU does not undertake fundraising from the public and does not use professional fundraisers. As such no complaints procedures or further policies in this area are considered necessary. It does hold some events for its students that are designed to raise funds to support the student service activities undertaken by LUU, notably the Leeds Ball held in June each year.

Strategic Report

Achievements and Performance

LUU is half-way through its Strategic Plan for 2022-26, which was launched in 2022 informed by a period of consultation with students and other key stakeholders, including the University of Leeds. This Strategy is focused on our organisation vision 'Together we'll make sure you love your time at Leeds', and is based around achieving three core, measurable Strategic Impacts for students:

- Fuelling your passions
- Inspiring you to be your best self
- Creating a celebrated, fun and lively community you can be proud to be a part of

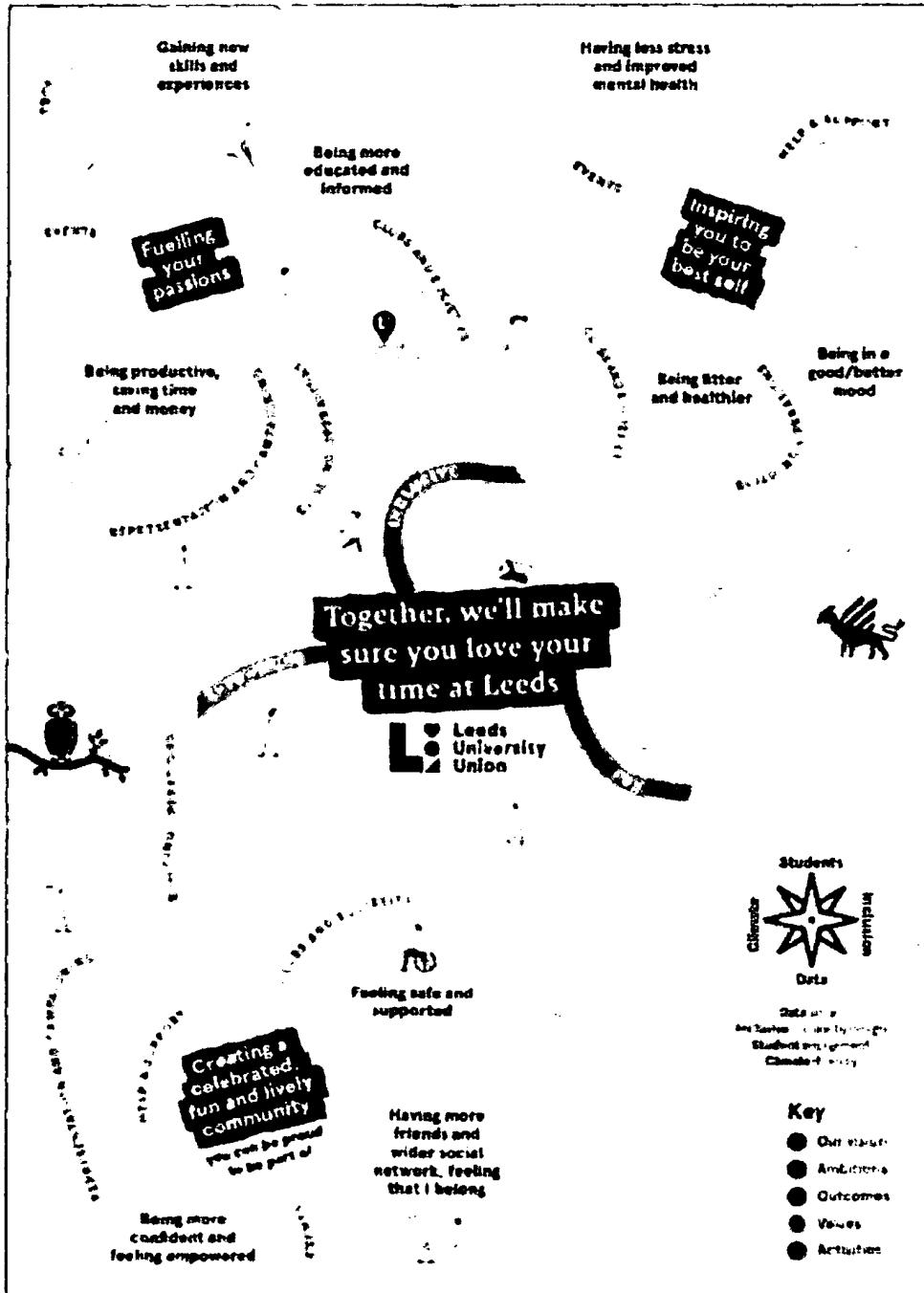
In order to achieve these Impacts, a series of key strategic outcomes were identified for students and forming the key focus of project work, these being:

- Gaining new skills and being more employable;
- Being more educated and informed;
- Being productive and saving time and money;
- Having less stress and improved mental health;
- Being in a good, or better mood;
- Being fitter and healthier;
- Feeling safe and supported;
- More friends and a wider social network, feeling like you belong;
- Being more confident and feeling empowered.

These strategic outcomes, which were articulated using analysis of large-scale student feedback, are the targeted outcomes of the services LUU offers to students and measured through the use of quantitative feedback and key performance indicators. These services can be defined as LUU's organisational Outputs: Clubs and Societies; Building Operations; Help & Support; Representation & Campaigning; Student Jobs; and Events. Strategic projects to improve LUU's Outcomes are therefore linked with the corresponding Outputs to aid the focus of targeted service developments. These projects must also account to LUU's strategic Design Principles, which state that they must be Inclusive, Student-Led, Data Driven, and Climate Friendly.

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LUU's "Strategy Map" outlining our 2022-26 Strategy:



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The Strategic Impacts and key successes during the year, assessed against the 2022-26 plan, were as follows:

Strategic Impact	Successes
<p><i>Fuelling your passions</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Gaining new skills and being more employable ● Being more educated and informed ● Being productive and saving time and money 	<ul style="list-style-type: none"> ● Employment of over 3,600 students through the year, primarily through the Joblink service. ● Initiation of new Faculty Officer programme across University of Leeds. ● Launch of basic needs hub operating as an outlet for students to get support with cost of living and learning.
<p><i>Inspiring you to be your best self</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Having less stress and improved mental health ● Being in a good, or better mood ● Being fitter and healthier 	<ul style="list-style-type: none"> ● Successful delivery of a Varsity programme in collaboration with Leeds Beckett SU. ● Opening of a new hub for students to meet and play games without cost. ● Opening of a new lounge space for postgraduate research students to meet and interact for support.
<p><i>Creating a celebrated community</i> <u>Measures: Student Feedback</u></p> <ul style="list-style-type: none"> ● Feeling safe and supported ● More friends and a wider social network, feeling like you belong ● Being more confident and feeling empowered 	<ul style="list-style-type: none"> ● Positive feedback on Customer Experience throughout LUU outlets. ● Continued strong membership sales for Clubs & Societies and use of membership system to run and track activity. ● Active safety initiatives including bystander training and reporting of harassment. ● Organisational attainment of the Leaders in Diversity Award.

Quality Management

LUU uses a number of external tools for quality assurance which link to the priorities and risks laid out in our strategic plan. This year LUU continues to hold accreditation under the Quality Students' Unions (QSU) standard (for which we were proud to have achieved "Excellent" level in each of the 12 areas of organisational performance); as well as the *Leader in Diversity* accreditation with the National Centre for Diversity. In 2024, LUU was re-accredited under the Drug & Alcohol Impact scheme from SOS-UK and has once again been accredited at the highest possible level under both the SOS-UK Green Impact Award and the national Best Bar None scheme, in which LUU were the National Winners for 2024.

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Financial Review

This year LUU has reported an overall surplus of £156k. This comprises a deficit in unrestricted funds of £72k and a surplus on restricted funds of £228k. It compares to a deficit of £19k in the previous year, which included a deficit in unrestricted funds of £72k and a surplus on restricted funds of £53k. Many factors outside of our control had a significant financial impact on our unrestricted funds position in 2023/24.

The main challenges included:

- The increases in the National Minimum Wage (NMW) and age-banding changes over the last two years: a student employee earning £8.36/hour in March 2022 saw that rate increase to £11.44 from April 2024. As an employer of hundreds of students, those increases have had a material impact on our cost base, quantified at approximately £372k.
- LUU's entry to mid-level monthly pay-grade rates are linked to the NMW, and so in order to maintain adequate levels of seniority and segregation amongst the team those rates have been increased in line with the NLW. A sliding scale of pay awards was made in January and April 2024 with the lower grades receiving up to 7.62% and the higher grades up to 5%.
- Balancing the desire to remain accessible and affordable to students across all commercial outlets against the cost pressures from increases to the NLW and inflationary impacts on other costs: we have undertaken pricing and margin reviews throughout the year and seek to ensure that we strike this balance and communicate rationale for any price increases to students.
- Commercial operations were all impacted to some degree by the challenges around inflation and the cost of living crisis, with some affected more than others: Events & Venues fell short of their budgeted net contribution by £107k, with Joblink (reported in student services) and cafes falling short by £77k and £75k respectively, and the Coop experiencing higher than expected levels of stock loss to theft.
- Utilities costs (electricity, steam and water) which had more than doubled in the previous year rose to a lesser extent (3%) in 2023-24, with a charge of £337k in the year, compared to £327k in 2022-23. These costs are charged to LUU by the University of Leeds and absorbed into our operating costs.
- Indirectly, the impact of campus unrest as a result of international tensions around the middle east took a toll on the resources of LUU, with increased numbers of students leaning on the Union to provide advice, support and guidance.

Despite all of the above, LUU was able to manage its financial position by closely managing recruitment, scrutinising all other spend, pivoting certain commercial activities in reaction to student needs and benefiting from increased rates of return on cash investments. An in-year reassessment of the useful economic life of the leasehold building assets from 15 years to 33 years had a positive in-year impact of £90k. All of these measures enabled LUU to return an unrestricted deficit of £72k in the period, against an original budget deficit for the year of £87k. The deficit budget was approved in light of the numerous financial challenges working against LUU and work being undertaken to mitigate the deficit through the Finance & Risk Supporting Strategy and in the context of the 5 year plan.

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We continued to receive the full block grant from the University of Leeds, with £4.1m received in the year (2023: £4.04m).

We received £560k from the University's strategic impact fund, of which £180k has been treated as unrestricted and £380k as restricted in the period. The restricted funding delivered Impact Projects including creating student opportunities (for example through a new gaming hub, Crossroads), supporting health and wellbeing initiatives (for example through student wellbeing reps and mental health awareness programmes) and working with students as partners (through the World Unite Festival and postgraduate engagement programmes).

The University also supported three other restricted funds: Basic Needs (£50k) funded the Essentials outlet which opened part-way through the year, and Creative Connections (£25k) funded new activity bringing students together around art activity. At the very end of the financial year we received £203k in project funding to undertake an IT Cloudspace Migration project in 2024-25 which will enable LUU to transition away from the University's Microsoft environment to one of its own. The surplus of £228k in restricted funds at the end of the year is made up of £203k relating to the IT project and £25k of income from Basic Needs and Creative Connections which was not spent during the year but which will be expended in 2024-25, with permission granted by the University to do so.

Our Balance Sheet remains comparatively strong with total net assets of £3.6m (£3.5m in 2023), and a cash balance of £3.4m (£2.0m in 2023). The cash balance comprises £2.2m of LUU cash, £0.96m of cash held on behalf of student clubs and societies and £0.26m from ticket sales held on behalf of event promoters. Our unrestricted funds stood at £3.3m with a further £0.3m of restricted funds. Our general reserve is £1.0m at the year end.

The free reserves of the charity are the unrestricted reserves less those funds designated for future projects and the fixed asset reserve. We revised our reserves policy in 2022-23, so that the target level for free reserves is calculated as the costs which the charity would be required to meet in the event that all of its operations ceased and there was no income to cover those costs. The minimum target level is calculated with reference to average salary, wages and other costs apportioned on the basis of liability risk. The calculated free reserves target level at the end of 2023-24 was £0.8m. Our free reserves are £1.0m (2023: £1.0m) and are therefore above the target level. This headroom is deemed appropriate given the volatility of the current economic climate. Additionally, over the next 2-5 years significant investment will be required into LUU's infrastructure and therefore it is deemed appropriate that reserves are held at above the minimum target level, so that they may be used to enable that investment in future years.

The minimum target is recalculated annually, in conjunction with budget setting, and reported to the Finance Committee to approve as the target reserves balance for the following year on behalf of the Board of Trustees. Any reserves in excess of this minimum target will be considered to be retained as contingency funds or may be designated for future strategic projects. The charity will not unduly hold reserves at an excess level. The fixed asset reserve is not included within free reserves. Where

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applicable, LUU will also hold restricted funds and these might include multi-year restricted project costs.

The authority to use funds which would take the level below the minimum target will continue to be managed through the existing Financial Procedures and Terms of Reference for the Finance and Audit & Risk Committees. Any request to use reserves will include an analysis and determination of the use of the funds and plans for replenishment.

Going Concern

The ongoing financial support from the University of Leeds enables LUU to sustain its activities and provide for the student experience. From 2024-25 the annual block grant has been increased by the University by £0.6m, to £4.7m. This reflects the financial challenges which LUU has faced in recent years and acknowledges the vital services which the Union offers to the students of Leeds. LUU is grateful to the University of Leeds for this support, for which it is reliant to enable it to meet its charitable objects. When considered alongside a strong cash position and free reserves levels, this relationship provides comfort to the Trustees over going concern. Although the external factors referenced above mean there are uncertainties around the ability to generate commercial income and pressures on costs, LUU will continue to endeavour to mitigate the impact of these through agile financial management, including regular cash flow forecast updates and by continuing to work closely with the University of Leeds.

Risk Management and Control

The strategic risk register of LUU receives regular updates which are considered by the Audit and Risk Committee at each meeting with a review by the board on an annual basis. Operational risks are managed at a team level with mitigations controlled through operational planning. The key risks faced by the charity revolve around its reputation with both the University of Leeds and our student members. The University is a significant funder of the charity and we work in partnership with the University to deliver ever improving services for the students. The relationship is maintained by developing close working relationships with senior members of the University team by our trustees, particularly the elected student executive, and by the Senior Leadership Team. To meet our aims, the students need to be well represented and supported by LUU. We invest in representation and democracy teams to ensure that engagement with students is effective and any potential risk in this area is mitigated. The Strategic Risk Register is reviewed in line with the Strategic Plan during the year.

LUU appoints internal auditors, RSM, who undertook audits of Risk Management, Payroll and Value for Money during the year, as well as conducting continuous assurance work on key risk areas such as stock and cash. Our Internal Audit Working Group (renamed Risk and Compliance Working Group from September 2024) continues to oversee the implementation of the key recommendations from the audit activity, reporting to the LUU Audit & Risk Subcommittee.

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The Union also faces on-going financial and control risks which are mitigated through a robust budget management process and comprehensive data protection policies supported by training.

Future Plans

Going into the third year of the 2022-2026 Strategy we plan to continue work on some core strategic projects to align work with this new strategic mandate. A series of Supporting Strategies have been developed which help to frame project work to make targeted developments led by the members of the SLT, but reviewed by trustees. These Supporting Strategies are split across the Social Outcomes (based on regular student insight) and priority areas which support all LUU work:

- People & EDI;
- Finance & Risk;
- Marketing & Communications;
- Data & Digital;
- Building & Sustainability.

Supporting Strategies consist of 6- and 12-month project sprints, which allows senior management and stakeholders to regularly review and adjust projects as necessary and direct resources to where they are most needed. A key focus for strategic work in the next year will be the continuation of partnership work. A series of Impact Funded Projects have been developed in areas of key partnership between LUU and the University of Leeds: Students as Partners, Student Opportunities, and Wellbeing & Student Success. We will spend this third year of the strategy refining our strategic project work through the supporting strategies, working closely with the University on key areas of partnership, developing the measurements of our strategic performance, and identifying and prioritising key issues impacting students.

Custodian Activities – Clubs and Societies and RAG

LUU acts as custodian for funds raised by the students' many clubs and societies and these funds are separately identified in the accounts. £3.1m was handled by LUU during the year with a balance of £0.96m remaining at the end of the year. This includes the annual RAG proceeds from fundraising events that are distributed to its intended charities. The RAG proceeds came to £21k in the year and £21k was held at the end of the year.

Trustees' statement

We wish to thank all staff at LUU for their continued commitment and hard work to make this another successful year at LUU.

Auditor

In accordance with section 487 of the Companies Act 2006, a resolution for the reappointment of Saffery LLP as auditor of the company is to be proposed at the relevant Board of Trustees Meeting on an annual basis.

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This Trustees' report (comprising the Strategic Report and the Directors Report) was approved by the Trustees and signed on their behalf.


Lucy Hart
Chair


Joshua Smith
Trustee

9 April 2025

Leeds University Union
University Square
Leeds
LS2 9JZ

Leeds University Union
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Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- 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 and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Leeds University Union
Independent auditor's report to the members

Opinion

We have audited the financial statements of Leeds University Union for the year ended 31 July 2024 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 July 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2024

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 16, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act:

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2024


During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Sally Appleton (Senior Statutory Auditor)

For and on behalf of Saffery LLP

Statutory Auditors and Chartered Accountants, 10 Wellington Place, Leeds, LS1 4AP

Date: 24 April 2025

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

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2024

Leeds University Union
Statement of financial activities for the year ending 31 July 2024

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Income					
<i>Donations:</i>					
University Grant		4,104	203	4,307	4,040
<i>Income from charitable activities:</i>					
Bars		2,511	-	2,511	2,339
Venues		1,163	-	1,163	1,360
Shops		3,671	-	3,671	3,321
Student Services		1,784	455	2,239	2,280
Student Advice funding		11	-	11	27
Student representation & affiliations		36	-	36	-
Student Activities/Volunteering funding		128	-	128	202
<i>Other trading activities:</i>					
Rental Income		90	-	90	77
Media Sales & Conferences		315	-	315	255
Investment income		73	-	73	14
Other income		38	-	38	41
Total		13,924	658	14,582	13,956
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		2,962	-	2,962	2,763
Venues		1,979	-	1,979	2,173
Shops		4,366	-	4,366	4,009
Student Services		2,358	430	2,788	2,636
Student Advice		460	-	460	626
Student representation & affiliations		783	-	783	772
Student Activities/Volunteering		1,033	-	1,033	936
Media Sales & Conferences		55	-	55	60
Total		13,996	430	14,426	13,975
Net (expenditure)/surplus	2-8	(72)	228	156	(19)
Reconciliation of funds:					
Total funds brought forward		3,413	59	3,472	3,491
Total funds carried forward		3,341	287	3,628	3,472

The notes on pages 24 to 37 form part of these financial statements.

The charitable company has no recognised gains or losses other than the net incoming resources for the year.

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Leeds University Union
Balance Sheet at 31 July 2024

	Note	2024 £'000	2023 £'000
Fixed assets			
Tangible assets	9	2,290	2,336
Intangible assets	10	40	62
Total fixed assets		2,330	2,398
Current assets			
Stock in hand		356	301
Debtors and prepayments	11	1,381	1,520
Cash at bank and in hand	12	3,414	2,032
NUSSL deposit	13	6	6
Total current assets		5,157	3,859
Liabilities			
Creditors: amounts falling due within one year	14	(3,859)	(2,785)
Net current assets		1,298	1,074
Total assets less current liabilities		3,628	3,472
Total net assets		3,628	3,472
The funds of the charity			
Restricted Funds	16	287	59
<i>Unrestricted Funds:</i>			
Fixed Assets Reserve	16	2,330	2,398
General Reserve	16	1,011	1,015
Total unrestricted funds		3,341	3,413
Total charity funds		3,628	3,472

The notes on pages 24 to 37 form part of these financial statements.

Approved on behalf of Leeds University Union on the 9 April 2025 by:

Lucy Hart Lucy Hart Chair

Joshua Smith [Signature] Trustee

Company registration: 07284768

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2024

Leeds University Union
Statement of cash flows for the year ending 31 July 2024

	Note	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	19	<u>1,668</u>	<u>728</u>
Cash flows from investing activities:			
Interest income		73	14
Purchase of tangible fixed assets		(359)	(666)
Purchase of intangible fixed assets		-	(24)
Net cash used in investing activities		<u>(286)</u>	<u>(676)</u>
Cash flows from financing activities:			
Repayment of borrowing		-	-
Net cash used in financing activities		<u>-</u>	<u>-</u>
Increase/(decrease) in cash and cash equivalents in the year		1,382	52
Cash and cash equivalents at the beginning of the year		2,032	1,980
Cash and cash equivalents at the end of the year		<u>3,414</u>	<u>2,032</u>

The notes on pages 24 to 38 form part of these financial statements.

Notes to the Accounts

1 Accounting Policies

The Union's Articles of governance require the Trustees to prepare accounts for each financial year. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

(a) Accounting Convention

The company is limited by guarantee and has no share capital. It is registered as a charity under the Charities Act 2011 (registered charity number 1136742).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going concern

In considering whether or not there are any material uncertainties about the company's ability to continue as a going concern, the Trustees have taken account of several key points:

- Work is underway to implement a reversionary lease with the University of Leeds, which will come into effect at the end of the current 15-year leases. The current leases commenced on 16 September 2016 and will expire September 2032, after which time a reversionary lease will take effect. This update will ensure continuing occupation of the LUU building at the heart of the campus over the long term.
- The level of free reserves at the end of the year, which remain at a satisfactory level that is in excess of the reserves policy target, and the healthy cash position of £3.4m.
- The agreement with the University of Leeds for them to provide an annual block grant on a continued ongoing basis: an uplift to the block grant was awarded from 2024-25 in a five year agreement which protects the Union's main source of income into the future.
- The agreement with the University of Leeds for them to provide £560k annually of strategic Impact Funding for 4 years from 2022-23 to 2025-26, of which £380k is recognised as restricted funding and £180k is included within unrestricted funding.
- LUU's continued efforts to address the impact of recent and current economic challenges, including the legacy impact of the Covid-19 pandemic, the cost of living crisis and changes in student dynamic and spending habits on its financial sustainability. These efforts include mitigating actions taken by the Senior Leadership Team to reduce costs and focus efforts on income generation and diversification and margin control.
- The outcome of several financial forecasts and scenarios that have been prepared for the trustees, which demonstrate that LUU can remain within a comfortable range within its free reserves over the next 2-5 years.

After careful consideration of the above, the Trustees have concluded that there are no material uncertainties about the company's ability to continue as a going concern.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2024

(b) Incoming Resources

All income and capital resources are recognised in the accounts when it is probable that they will be received. Income is deferred only when the company has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances. Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the Goods have passed to the buyer, usually upon cash receipt at the point of sale. Revenue is measured at the fair value of the consideration received, excluding discounts and VAT.

(c) Resources Expended

Charitable expenditure comprises the direct and indirect costs of delivering the public benefit. It is accounted for on an accruals basis and is recognised when the liability is incurred. Overhead costs are apportioned to activities on a basis consistent with the use of the resources. Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

(d) Cash on hand and cash equivalents

Cash, for the purposes of the cash flow statement, comprises cash in hand and deposits repayable less overdrafts payable on demand. This includes cash held on behalf of LUU's clubs and societies and the RAG society.

(e) Fixed Assets and Depreciation

Expenditure on individual capital items or groups of related items costing less than £1,000 are written off to the income and expenditure account in the year in which they occurred. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Leasehold buildings	Up to 50 years
Leasehold improvements	10 years
Fixtures, Fittings and other equipment	5 years
Computers and other IT equipment	4 years

Expenditure directly related to the build of new web sites is capitalised as an intangible asset. Amortisation is charged to the profit and loss on a straight-line basis over the useful lives of the intangible assets. Intangible assets are amortised from the date they are available for use. These assets are amortised over four years.

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The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date. Intangible assets are tested for impairment in accordance with FRS 102 Section 27 Impairment of assets where there is an indication that an intangible asset may be impaired.

The building is leased from the University over a 15 year period, commencing on 16 September 2016. The previous lease, dated 2001, had a 50 year lease period, and leasehold building assets were being written down over that lease length. When the current leases came into effect, the life of these assets was shortened to match the end of the current lease (September 2032). The intention to implement a reversionary lease with the University of Leeds which would come into effect at the end of the current 15-year lease enables the life of those leasehold building assets to be re-extended. With effect from 2023-24 their lives have been extended to match the original depreciation charge.

(f) Leases

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

(g) Pension Costs

LUU participates in the University of Leeds Pensions and Assurance Scheme providing benefits based on final pensionable pay. The Union is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore accounts for the scheme as if it were a defined contribution scheme. LUU also participates in two defined contribution schemes. The amount charged to the income statement represents the contributions payable to the schemes in respect of the accounting year.

(h) Stock

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

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amounts prepaid.

(j) Creditors

Creditors are recognised where the Company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

(k) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognized at transaction value and subsequently

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measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

(l) Fund Accounting

LUU administers and accounts for a number of charitable funds as follows:

- Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion.
- Restricted funds are those received from a donor to be used for activities prescribed by the donor.

(m) Tax

LUU is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

(n) Clubs and Society funds

LUU acts as custodian for the student clubs and societies, processing payments, processing receipts and holding the balance of their funds on their behalf.

2 Surplus for the financial year

The surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2024	2023
	£'000	£'000
Auditor's remuneration - audit of these financial statements	17	17
Depreciation and amortisation on owned assets	427	493
Operating lease rentals	374	374

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3 Charitable and Other Activity Costs

	Purchases	Staff	Depreciation	Support	Total
	£'000	£'000	£'000	Costs	2024
	£'000	£'000	£'000	£'000	£'000
Bars	980	946	84	952	2,962
Venues	625	674	2	678	1,979
Shops	2,819	581	-	966	4,366
Student Services	151	2,105	-	532	2,788
Student Advice	8	191	-	261	460
Student representation	43	402	-	338	783
Student	314	236	-	483	1,033
Activities/Volunteering					
Media Sales &	2	37	-	16	55
Conferences					
Total Costs	4,942	5,172	86	4,226	14,426

Comparative Charitable and Other Activity costs:

	Purchases	Staff	Depreciation	Support	Total
	£'000	£'000	£'000	Costs	2023
	£'000	£'000	£'000	£'000	£'000
Bars	939	873	39	912	2,763
Venues	732	659	-	782	2,173
Shops	2,494	514	-	1,001	4,009
Student Services	158	1,872	-	606	2,636
Student Advice	25	314	-	287	626
Student representation	28	387	-	357	772
Student	355	288	-	293	936
Activities/Volunteering					
Media Sales &	3	40	-	17	60
Conferences					
Total Costs	4,734	4,947	39	4,255	13,975

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4 Support Costs included in Note 3

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Bars	23%	450	325	12	5	160	952
Venues	16%	359	151	12	6	150	678
Shops	23%	474	256	13	6	217	966
Student Services	13%	283	114	17	6	112	532
Student Advice	6%	154	30	9	4	64	261
Student representation	8%	203	34	31	4	66	338
Student Activities/ Volunteering	11%	279	67	9	7	121	483
Media Sales & Conferences	0%	8	5	0	0	3	16
Total Costs	100%	2,210	982	103	38	893	4,226

Comparative Support Costs included in Note 3:

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Bars	22%	420	358	4	3	127	912
Venues	18%	430	175	4	6	167	782
Shops	24%	503	287	5	5	201	1,001
Student Services	14%	339	130	6	5	126	606
Student Advice	7%	179	33	3	3	69	287
Student representation	8%	236	38	10	3	70	357
Student Activities/ Volunteering	7%	172	51	3	3	64	293
Media Sales & Conferences	0%	10	4	-	-	3	17
Total Costs	100%	2,289	1,076	35	28	827	4,255

5 Unrestricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£'000	£'000	£'000	£'000
General funds				
Fixed assets	2,398	358	(426)	2,330
Net current assets	1,015	13,566	(13,570)	1,011
	3,413	13,924	(13,996)	3,341

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6 Restricted funds

	At beginning of year £'000	Incoming resources £'000	Outgoing resources £'000	At end of year £'000
Impact Funding	53	380	(385)	48
Basic Needs/Creative Connections	-	75	(45)	30
IT Cloudspace Migration	-	203	-	203
Other Restricted Funds (all < £2,000)	6	-	-	6
	59	658	(430)	287

7 Staff Costs

	2024 £'000	2023 £'000
Wages and salaries	6,760	6,445
National Insurance	406	593
Pensions	216	197
Total Costs	7,382	7,235

The average staffing was as follows:

	2024	2023
Monthly salaried staff	168	162
Weekly paid student staff	360	417
	528	579

During our busiest week of the year, we employed 569 (2023: 682) students on a weekly paid contract.

The total salary of the Senior Leadership Team (SLT) was £543,000 in the year (2023: £458,000). The salary of the Chief Executive is determined by the People and Values Committee with reference to market salary levels. The salaries of the remainder of SLT are determined by the Chief Executive again with reference to market salary levels.

Four employees were paid more than £60,000 in salary and one participates in the University of Leeds Pensions and Assurance Scheme.

Salary	Employees
£60,001 to £70,000	2
£70,001 to £80,000	1
£100,001 to £110,000	1

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8 Trustees Remuneration and Expenses

As well as having a role as a Trustee of LUU, the Student Executive Officers perform a full time role for a year to be the voice of students. They listen to how students want things to be done, work with LUU staff, the Board of Trustees and partners to make it happen. They represent students to the University of Leeds, external organisations and the wider community.

Each of the Student Executive Officers was paid a salary of £22,576 during the year with a total cost to LUU of £150,708 (2023: £143,380) which includes national insurance and pension contributions. The level of salary is set out in their contract of employment.

Trustees of the Board were reimbursed £410.45 in 2024 (2023: £391) for personal travel and subsistence expenses in performing their role as a Trustee.

9 Tangible fixed assets

	Leasehold buildings £'000	Leasehold improvements £'000	Fixtures & fittings £'000	Equipment £'000	Total £'000
Cost					
Brought forward 1 Aug 23	3,535	1,796	1,763	1,380	8,474
Additions in the year	-	63	158	138	359
Disposals in the year	-	-	-	-	-
As at 31 July 2024	3,535	1,859	1,921	1,518	8,833
Depreciation					
Brought forward 1 Aug 23	2,188	1,671	1,170	1,109	6,138
Charge for the year	76	33	183	113	405
Disposals in the year	-	-	-	-	-
As at 31 July 2024	2,264	1,704	1,353	1,222	6,543
Net book value					
As at 31 July 2024	1,271	155	568	296	2,290
At 31 July 2023	1,347	125	593	271	2,336

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10 Intangible fixed assets

	£'000
Cost	
Brought forward 1 Aug 23	132
Additions in the year	-
Impairments in the year	-
As at 31 July 2024	132
Depreciation	
Brought forward 1 Aug 23	70
Charge for the year	22
Impairments in the year	-
As at 31 July 2024	92
Net book value	
As at 31 July 2024	40
At 31 July 2023	62

11 Debtors and prepayments

	2024	2023
	£'000	£'000
Trade debtors	238	164
Sundry debtors and prepayments	267	281
The University of Leeds	876	1,075
	1,381	1,520

12 Cash at bank and in hand

	2024	2023
	£'000	£'000
LUU cash	2,196	1,079
Cash held on behalf of student clubs and societies	956	909
Cash from ticket sales held on behalf of event promoters	262	44
	3,414	2,032

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13 Deposits

NUS Services Limited holds a deposit of £6,090 from LUU in respect of payment for monthly supplies of brewed and other products approximately equivalent to 0.01% of trading turnover.

14 Creditors: amounts falling due within one year

	2024	2023
	£'000	£'000
Trade creditors	270	321
Sundry creditors, accruals and deferred income	2,152	1,188
Clubs and societies	956	909
The University of Leeds	481	367
	<u>3,859</u>	<u>2,785</u>

15 Capital commitments

LUU had the following commitments for capital works at 31 July:

	2024	2023
	£'000	£'000
Authorised and contracted	<u>200</u>	<u>39</u>

16 Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
Fixed Assets	2,330	-	2,330
Net Current Assets	1,011	287	1,298
	<u>3,341</u>	<u>287</u>	<u>3,628</u>

Unrestricted funds are made up of the Fixed Assets Reserve of £2,330k and the balance remaining is the General Reserve of £1,011k.

The Fixed Assets Reserve represents the net book value of our fixed assets. The residual unrestricted funds represent the General Reserve of the charity.

The restricted funds include Impact Funding and other specific project funding from the University of Leeds, including £203k towards the IT Cloudspace Migration project, as well as various smaller grants received to undertake specific projects such as helping our work in the Leeds community.

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17 Leasing commitments

At 31st July, LUU had commitments under non-cancellable operating leases as follows:

	2024	2023
	£'000	£'000
Motor Vehicles		
Operating leases payable within:		
1 Year	9	9
2 to 5 Years	9	18
	18	27
Plant and Machinery		
Operating leases payable within:		
1 Year	-	-
2 to 5 Years	-	-
	-	-
Building		
Operating leases payable within:		
1 Year	418	418
2 to 5 Years	1,672	1,672
Over 5 years	888	1,306
	2,978	3,396
Total lease commitments	2,996	3,423

18 Lessors

LUU has several leases with tenants with terms varying between 5 and 10 years. Rents are fixed for 5 years and most leases include provision for five-yearly rent reviews according to prevailing market conditions. There are no options in place for either party to extend the lease terms.

At 31st July, LUU had contracts with tenants for the following minimum lease payments:

	2024	2023
	£'000	£'000
1 Year	53	81
2 to 5 Years	94	249
Over 5 Years	-	-
	147	330

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19 Reconciliation of net expenditure to net cash flow from operating activities

	2024	2023
	£'000	£'000
Net surplus/(expenditure) for the year	156	(19)
Adjustments for:		
Depreciation and amortisation	427	493
Interest receivable from investments	(73)	(14)
(Increase) in stock	(55)	(27)
Decrease in debtors	139	20
Increase in creditors	1,074	275
Net cash provided by operating activities	1,668	728

	At 1 August 2023	Cash Flows	Other non-cash movements	At 31 July 2024
	£'000	£'000	£'000	£'000
Cash at bank and in hand	2,032	1,382	-	3,414
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	2,032	1,382	-	3,414

	At 1 August 2022	Cash Flows	Other non-cash movements	At 31 July 2023
	£'000	£'000	£'000	£'000
Cash at bank and in hand	1,980	52	-	2,032
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	1,980	52	-	2,032

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20 Prior year Statement of Financial Activities

Statement of financial activities for the year ending 31 July 2023

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£'000	£'000	£'000	£'000
Income				
<i>Donations:</i>				
University Grant	4,040	-	4,040	3,906
<i>Income from charitable activities:</i>				
Bars	2,339	-	2,339	2,199
Venues	1,360	-	1,360	1,766
Shops	3,321	-	3,321	2,657
Student Services	1,905	375	2,280	2,063
Student Advice funding	27	-	27	10
Student representation & affiliations	-	-	-	12
Student Activities/Volunteering funding	202	-	202	107
<i>Other trading activities:</i>				
Rental Income	77	-	77	42
Media Sales & Conferences	255	-	255	228
Investment income	14	-	14	-
Coronavirus Job Retention Scheme Grant	-	-	-	10
Other income	41	-	41	116
Total	13,581	375	13,956	13,116
Expenditure				
<i>Expenditure on charitable activities:</i>				
Bars	2,763	-	2,763	2,528
Venues	2,173	-	2,173	2,516
Shops	4,009	-	4,009	3,382
Student Services	2,314	322	2,636	2,383
Student Advice	626	-	626	594
Student representation & affiliations	772	-	772	772
Student Activities/Volunteering	936	-	936	826
Media Sales & Conferences	60	-	60	62
Total	13,653	322	13,975	13,063
Net surplus/(expenditure)	(72)	53	(19)	53
Reconciliation of funds:				
Total funds brought forward	3,485	6	3,491	3,438
Total funds carried forward	3,413	59	3,472	3,491

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21 Pensions Costs

LUU has three separate pension arrangements. A defined benefit arrangement through the University of Leeds Pension and Assurance Scheme (PAS), which is closed to new entrants. The People's Pension Scheme which is a defined contribution scheme managed by B&CE and provides flexibility for staff to make contributions with LUU matching them to a maximum of 6% of salary. The arrangement also provides a three times salary death in service benefit through a registered group life policy through UNUM. A third scheme, Nest, also a defined contribution scheme, has been used to auto enrol those staff eligible under the new legislation starting in November 2013.

For the defined contribution schemes the cost charge for the year represents contributions payable by the company to the schemes and amounted to £159,021 (2023: £139,817). Contributions amounting to £25,188 (2023: £22,139) were payable to the schemes at year end and are included in creditors.

Members of staff who were already contributing into the PAS scheme were able to continue to do so. The assets of the scheme are held in separate trustee administered funds. PAS is a defined benefit scheme externally funded and valued by professionally qualified independent actuaries every three years. The rates of contribution payable are decided by the pension trustees based on the advice of the actuaries.

The last triennial valuation took place as at 31 March 2023 and the results showed that there was a surplus of £131.4m, equivalent to a funding level of 133%. During the year the employer contribution rate was 16%, with the employee contribution rate at 7.5%, both unchanged from the previous year. From 1 August 2024 the employer contribution rate has reduced to 14.8% and the employee contribution rate has reduced to 6.9%. The University continues to pay the annual PPF levy, the cost of benefit augmentations and the cost of any ill health early retirements. The next valuation is expected to be completed in 2027.

The assets of the PAS scheme are not separable and therefore the proportion of any surplus or deficit arising in the scheme cannot be attributed to members employed by the Union (either past or present). The Union accounts for the scheme as if it were a defined contribution scheme.

Employer contributions to these schemes are charged to the Income and Expenditure Account in the year in which they are paid and are included within the disclosure of individual activities in these accounts.

LEEDS UNIVERSITY UNION

England & Wales - Charity number 1136742

Accounts

Leeds University Union
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Leeds University Union

A company limited by guarantee

Trustees' report and financial statements

31 July 2023

Company registered number 07284768

Charity registration number 1136742

Leeds University Union
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Administrative Information

Charitable Status

Leeds University Union ('LUU') is a company limited by guarantee registered in England and Wales (company number 07284768) which was incorporated on 15 June 2010. LUU was formally registered as a charity with the Charity Commission in July 2010 (registration number 1136742).

Principal Address

The registered and principal office is Leeds University Union, Lifton Place, Leeds, LS2 9JZ.

The Board of Trustees

The Directors of LUU are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end are as follows:

Student Executive Officers and Trustees	To 30.06.23	From 01.07.23
Union Affairs & Communications Officer (Chair)	Maria Papageorgiou	
Activities & Opportunities Officer	Ella Williams	
Education Officer	Bethan Corner	
Equality & Liberation Officer	Haryati Mohammed	
International & Postgraduate Officer	Vicky Zhou	
Wellbeing Officer	Emily Tabern	
Union Affairs & Communications Officer (Chair)		Emily Tabern
Activities & Opportunities Officer		Ella Williams
Education Officer		Bethan Corner
Equality & Liberation Officer		Haryati Mohammed
International & Postgraduate Officer		Rimsha Khan
Wellbeing Officer		Hannah Catterall

Student Trustees

Nicolas Padula Pinho (from 23.03.23)
Michael Mberi
Penelope Milner (to 07.07.23)
Natalja Nassonova (to 06.07.23)
Rani Alami (to 31.12.22)
Elizabeth Wright (from 07.07.23)
Shmuel Von Weisl (from 07.07.23)

External Trustees

Josh Smith
Neil Clephan
Annabel Tonge
Damola Timeyin

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Auditor	Bank
Saffery LLP	Lloyds TSB Bank PLC
Mitre House	6-7 Park Row
North Park Road	Leeds
Harrogate, HG1 5RX	LS1 5JD

LUU employs a Chief Executive, Aidan Grills, who works closely with the Student Executive Officers and Trustee Board to ensure effective governance and management of the organisation. The Chief Executive is head of a Senior Leadership Team made up of:

- Hannah Brian (Deputy Chief Executive Student Engagement) until 06.01.23
- Sue Stones (Deputy Chief Executive Operations)
- Rachel Emmott (Director of Finance & Risk) with effect from 03.10.22
- Jasper Hegarty-Ditton (Director of Digital and Data)
- Rori Raquib (Director of Communications) with effect from 22.08.22 (new post)
- Antonia Frezza (Director of People and Quality) who, after taking up a one-year sabbatical from 26.08.22 did not return to post
- Harpreet Singh (Director of People and Quality) with effect from 29.08.22 until 30.08.23
- Douglas Muzawazi (Director of Student Communities, new post) with effect from 01.07.23

In response to changing student needs and the challenging environment, over the course of the year LUU made some structural changes to the make-up of the Senior Leadership Team. The updated structure is designed to align with the 2022-26 Strategy and, following the departure of the Deputy Chief Executive Student Engagement, includes a newly created post: Director of Student Communities.

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Trustees' Report

The Board of Trustees, who act as Directors for the purposes of Company Law, present their Annual Report for the year ended 31 July 2023 which includes the administrative information set out on page 2, the Strategic Report and Directors' Report for Companies Act 2006 purposes, and the audited accounts for the year.

Structure, governance and management

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit.

The governance of LUU is documented in its Articles of Association and its Bye-laws, which can be found on the LUU website (www.luu.org.uk).

The Board of Trustees is responsible for the strategic direction, governance and sustainability of LUU. The Board is made up of six Student Executive Officers, four Student Trustees and four External Trustees. The Student Executive Officers are elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. The four Student Trustees are recruited to the Board and are recommended to the Board by an appointments panel. The Student Trustees serve for a term of up to two years and a maximum of two terms as long as they remain registered students at the University of Leeds. The External Trustees are recruited to the Board to bring a wider perspective and skill set from outside of LUU. A term for External Trustees lasts for up to four years and they can also serve for two terms.

Upon appointment all trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. All trustees meet with the Chief Executive before their first meeting and receive an induction information pack which includes their role responsibilities, historical and current information about LUU and information on its Strategic Plan. The trustee induction is framed around the principles of the NCVO Charity Governance Code.

Every year the Board of Trustees completes a skills audit, and new trustees also do this during induction. Trustees also take part in Peer Assessments periodically, in line with their term of appointment - within the year, a Tripartite Board Effectiveness Review was undertaken in collaboration with Kent Students' Union and Birmingham Guild of Students.

The Student Executive Officers are new to the Board every year, so they undergo a more intensive training period. This training starts after they are elected, and before they start their term of office to ensure that they are fully aware of their roles and responsibilities and can perform their duties to the best of their abilities as soon as possible. They attend training sessions on the history of governance at LUU, their legal responsibilities as trustees, briefing sessions on key issues and decisions that have been made by the Board of Trustees and receive training on how to deal with potential conflicts of interest. This year, four of the Student Executive Officers were re-elected to a position in the team, which impacted the training design for the team overall.

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The Board of Trustees is supported by five sub-committees, which meet three to four times a year and focus on certain key aspects of LUU's governance and management, which are:

The Audit & Risk Committee monitors LUU's risk profile, health & safety, risk management, compliance with relevant legislation and other matters which could impact on LUU's future health. The Committee reviews and commissions internal audit work and scrutinises the annual accounts at a joint meeting with the Finance Committee.

The Finance Committee monitors LUU's financial performance, appraises requests for capital expenditure and reviews our commercial strategy. The Committee also reviews the annual budget and scrutinizes the annual accounts in a joint meeting with the Audit & Risk Committee.

The People and Values Committee examines issues relating to LUU workforce including staff policies, changes to pay (and specifically that of the Chief Executive), training and development and volunteering.

The Appointments and Governance Committee is responsible for monitoring and continuous improvement in governance arrangements at LUU. The Committee ensures that new trustees are recruited, inducted and developed properly and it also has overall responsibility for recruiting the Chief Executive.

The Engagement and Development Committee examines our approach to member engagement, including through marketing and communications, external partnerships and through LUU member-focused activities.

LUU operates on democratic principles, with Policy being acted upon by the six elected officers who form the Student Executive. During the year members have the opportunity to bring forward ideas to one of three Union Forums to help form Policy on issues which contribute to "Better Leeds", "Better University" or "Better Union". Forums are based on the principles of deliberative and direct democracy with policy being voted for approval by a randomly selected Student Panel of 16 students, and issues that are contentious, or don't have a majority vote, are referred to Referendum. The Student Panel is demographically representative of the Leeds University student body as outlined in LUU's Bye-Laws.

The Senior Leadership Team

The Chief Executive is supported by six permanent senior executive officers that together form the Senior Leadership Team (SLT). This team provides the strategic management of LUU, managing its operations, giving leadership to its staff and ensuring that the board and its sub-committees are kept fully informed on all aspects of the organisation and are regarded as being the key management personnel of the charity outside of the trustees.

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Relationship with the University of Leeds

Under the Education Act 1994, the University of Leeds has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. LUU therefore works alongside the University of Leeds in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of LUU's members are met. The formal relationship with the University is governed by a Code of Practice and LUU works closely with the University and its students to develop appropriate Bye-Laws for its working practices. The University of Leeds is not a related party as defined by the Charities FRS 102 Statement of Recommended Practice (SORP).

Aims, Objectives and Activities

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit. LUU achieves this through:

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

At all times the trustees of LUU have had regard to the Charity Commission guidance on public benefit.

Whilst pursuing our aims and objectives and providing various activities for its members LUU seeks at all times to:

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

LUU provides a variety of services and activities for students including:

- Advice Centre – we continue to provide a specialist service to our members in the areas of housing, money and academic issues. We have supported many students with complex needs such as domestic violence and mental ill-health with partners in the University and the city. The number of enquiries to our Advice service was 26,757 this year, compared to 22,517 enquiries in the previous year.
- The team employ a service model using the LUU foyer, with an integrated information and advisory service, which helps to manage the Advice Team's capacity as enquiries can be resolved on-the-day. The full range of services can be provided remotely, including one-to-one support for complex cases.
- Activities – a choice of over 380 clubs and societies offer a diversity of opportunities for social and skills development. There were 33,994 club and society memberships sold during

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the year, down from 38,586 last year. We run a "Give it a Go" programme that provides taster sessions to give students an insight into the range of activities available to them, as well as trips to many locations in the UK. We also support student-led volunteering, facilitating a wide variety of community volunteering opportunities. The Student Activities team is made up of staff and students, and also provides support, advice and help with the safe running of activities especially around health and safety, recruitment, communication, delivery and finance including fundraising and development.

- Joblink – we continued to provide part-time work for students and delivered an employability programme that provided guidance to several thousand students. Over the year we paid £1,614k in wages to students through our JobLink agency, up on the previous year (£1,569k).
- Community Engagement – our team continue to manage and develop a range of community-based initiatives including housing fairs and litter picking. Partners in this work include other HE and FE institutions in Leeds, Unipol Student Homes and Leeds City Council.
- Campaigning and Representation - we continue to support students in campaigning for change on campus and in the city. We continued our support for school and course reps with training initiatives and undertook to help students partner with their University to innovate and improve their education experience. The number of students voting in the LeadLUU this year was 3,865, a reduction of 26% compared to the previous year, but equivalent to 11% of the total student population. There were 36 candidates in total. We are conducting a study of nationwide democratic engagement to understand how we can improve democratic participation and raise the profile of democratic engagement at LUU, including guidance from our subcommittees.
- Bars and Venues – a choice of five bars/cafes are open during the day and evening: Terrace, Old Bar, Common Ground, Scream and Balcony Café all with catering and non-alcoholic beverages. Balcony Café was closed in December 2023 and options are being considered for use of the space. Our night-time licensed venue, Stylus, provides popular late-night entertainment with regular live music.
- Events – this team provides the live music and DJs for our venues, working with external promoters to host events in our venues. We also stage the Fresher's & Welcome events and Leeds Ball on the site of the University campus, which attracts around 3,700 students.
- Shops – operated by LUU are Co-op (convenience store operated under a franchise agreement with Co-op), Gear (University branded clothing) and Union Shop (stationery and cards). Operated through a tenancy arrangement are Waki Maki (hot take away food), Humpit (healthy takeaway food), Cooplands (take away food) and Pearls Bubble Tea. In 2022-23, LUU entered a tenancy agreement with Cantina (Vegan junk food) and the tenancy agreement for Bayfields' Opticians ended on 31st July 2023 (the Unit had ceased trading from 6th May 2022). A new outlet, Tantino (Italian take-away food) opened in September 2023 under a tenancy agreement.
- Fundraising - LUU does not undertake fundraising from the public and does not use professional fundraisers. As such no complaints procedures or further policies in this area are considered necessary. It does hold some events for its students that are designed to

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raise funds to support the student service activities undertaken by LUU, notably the Leeds Ball held in June each year.

Strategic Report

Achievements and Performance

In 2022 LUU launched a new Strategic Plan for 2022-26 informed by a period of consultation with students and other key stakeholders, including the University of Leeds. This Strategy is focused on our organisation vision 'Together we'll make sure you love your time at Leeds', and is based around achieving three core, measurable Strategic Impacts for students:

- Fuelling your passions
- Inspiring you to be your best self
- Creating a celebrated, fun and lively community you can be proud to be a part of

In order to achieve these Impacts, a series of key strategic Outcomes were identified for students and forming the key focus of project work, these being:

- Gaining new skills and being more employable;
- Being more educated and informed;
- Being productive and saving time and money;
- Having less stress and improved mental health;
- Being in a good, or better mood;
- Being fitter and healthier;
- Feeling safe and supported;
- More friends and a wider social network, feeling like you belong;
- Being more confident and feeling empowered.

These strategic outcomes, which were articulated using analysis of large-scale student feedback, are the targeted outcomes of the services LUU offers to students. These services can be defined as LUU's organisational Outputs: Clubs and Societies; Building Operations; Help & Support; Representation & Campaigning; Student Jobs; and Events. Strategic projects to improve LUU's Outcomes are therefore linked with the corresponding Outputs to aid the focus of targeted service developments. These projects must also account to LUU's strategic Design Principles, which state that they must be Inclusive, Student-Led, Data Driven, and Climate Friendly.

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LUU's "Strategy Map" outlining our 2022-26 Strategy:



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The Strategic Impacts and key successes during the year, assessed against the 2022-26 plan, were as follows:

Strategic Impact	Successes
<p><i>Fuelling your passions</i> Measures: <u>Student Feedback</u></p> <ul style="list-style-type: none"> ● Gaining new skills and being more employable ● Being more educated and informed ● Being productive and saving time and money 	<ul style="list-style-type: none"> ● Employment of over 3,800 students through the year, primarily through the Joblink service. ● Continued successful rollout of the Love to Learn system, delivering bespoke training modules for both staff and volunteers.
<p><i>Inspiring you to be your best self</i> Measures: <u>Student Feedback</u></p> <ul style="list-style-type: none"> ● Having less stress and improved mental health ● Being in a good, or better mood ● Being fitter and healthier 	<ul style="list-style-type: none"> ● Successful delivery of a Varsity programme in collaboration with Leeds Beckett SU. ● Delivery of an in-person award show programme show in term three, with hundreds of members able to participate in the celebration both online and in person.
<p><i>Creating a celebrated community</i> Measures: <u>Student Feedback</u></p> <ul style="list-style-type: none"> ● Feeling safe and supported ● More friends and a wider social network, feeling like you belong ● Being more confident and feeling empowered 	<ul style="list-style-type: none"> ● Positive feedback on Customer Experience throughout LUU outlets. ● Continued strong membership sales for Clubs & Societies. ● Development of a new Membership system enabling students to use a dedicated system, Engage, to run and track elections and events. ● Organisational attainment of the Leaders in Diversity Award.

Quality Management

LUU uses a number of external tools for quality assurance which link to the priorities and risks laid out in our strategic plan. In 2023, LUU was re-accredited under the Quality Students' Unions (QSU) standard and was proud to have achieved the "Excellent" level in each of the 12 areas of organisational performance. This year LUU continues to hold accreditation under the Alcohol Impact scheme under the expanded Drug & Alcohol Impact pilot and has once again been accredited at the highest possible level under both the SOS-UK Green Impact Award and the national Best Bar None scheme, in which LUU were the National Winners for 2022. In August 2023 LUU was accredited as a *Leader In Diversity* with the National Centre for Diversity.

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Financial Review

This year LUU has reported an overall deficit of £19k. This comprises a deficit in unrestricted funds of £72k and a surplus on restricted funds of £53k. It compares to a surplus of £53k in the previous year, which was all in unrestricted funds. 2022-23 proved to be a very challenging year across LUU, with many factors outside of our control having significant financial impact.

The main challenges included:

- Utilities costs (electricity, steam and water) increasing by more than double, from £128k in 2021-22 to £325k in 2022-23. These costs are charged to LUU by the University of Leeds and absorbed into our operating costs.
- The increase in the National Minimum Wage (NMW) by 9.6% in April 2023, which was 4.6% higher than the value included in budget and which had an estimated £26k impact over the last 4 months of the year. Over the period from April 2022 to April 2024, we estimate that the NLW increases will have added £398k to LUU's cost base.
- The knock-on impact of the increase in the NMW on some of our pay-grades and their associated rates of pay, in order to maintain adequate levels of seniority and segregation amongst the team.
- The impact of high inflation and the cost of living crisis, putting pressure on our entire cost base. In an attempt to assist our monthly-paid staff through this period, we made a 3% award in December 2022 and a one-off, non-consolidated award of £400 to each eligible monthly-paid staff member in January 2023. The cost of these awards to LUU was £155k.
- All other costs, including direct costs and support costs, were under inflationary pressure. Our business model is such that we absorb these increases on support costs and are limited in passing on direct costs to students because our priority is to ensure our services are affordable. We sought to maintain margins where possible, without compromising quality.
- The cost of living crisis meant that our customers (the majority of which are students) had less money to spend in our outlets. Over recent years there has been a marked shift in student spending habits, and in campus dynamics. During 2022-23 the majority of exams were held remotely, as they had in the previous 2-3 years. That meant that many students returned home to study and complete their exams, negatively affecting footfall on campus and therefore the turnover in our commercial outlets.
- Our Events and Venues business suffered from multiple cancellations during the year. 2021-22 was deemed to be a Covid-19 'recovery' year for this income stream, so we had budgeted an increase for 2022-23. However, income actually fell from £1.7m to £1.3m.

In response to the above, LUU took some difficult decisions during the year:

- Increased controls around recruitment, to slow down the process and make targeted savings.
- Put a stop on all but essential spend across LUU.
- A pause on planned capital expenditure for half of the year.
- A restructuring of the Senior Leadership Team to align with LUU's new strategy.
- Redesignation of restricted to unrestricted funding from the University of Leeds.

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Despite the challenges, we had successes:

- We have continued to receive the full block grant from the University of Leeds as per the ongoing funding arrangement with £4.04m received in the year (2022: £3.91m). The block grant is subject to a 4% annual inflationary increase.
- £560k was allocated from the University's strategic development fund for 4 years commencing 2022-23 (an increase on previous years which was £260k annually). The University restricted £380k of this funding for Impact Projects, which we expended on student education, agreed activity in postgraduate research, student representation, international student engagement and student attainment, opportunities and well-being. A balance of £53k was committed but unspent at the end of the year and is carried forward within restricted funds. The remaining funding was unrestricted in nature and has been used to meet some of the challenges outlined above. We have the agreement of the University to continue to apply this split of restricted/unrestricted funds to the end of 2025-26 and to condense the Impact Funding projects into three key areas: Students as Partners, Student Opportunities, and Wellbeing & Student Success.
- This year has seen an increase in Student Services income to £2.23m (2022: £2.06m), including Impact Funding, with £1.90m being generated by our Joblink agency.
- Student Activities income increased from £107k to £202k.
- The measures implemented in response to the financial challenges meant that we were able to return a deficit of just £72k, which is lower than the budgeted deficit (£335k) and lower than our forecast deficit (£399k at Q1, down to £146k by Q3).

Our Balance Sheet remains comparatively strong with total net assets of £3.5m (£3.5m in 2022), and a cash balance of £2.0m (£2.0m in 2022). The cash balance comprises £1.08m of LUU cash, £0.91m of cash held on behalf of student clubs and societies and £0.04m from ticket sales held on behalf of event promoters. Our unrestricted funds stood at £3.4m with a further £60k of restricted funds. Our general reserve is £1,015k at the year end.

The free reserves of the charity are the unrestricted reserves less those funds designated for future projects and the fixed asset reserve. We revised our reserves policy in 2022-23, so that the target level for free reserves is calculated as the costs which the charity would be required to meet in the event that all of its operations ceased and there was no income to cover those costs. The minimum target level is calculated with reference to average salary, wages and other costs apportioned on the basis of liability risk. The calculated free reserves target level at the end of 2022-23 was £665k. Our free reserves are £1,015k (2022: £1,285k) and are therefore comfortably above the target level. This headroom is deemed appropriate given the volatility of the current economic climate. Additionally, over the next 2-5 years significant investment will be required into LUU's infrastructure and therefore it is deemed appropriate that reserves are held at above the minimum target level, so that they may be used to enable that investment in future years.

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The minimum target will be recalculated annually, in conjunction with budget setting, and reported to the Finance Committee to approve as the target reserves balance for the following year on behalf of the Board of Trustees. Any reserves in excess of this minimum target will be considered to be retained as contingency funds or may be designated for future strategic projects. The charity will not unduly hold reserves at an excess level. The fixed asset reserve is not included within free reserves. Where applicable, LUU will also hold restricted funds and these might include multi-year restricted project costs.

The authority to use funds which would take the level below the minimum target will continue to be managed through the existing Financial Procedures and Terms of Reference for the Finance and Audit & Risk Committees. Any request to use reserves will include an analysis and determination of the use of the funds and plans for replenishment.

Going Concern

The ongoing financial support from the University of Leeds enables LUU to sustain its activities and provide for the student experience. Significant additional cash was provided during the Covid-19 pandemic. The University has pledged to continue to support LUU into the future and from 2022-23 the strategic development fund has been increased from £260k/year to £560k/year, of which £380k is restricted and £180k is unrestricted. LUU is grateful to the University of Leeds for this support, for which it is reliant to enable it to meet its objects. When considered alongside a strong cash position and free reserves levels, this relationship provides comfort to the Trustees over going concern. Although the external factors referenced above mean there are uncertainties around the ability to generate commercial income and pressures on costs, LUU will continue to endeavour to mitigate the impact of these through agile financial management, including regular cashflow forecast updates and by continuing to work closely with the University of Leeds.

Risk Management and Control

The strategic risk register of LUU receives regular updates which are considered by the Audit and Risk Committee at each meeting with a review by the board on an annual basis. Operational risks are managed at a team level with mitigations controlled through operational planning. The key risks faced by the charity revolve around its reputation with both the University of Leeds and our student members. The University is a significant funder of the charity and we work in partnership with the University to deliver ever improving services for the students. The relationship is maintained by developing close working relationships with senior members of the University team by our trustees, particularly the elected student executive, and by the Senior Leadership Team. To meet our aims, the students need to be well represented and supported by LUU. We invest in representation and democracy teams to ensure that engagement with students is effective and any potential risk in this area is mitigated. The Strategic Risk Register was reviewed in line with the new Strategic Plan during the year.

LUU appoints internal auditors, RSM, who undertook follow-up audits of commercial income and external speaker policy during the year, as well as conducting continuous assurance work on key

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oversee the implementation of the key recommendations from the audit activity, reporting to the LUU Audit & Risk Subcommittee.

The Union also faces on-going financial and control risks which are mitigated through a robust budget management process and comprehensive data protection policies supported by training. LUU also invests in internal audit services supported by thorough follow-up on proposed actions by senior managers and monitored via the Audit and Risk Committee.

Future Plans

Going into the second year of the 2022-2026 Strategy we plan to continue work on some core strategic projects to align work with this new strategic mandate. A series of Supporting Strategies have been developed which help to frame strategic project work making targeted developments to achieve LUU's identified Social Outcomes. These Supporting Strategies are split into eight areas for the Strategic Impacts and five operational areas:

- Strategic Impact - Fuelling your passions
- Strategic Impact - Inspiring you to be your best self;
- Strategic Impact - Creating a celebrated, fun and lively community;
- People & EDI;
- Finance & Risk;
- Marketing & Communications;
- Data & Digital;
- Building & Sustainability.

Supporting Strategies are comprised of 6- and 12-month project sprints, which allows senior management and stakeholders to regularly review and adjust projects as necessary and direct resources to where they are most needed.

A key focus for strategic work in the next year will be partnership work. A series of Impact Funded Projects have been developed in areas of key partnership between LUU and the University of Leeds: Students as Partners, Student Opportunities, and Wellbeing & Student Success.

We will spend this second year of the strategy refining our strategic project work through the supporting strategies, working closely with the University on key areas of partnership, developing the measurements of our strategic performance, and identifying and prioritizing key issues impacting students.

Custodian Activities – Clubs and Societies and RAG

LUU acts as custodian for funds raised by the students' many clubs and societies and these funds are separately identified in the accounts. £2.4m was handled by LUU during the year with a balance of £0.9m remaining at the end of the year. This includes the annual RAG proceeds from fundraising events that are distributed to its intended charities. The RAG proceeds came to £23k in the year and £30k was held at the end of the year.

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Trustees' statement

We wish to thank all staff at LUU for their continued commitment and hard work to make this another successful year at LUU.

Auditor

In accordance with section 487 of the Companies Act 2006, a resolution for the reappointment of Saffery LLP as auditor of the company is to be proposed at the relevant Board of Trustees Meeting on an annual basis.

This Trustees' report (comprising the Strategic Report and the Directors Report) was approved by the Trustees and signed on their behalf.

Emily Tabern
Chair



Annabel Tonge
Advisory Trustee


14 December 2023

Leeds University Union
University Square
Leeds
LS2 9JZ

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Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- 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 and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Leeds University Union
Independent auditor's report to the members

Opinion

We have audited the financial statements of Leeds University Union for the year ended 31 July 2023 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 July 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The 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 auditor's

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 16, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

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During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Sally Appleton (Senior Statutory Auditor)

For and on behalf of Saffery LLP

Statutory Auditors and Chartered Accountants, Mitre House, North Park Road, Harrogate, HG1 5RX

Date: 13 March 2024

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

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Leeds University Union
Statement of financial activities for the year ending 31 July 2023

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Note	£	£	£	£
Income				
<i>Donations:</i>				
University Grant	4,039,888	-	4,039,888	3,905,568
<i>Income from charitable activities:</i>				
Bars	2,339,090	-	2,339,090	2,199,318
Venues	1,359,574	-	1,359,574	1,765,664
Shops	3,321,348	-	3,321,348	2,656,882
Student Services	1,904,920	374,872	2,279,792	2,062,529
Student Advice funding	27,094	-	27,094	10,000
Student representation & affiliations	274	-	274	11,784
Student Activities/Volunteering funding	201,956	-	201,956	107,209
<i>Other trading activities:</i>				
Rental Income	76,887	-	76,887	42,020
Media Sales & Conferences	255,029	-	255,029	228,055
Investment income	13,974	-	13,974	298
Coronavirus Job Retention Scheme Grant	-	-	-	9,910
Other income	40,962	-	40,962	116,915
Total	13,580,996	374,872	13,955,868	13,116,152
Expenditure				
<i>Expenditure on charitable activities:</i>				
Bars	2,762,889	-	2,762,889	2,528,136
Venues	2,172,892	-	2,172,892	2,515,969
Shops	4,009,150	-	4,009,150	3,381,929
Student Services	2,313,887	322,057	2,635,944	2,383,053
Student Advice	626,129	-	626,129	594,331
Student representation & affiliations	772,346	-	772,346	771,628
Student Activities/Volunteering	936,123	-	936,123	826,455
Media Sales & Conferences	59,627	-	59,627	61,399
Total	13,653,043	322,057	13,975,100	13,062,900
Net (expenditure)/surplus	(72,047)	52,815	(19,232)	53,252
Reconciliation of funds:				
Total funds brought forward	3,484,950	6,092	3,491,042	3,437,790
Total funds carried forward	3,412,903	58,907	3,471,810	3,491,042

The notes on pages 25 to 38 form part of these financial statements.

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The charitable company has no recognised gains or losses other than the net incoming resources for the year.

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**Leeds University Union
Balance Sheet at 31 July 2023**

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	9	2,335,312	2,137,266
Intangible assets	10	62,372	63,184
Total fixed assets		2,397,684	2,200,450
Current assets			
Stock in hand		301,372	274,804
Debtors and prepayments	11	1,519,955	1,539,636
Cash at bank and in hand	12	2,031,582	1,979,731
NUSSL deposit	13	6,090	6,090
Total current assets		3,859,999	3,800,261
Liabilities			
Creditors: amounts falling due within one year	14	(2,784,873)	(2,509,669)
Net current assets		1,074,126	1,290,592
Total assets less current liabilities		3,471,810	3,491,042
Total net assets		3,471,810	3,491,042
The funds of the charity			
Restricted Funds	16	58,907	6,092
<i>Unrestricted Funds:</i>			
Fixed Assets Reserve	16	2,397,684	2,200,450
General Reserve	16	1,015,219	1,284,500
Total unrestricted funds		3,412,903	3,484,950
Total charity funds		3,471,810	3,491,042

The notes on pages 25 to 38 form part of these financial statements.

Approved on behalf of Leeds University Union on the 14 December 2023 by:

Emily Tabern  Chair

Annabel Tonge  Advisory Trustee

Company registration: 07284768

Leeds University Union
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Leeds University Union
Statement of cash flows for the year ending 31 July 2023

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by operating activities	19	728,417	31,061
Cash flows from investing activities:			
Interest income		13,974	298
Purchase of tangible fixed assets		(666,382)	(190,194)
Purchase of intangible fixed assets		(24,158)	(50,758)
Net cash used in investing activities		(676,566)	(240,654)
Cash flows from financing activities:			
Repayment of borrowing		-	-
Net cash used in financing activities		-	-
Increase/(decrease) in cash and cash equivalents in the year		51,851	(209,593)
Cash and cash equivalents at the beginning of the year		1,979,731	2,189,324
Cash and cash equivalents at the end of the year		2,031,582	1,979,731

The notes on pages 25 to 38 form part of these financial statements.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2023

Notes to the Accounts

1 Accounting Policies

The Union's Articles of governance require the Trustees to prepare accounts for each financial year. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

(a) Accounting Convention

The company is limited by guarantee and has no share capital. It is registered as a charity under the Charities Act 2011 (registered charity number 1136742).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going concern

In considering whether or not there are any material uncertainties about the company's ability to continue as a going concern, the Trustees have taken account of several key points:

- The current 15-year lease, which commenced on 16 September 2016, with the University of Leeds, which ensures continuing occupation of the LUU building at the heart of the campus over the long term
- The level of free reserves at the end of the year, which remain at a satisfactory level that is in excess of the reserves policy
- The agreement with the University of Leeds for them to provide an annual block grant on a continued ongoing basis which protects the Union's main source of income into the future
- The agreement with the University of Leeds in 2021-22 to increase their strategic Impact Funding to £560k per year (from £260k under the previous agreement) for 4 years from 2022-23, and their subsequent agreement in 2022-23 for that funding to be split between restricted and unrestricted funds. This disaggregation enables LUU to retain a focus on strategic impact projects by ring-fencing £380k per year, whilst using the remaining grant to help address current pressures on its finances
- LUU's continued efforts to address the impact of the Covid-19 pandemic, the cost of living crisis and changes in student dynamic and spending habits on its financial sustainability, which include use of the additional support grants from the University of Leeds and mitigating actions taken by the Senior Leadership Team to reduce costs and focus efforts on income generation and diversification and margin control
- The outcome of several financial forecasts and scenarios that have been prepared for the trustees, which demonstrate that LUU can remain within a comfortable range within its free reserves over the next 2-5 years.

After careful consideration of the above, the Trustees have concluded that there are no material uncertainties about the company's ability to continue as a going concern.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2023

(b) Incoming Resources

All income and capital resources are recognised in the accounts when it is probable that they will be received. Income is deferred only when the company has to fulfill conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances. Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the Goods have passed to the buyer, usually upon cash receipt at the point of sale. Revenue is measured at the fair value of the consideration received, excluding discounts and VAT.

(c) Resources Expended

Charitable expenditure comprises the direct and indirect costs of delivering the public benefit. It is accounted for on an accruals basis and is recognised when the liability is incurred. Overhead costs are apportioned to activities on a basis consistent with the use of the resources. Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

(d) Cash on hand and cash equivalents

Cash, for the purposes of the cash flow statement, comprises cash in hand and deposits repayable less overdrafts payable on demand. This includes cash held on behalf of LUU's clubs and societies and the RAG society.

(e) Fixed Assets and Depreciation

Expenditure on individual capital items or groups of related items costing less than £1,000 are written off to the income and expenditure account in the year in which they occurred. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal installments over their estimated useful economic lives as follows:

Leasehold buildings	15 years
Leasehold Improvements	10 years
Fixtures, Fittings and other equipment	5 years
Computers and other IT equipment	4 years

Expenditure directly related to the build of new web sites is capitalised as an intangible asset. Amortisation is charged to the profit and loss on a straight-line basis over the useful lives of the intangible assets. Intangible assets are amortised from the date they are available for use. These assets are amortised over four years.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2023

The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date. Intangible assets are tested for impairment in accordance with FRS 102 Section 27 Impairment of assets where there is an indication that an intangible asset may be impaired.

The building is leased from the University over a 15 year period, commencing on 16 September 2016.

(f) Leases

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

(g) Pension Costs

LUU participates in the University of Leeds Pensions and Assurance Scheme providing benefits based on final pensionable pay. The Union is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore accounts for the scheme as if it were a defined contribution scheme. LUU also participates in two defined contribution schemes. The amount charged to the income statement represents the contributions payable to the schemes in respect of the accounting year.

(h) Stock

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

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amounts prepaid.

(j) Creditors

Creditors are recognised where the Company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

(k) Financial instruments

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

(l) Fund Accounting

LUU administers and accounts for a number of charitable funds as follows:

- | |
|---|
| <ul style="list-style-type: none">• Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion. |
|---|

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2023

- Designated funds are those set aside by the Trustees to be spent on some specific purpose but remain at the discretion of the Trustees. The designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.
- Restricted funds are those received from a donor to be used for activities prescribed by the donor.

(m) Tax

LUU is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

(n) Clubs and Society funds

LUU acts as custodian for the student clubs and societies, processing payments, processing receipts and holding the balance of their funds on their behalf.

2 Surplus for the financial year

The surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2023	2022
	£	£
Auditor's remuneration - audit of these financial statements	16,500	14,200
Depreciation and amortisation on owned assets	493,306	426,275
Operating lease rentals	373,526	369,155

3 Charitable and Other Activity Costs

	Purchases	Staff	Depreciation	Support Costs	Total 2023
	£	£	£	£	£
Bars	939,043	873,032	38,529	912,285	2,762,889
Venues	732,535	658,649	-	781,708	2,172,892
Shops	2,494,620	513,641	-	1,000,889	4,009,150
Student Services	157,516	1,871,918	-	606,510	2,635,944
Student Advice	24,636	314,285	-	287,208	626,129
Student representation	28,175	387,020	-	357,151	772,346
Student	355,074	288,438	-	292,611	936,123
Activities/Volunteering					
Media Sales & Conferences	3,062	40,009	-	16,556	59,627
Total Costs	4,734,661	4,946,992	38,529	4,254,918	13,975,100

Leeds University Union
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Comparative Charitable and Other Activity costs:

	Purchases	Staff	Depreciation	Support Costs	Total 2022
£	£	£	£	£	£
Bars	811,919	819,044	-	897,170	2,528,133
Venues	1,033,530	685,413	-	797,026	2,515,969
Shops	2,004,093	478,504	-	899,331	3,381,928
Student Services	86,465	1,794,640	-	501,950	2,383,055
Student Advice	12,804	297,729	-	283,798	594,331
Student representation	43,563	396,299	-	331,767	771,629
Student	241,949	250,714	-	333,793	826,456
Activities/Volunteering					
Media Sales & Conferences	392	48,778	-	12,229	61,399
Total Costs	4,234,715	4,771,121	-	4,057,064	13,062,900

4 Support Costs included in Note 3

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£	£	£	£	£	£
Bars	22%	419,990	358,001	4,101	2,830	127,363	912,285
Venues	18%	429,769	174,640	4,061	6,065	167,173	781,708
Shops	24%	503,159	287,150	4,427	4,852	201,301	1,000,889
Student Services	14%	339,564	130,230	5,726	5,257	125,733	606,510
Student Advice	7%	179,099	32,806	2,924	3,235	69,144	287,208
Student representation	8%	235,845	37,921	10,315	3,235	69,835	357,151
Student	7%	171,855	51,323	2,965	2,830	63,638	292,611
Activities/ Volunteering							
Media Sales & Conferences	0%	8,903	4,188	135	111	3,219	16,556
Total Costs	100%	2,288,184	1,076,259	34,654	28,415	827,406	4,254,918

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Comparative Support Costs included in Note 3:

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£	£	£	£	£	£
Bars	22%	387,718	279,906	7,878	4,086	217,582	897,170
Venues	20%	392,222	140,196	7,800	6,946	249,862	797,026
Shops	22%	401,405	215,540	8,502	4,903	268,981	899,331
Student Services	13%	268,562	91,159	10,998	5,312	125,919	501,950
Student Advice	7%	168,847	23,377	5,616	4,086	81,872	283,798
Student representation	8%	216,381	24,281	19,812	3,269	68,024	331,767
Student Activities/ Volunteering	8%	190,734	40,818	5,694	4,495	92,052	333,793
Media Sales & Conferences.	0%	6,125	2,465	200	100	3,339	12,229
Total Costs	100%	2,031,994	817,742	66,500	33,197	1,107,631	4,057,064

5 Unrestricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
General funds				
Fixed assets	2,200,450	690,540	(493,306)	2,397,684
Net current assets	1,284,500	12,890,456	(13,159,737)	1,015,219
	3,484,950	13,580,996	(13,653,043)	3,412,903

6 Restricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
Impact Funding	-	374,872	(322,057)	52,815
Other Restricted Funds (all < £2,000)	6,092	-	-	6,092
	6,092	374,872	(322,057)	58,907

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7 Staff Costs

	2023	2022
	£	£
Wages and salaries	6,445,329	6,228,647
National Insurance	593,239	369,674
Pensions	196,608	204,794
Total Costs	<u>7,235,176</u>	<u>6,803,115</u>

The average staffing was as follows:

	2023	2022
Monthly salaried staff	162	161
Weekly paid student staff	417	406
	<u>579</u>	<u>567</u>

During our busiest week of the year, we employed 682 (2022: 562) students on a weekly paid contract.

The total salary of the Senior Leadership Team (SLT) was £458,000 in the year (£468,000 in 2022). The salary of the Chief Executive is determined by the People and Values Committee with reference to market salary levels. The salaries of the remainder of SLT are determined by the Chief Executive again with reference to market salary levels.

Four employees were paid more than £60,000 in salary and one participates in the University of Leeds Pensions and Assurance Scheme.

Salary	Employees
£60,001 to £70,000	2
£70,001 to £80,000	1
£90,001 to £100,000	1

Leeds University Union
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8 Trustees Remuneration and Expenses

As well as having a role as a Trustee of LUU, the Student Executive Officers perform a full time role for a year to be the voice of students. They listen to how students want things to be done, work with LUU staff, the Board of Trustees and partners to make it happen. They represent students to the University of Leeds, external organisations and the wider community.

Each of the Student Executive Officers was paid a salary of £21,645 during the year with a total cost to LUU of £143,380 (£116,032 in 2022) which includes national insurance and pension contributions. The level of salary is set out in their contract of employment.

Trustees of the Board were reimbursed £391 in 2023 (£nil in 2022) for personal travel and subsistence expenses in performing their role as a Trustee.

9 Tangible fixed assets

	Leasehold buildings £	Leasehold improvements £	Fixtures & fittings £	Equipment £	Total £
Cost					
Brought forward 1 Aug 22	3,535,056	1,795,563	1,271,950	1,203,573	7,806,142
Additions in the year	-	-	490,678	175,703	666,382
Disposals in the year	-	-	-	-	-
As at 31 July 2023	3,535,056	1,795,563	1,762,629	1,379,276	8,472,524
Depreciation					
Brought forward 1 Aug 22	2,021,880	1,638,064	1,007,113	1,001,819	5,668,876
Charge for the year	165,696	32,724	162,459	107,457	468,336
Disposals in the year	-	-	-	-	-
As at 31 July 2023	2,187,576	1,670,788	1,169,572	1,109,276	6,137,212
Net book value					
As at 31 July 2023	1,347,480	124,775	593,057	270,000	2,335,312
At 31 July 2022	1,513,176	157,499	264,837	201,754	2,137,266

Leeds University Union
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10 Intangible fixed assets

	£
Cost	
Brought forward 1 Aug 22	108,376
Additions in the year	24,158
Impairments in the year	-
As at 31 July 2023	132,534
Depreciation	
Brought forward 1 Aug 22	45,192
Charge for the year	24,970
Impairments in the year	-
As at 31 July 2023	70,162
Net book value	
As at 31 July 2023	62,372
At 31 July 2022	63,184

11 Debtors and prepayments

	2023	2022
	£	£
Trade debtors	163,659	185,800
Sundry debtors and prepayments	280,911	388,260
The University of Leeds	1,075,385	965,576
	1,519,955	1,539,636

12 Cash at bank and in hand

	2023	2022
	£	£
LUU cash	1,079,157	1,041,169
Cash held on behalf of student clubs and societies	908,623	848,920
Cash from ticket sales held on behalf of event promoters	43,802	89,642
	2,031,582	1,979,731

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13 Deposits

NUS Services Limited holds a deposit of £6,090 from LUU in respect of payment for monthly supplies of brewed and other products approximately equivalent to 0.01% of trading turnover.

14 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	321,108	335,338
Sundry creditors, accruals and deferred income	1,188,064	1,305,225
Clubs and societies	908,623	848,920
The University of Leeds	367,078	20,186
	<u>2,784,873</u>	<u>2,509,669</u>

15 Capital commitments

LUU had the following commitments for capital works at 31 July:

	2023	2022
	£	£
Authorised and contracted	<u>38,571</u>	<u>156,542</u>

16 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fixed Assets	2,397,684	-	2,397,684
Net Current Assets	1,015,219	58,907	1,074,126
	<u>3,412,903</u>	<u>58,907</u>	<u>3,471,810</u>

Unrestricted funds are made up of the Fixed Assets Reserve of £2,397,684 and the balance remaining is the General Reserve of £1,015,219.

The Fixed Assets Reserve represents the net book value of our fixed assets. The residual unrestricted funds represent the General Reserve of the charity.

The restricted funds include Impact Funding from the University of Leeds, and various small grants received to undertake specific projects such as helping our work in the Leeds community.

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17 Leasing commitments

At 31st July, LUU had commitments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Motor Vehicles		
Operating leases payable within:		
1 Year	8,829	-
2 to 5 Years	17,925	-
	26,754	-
Plant and Machinery		
Operating leases payable within:		
1 Year	-	1,899
2 to 5 Years	-	-
	-	1,899
Building		
Operating leases payable within:		
1 Year	418,001	418,001
2 to 5 Years	1,672,004	1,672,004
Over 5 years	1,305,537	1,723,538
	3,395,542	3,813,543
Total lease commitments	3,422,296	3,815,442

18 Lessors

LUU has several leases with tenants with terms varying between 5 and 10 years. Rents are fixed for 5 years and most leases include provision for five-yearly rent reviews according to prevailing market conditions. There are no options in place for either party to extend the lease terms.

At 31st July, LUU had contracts with tenants for the following minimum lease payments:

	2023	2022
	£	£
1 Year	81,408	79,200
2 to 5 Years	248,805	192,414
Over 5 Years	-	-
	330,213	271,614

Leeds University Union
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19 Reconciliation of net expenditure to net cash flow from operating activities

	2023	2022
	£	£
Net (expenditure)/income for the year	(19,232)	53,252
Adjustments for:		
Depreciation and amortisation	493,306	426,275
Interest receivable from investments	(13,974)	(298)
(Increase) in stock	(26,568)	(41,107)
Decrease/(Increase) in debtors	19,681	(430,525)
Increase in creditors	275,204	23,464
Net cash provided by operating activities	728,417	31,061

	At 1 August 2022	Cash Flows	Other non-cash movements	At 31 July 2023
	£	£	£	£
Cash at bank and in hand	1,979,731	51,851	-	2,031,582
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	1,979,731	51,851	-	2,031,582

	At 1 August 2021	Cash Flows	Other non-cash movements	At 31 July 2022
	£	£	£	£
Cash at bank and in hand	2,189,322	(209,591)	-	1,979,731
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	2,189,322	(209,591)	-	1,979,731

Leeds University Union
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20 Prior year Statement of Financial Activities

Statement of financial activities for the year ending 31 July 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Income					
<i>Donations:</i>					
University Grant		3,905,568	-	3,905,568	4,090,568
<i>Income from charitable activities:</i>					
Bars		2,199,318	-	2,199,318	579,286
Venues		1,765,664	-	1,765,664	149,679
Shops		2,656,882	-	2,656,882	985,405
Student Services		2,062,529	-	2,062,529	1,737,673
Student Advice funding		10,000	-	10,000	12,231
Student representation & affiliations		11,784	-	11,784	1,860
Student Activities/Volunteering funding		107,209	-	107,209	-
<i>Other trading activities:</i>					
Rental Income		42,020	-	42,020	71,623
Media Sales & Conferences		228,055	-	228,055	88,850
Investment income		300	-	300	248
Coronavirus Job Retention Scheme Grant		9,910	-	9,910	668,526
Other income		116,913	-	116,913	28,500
Total		13,116,152	-	13,116,152	8,414,449
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		2,528,136	-	2,528,136	1,582,692
Venues		2,515,969	-	2,515,969	952,964
Shops		3,381,929	-	3,381,929	2,029,741
Student Services		2,383,053	-	2,383,053	1,934,037
Student Advice		594,331	-	594,331	570,036
Student representation & affiliations		771,628	-	771,628	707,491
Student Activities/Volunteering		826,455	-	826,455	766,804
Media Sales & Conferences		61,399	-	61,399	58,111
Total		13,062,900	-	13,062,900	8,601,876
Net surplus/(expenditure)	2-8	53,252	-	53,252	(187,427)
Reconciliation of funds:					
Total funds brought forward		3,431,698	6,092	3,437,790	3,625,217
Total funds carried forward		3,484,950	6,092	3,491,042	3,437,790

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21 Pensions Costs

LUU has three separate pension arrangements. A defined benefit arrangement through the University of Leeds Pension and Assurance Scheme (PAS), which is closed to new entrants. The People's Pension Scheme which is a defined contribution scheme managed by B&CE and provides flexibility for staff to make contributions with LUU matching them to a maximum of 6% of salary. The arrangement also provides a three times salary death in service benefit through a registered group life policy through UNUM. A third scheme, Nest, also a defined contribution scheme, has been used to auto enroll those staff eligible under the new legislation starting in November 2013.

For the defined contribution schemes the cost charge for the year represents contributions payable by the company to the schemes and amounted to £139,817 (2022: £133,648). Contributions amounting to £22,139 (2022: £22,036) were payable to the schemes and are included in creditors.

Members of staff who were already contributing into the PAS scheme were able to continue to do so. The assets of the scheme are held in separate trustee administered funds. PAS is a defined benefit scheme externally funded and valued by an actuary every three years. The rates of contribution payable are decided by the pension trustees based on the advice of the actuaries.

The triennial valuation dated 31 March 2020 showed that there was a deficit of £66.2m, equivalent to a funding level of 87%. Given the unusual market conditions prevailing in March 2020, a further valuation was carried out as at 31 March 2021. This valuation showed that there was a surplus of £24.2m, equivalent to a funding level of 105%. During the year the employer contribution rate was 16%, with the employee contribution rate at 7.5%, both unchanged from the previous year. The University continues to pay the annual PPF levy and the cost of any ill health early retirement benefit enhancements. The next valuation is expected to be completed in 2024.

The assets of the PAS scheme are not separable and therefore the proportion of any surplus or deficit arising in the scheme cannot be attributed to members employed by the Union (either past or present). The Union accounts for the scheme as if it were a defined contribution scheme.

Employer contributions to these schemes are charged to the Income and Expenditure Account in the year in which they are paid and are included within the disclosure of individual activities in these accounts.

LEEDS UNIVERSITY UNION

England & Wales - Charity number 1136742

Accounts

Leeds University Union

A company limited by guarantee

Trustees' report and financial statements

31 July 2022

Company registered number 07284768

Charity registration number 1136742

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

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Administrative Information

Charitable Status

Leeds University Union ('LUU') is a company limited by guarantee registered in England and Wales (company number 07284768), which was incorporated on 15 June 2010. LUU was formally registered as a charity with the Charity Commission in July 2010 (registration number 1136742).

Principal Address

The registered and principal office is Leeds University Union, Lifton Place, Leeds, LS2 9JZ.

The Board of Trustees

The Directors of LUU are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end are as follows:

Student Executive Officers and Trustees	To 30.06.22	From 01.07.22
Union Affairs & Communications Officer (Chair)	Aysha Burton	
Education Officer	Megan Hodgkinson	
Equality & Liberation Officer	Natasha Fowler-Ekar	
International & Postgraduate Officer	Nicole Jimenez Mogrovejo	
Wellbeing Officer	Bethany Eaton	
Union Affairs & Communications Officer (Chair)		Maria Papageorgiou
Activities & Opportunities Officer		Ella Williams
International & Postgraduate Officer		Vicky Zhou
Education Officer		Bethan Corner
Equality & Liberation Officer		Haryati Mohammed
Wellbeing Officer		Emily Tabern
Student Trustees	External Trustees	
Emily Webb (to 16.12.21)	Josh Smith (from 24.03.22)	
Michael Mberi (from 16.12.21)	Neil Clephan	
Penelope Milner	Annabel Tonge	
Natalja Nassonova	Oliver Laird (to 24.03.22)	
Rani Alami	Damola Timeyin	

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Auditor	Bank
Saffery Champness LLP	Lloyds TSB Bank PLC
Mitre House	6-7 Park Row
North Park Road	Leeds
Harrogate, HG1 5RX	LS1 5JD

LUU employs a Chief Executive, Aidan Grills, who works closely with the Student Executive Officers and Trustee Board to ensure effective governance and management of the organisation. The Chief Executive is head of a Senior Leadership Team made up of:

- Hannah Brian (Deputy Chief Executive Student Engagement)
- Sue Stones (Deputy Chief Executive Operations)
- Keith Ross (Director of Finance & Risk) who retired on 22.04.22
- Rachel Emmott (Director of Finance & Risk) with effect from 03.10.22
- Jasper Hegarty-Ditton (Director of Digital and Data) whose role has changed from Director of Digital and Communications
- Rori Raquib (Director of Communications) with effect from 22.08.22 (new post)
- Antonia Frezza (Director of People and Quality) who is on a one year sabbatical from 26.08.22
- Harpreet Singh (Director of People and Quality) with effect from 29.08.22.

Trustees' Report

The Board of Trustees, who act as Directors for the purposes of Company Law, present their Annual Report for the year ended 31 July 2022 which includes the administrative information set out on page 2, the Strategic Report and Directors Report for Companies Act 2006 purposes, and the audited accounts for the year.

Structure, governance and management

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit.

The governance of LUU is documented in its Articles of Association and its Bye-laws, which can be found on the LUU website (www.luu.org.uk).

The Board of Trustees is responsible for the strategic direction, governance and sustainability of LUU. The Board is made up of six Student Executive Officers, four Student Trustees and four External Trustees. The Student Executive Officers are elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. The four Student Trustees are recruited to the Board and are recommended to the Board by an appointments panel. The Student Trustees serve for a term of up to two years and a maximum of two terms as long as they remain registered students at the University of Leeds. The External Trustees are recruited to the Board to bring a wider perspective and skill set from outside of LUU. A term for External Trustees lasts for up to four years and they can also serve for two terms.

Upon appointment all trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. All trustees meet with the Chief Executive before their first meeting and receive an induction information pack which includes their role responsibilities, historical and current information about LUU and information on its Strategic Plan. The trustee induction is framed around the principles of the NCVO Charity Governance Code.

Every year the Board of Trustees completes a skills audit, and new trustees also do this during induction. Trustees also take part in Peer Assessments periodically, in line with their term of appointment.

The Student Executive Officers are new to the Board every year, so they undergo a more intensive training period. This training starts after they are elected, and before they start their term of office to ensure that they are fully aware of their roles and responsibilities and can perform their duties to the best of their abilities as soon as possible. They attend training sessions on the history of governance at LUU, their legal responsibilities as trustees, briefing sessions on key issues and decisions that have been made by the Board of Trustees and receive training on how to deal with potential conflicts of interest.

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One of the elected officers, the Activities & Opportunities Officer, did not take up the post for personal reasons following their election to the post. Due to the impact of this development on the Officer training timeline, it was decided that elements of the role would be split between the other Student Executive Officers.

The Board of Trustees is supported by five sub-committees, which meet three to four times a year and focus on certain key aspects of LUU's governance and management, which are:

The Audit & Risk Committee monitors LUU's risk profile, health & safety, risk management, compliance with relevant legislation and other matters which could impact on LUU's future health. The Committee reviews and commissions internal audit work and scrutinises the annual accounts at a joint meeting with the Finance Committee.

The Finance Committee monitors LUU's financial performance, appraises requests for capital expenditure and reviews our commercial strategy. The Committee also reviews the annual budget and scrutinizes the annual accounts in a joint meeting with the Audit & Risk Committee.

The People and Values Committee examines issues relating to LUU workforce including staff policies, changes to pay (and specifically that of the Chief Executive), training and development and volunteering.

The Appointments and Governance Committee is responsible for monitoring and continuous improvement in governance arrangements at LUU. The Committee ensures that new trustees are recruited, inducted and developed properly and it also has overall responsibility for recruiting the Chief Executive.

The Engagement and Development Committee examines our approach to member engagement, including through marketing and communications, external partnerships and through LUU member-focused activities.

LUU operates on democratic principles, with Policy being acted upon by the six elected officers who form the Student Executive. During the year members have the opportunity to bring forward ideas to one of three Union Forums to help form Policy on issues which contribute to "Better Leeds", "Better University" or "Better Union". Forums are based on the principles of deliberative and direct democracy with policy being voted for approval by a randomly selected Student Panel of 16 students, and issues that are contentious, or don't have a majority vote, are referred to Referendum. The Student Panel is demographically representative of the Leeds University student body as outlined in LUU's Bye-Laws.

The Senior Leadership Team

The Chief Executive is supported by six permanent senior executive officers that together form the Senior Leadership Team (SLT). This team provides the strategic management of LUU, managing its

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

operations, giving leadership to its staff and ensuring that the board and its sub-committees are kept fully informed on all aspects of the organisation and are regarded as being the key management personnel of the charity outside of the trustees.

Relationship with the University of Leeds

Under the Education Act 1994, the University of Leeds has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. LUU therefore works alongside the University of Leeds in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of LUU's members are met. The formal relationship with the University is governed by a Code of Practice and LUU works closely with the University and its students to develop appropriate Bye-Laws for its working practices. The University of Leeds is not a related party as defined by the Charities FRS 102 Statement of Recommended Practice (SORP).

Aims, Objectives and Activities

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit. LUU achieves this through:

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

At all times the trustees of LUU have had regard to the Charity Commission guidance on public benefit.

Whilst pursuing our aims and objectives and providing various activities for its members LUU seeks at all times to:

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

LUU provides a variety of services and activities for students including:

- Advice Centre – we continue to provide a specialist service to our members in the areas of housing, money and academic issues. We have supported many students with complex needs such as domestic violence and mental ill-health with partners in the University and the city. The number of enquiries to our Advice service was 22,517 this year, compared to 21,500 enquiries in the previous year.
- The team employ a service model using the LUU foyer, with an integrated information and advisory service, which has resulted in a lower number of enquiries being escalated to

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casework level as more enquiries can be resolved on-the-day. This has recently included the full range of services being provided remotely, including one-to-one support for complex cases.

- Activities – a choice of 380 clubs and societies offer a diversity of opportunities for social and skills development. 38,586 students registered to join an LUU club or society during the year, up from 29,889 last year. We run a “Give it a Go” programme that provides taster sessions to give students an insight into the range of activities available to them, as well as trips to many locations in the UK. We also support student-led volunteering, facilitating a wide variety of community volunteering opportunities. The Student Activities team is made up of staff and students, and also provides support, advice and help with the safe running of activities especially around health and safety, recruitment, communication, delivery and finance including fundraising and development.
- Joblink – we continued to provide part-time work for students and delivered an employability programme that provided guidance to several thousand students. Over the year we paid £1,569K in wages to students through our Joblink agency, up on the previous year (£1,174k).
- Community Engagement – our team continue to manage and develop a range of community-based initiatives including housing fairs and litter picking. Partners in this work include other HE and FE institutions in Leeds, Unipol Student Homes and Leeds City Council.
- Campaigning and Representation - we continue to support students in campaigning for change on campus and in the city. We continued our support for school and course reps with new recruitment and training initiatives and undertake to help students partner with their University to innovate and improve their education experience. The number of students voting in the LeadLUU this year was 5,237, a reduction of 14% compared to the previous year, but equivalent to 13% of the total student population. There were 25 candidates in total.
- Bars and Venues – a choice of five bars/cafes are open during the day and evening: Terrace, Old Bar, Common Ground, Scream and Balcony Café all with catering and non-alcoholic beverages. Our night-time licensed venue, Stylus, provides popular late-night entertainment with regular live music.
- Events – this team provides the live music and DJs for our venues, working with external promoters to host events in our venues. We also stage the Fresher's events and Leeds Ball on the site of the University campus, which attracts over 4,000 students. The Leeds Ball did not take place in 2021 as the campus was still under a level of COVID-19 restrictions, but was able to go ahead in June 2022.
- Shops – operated by LUU are Co-op (convenience store operated under a franchise agreement with Co-op which replaced our own Essentials grocery store), Gear (University branded clothing) and Union Shop (stationery and cards). Operated through a tenancy arrangement are Bayfields (Opticians), Waki Maki (hot take away food), Humpit (healthy takeaway food), Cooplands (take away food) and Bubble Tea (Asian drinks).
- Fundraising - LUU does not undertake fundraising from the public and does not use professional fundraisers. As such no complaints procedures or further policies in this area are considered necessary. It does hold some events for its students that are designed to

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raise funds to support the student service activities undertaken by LUU, notably the Leeds Ball held in June each year.

Strategic Report

Achievements and Performance

Despite the significant ongoing impact of the COVID-19 pandemic, LUU is pleased to report significant achievement and continued progress against our high-level objectives. In September 2018 we launched a new 4-year Strategy, 2018-2022. This Strategy is focused on our organisation vision 'Together we'll make sure you love your time at Leeds', and is based around achieving three core, measurable Strategic Impacts for students:

- You are ready for your future
- You are happy, feeling good and having fun
- You are a valued member of LUU

Activity within the plan is distributed across nine operational Missions which encompass all areas of LUU activity. Year three of the Strategy has seen some significant adaptation of activity in light of the impact of the pandemic on LUU operations, which has accelerated the progress of digital delivery of both commercial and engagement activities.

A new strategic plan will be launched in the autumn of 2022.

The Strategic Impacts and key successes during the year, assessed against the 2018-22 plan, were as follows (see table on following page):

Strategic Impact	Successes
<p><i>You are ready for your future</i> <u>Measures: -</u></p> <ul style="list-style-type: none"> ● Student staff and volunteer insight: <i>I am learning and developing in LUU</i> ● Student insight: <i>LUU is effectively representing my academic interests</i> ● Take up of learning & volunteering opportunities ● Number of student jobs created by LUU 	<ul style="list-style-type: none"> ● Employment of over 3,800 students through the year, primarily through the Joblink service. ● Continued successful rollout of the Love to Learn system, delivering bespoke training modules for both staff and volunteers.
<p><i>You are happy, feeling good and having fun</i> <u>Measures: -</u></p> <ul style="list-style-type: none"> ● Positive wellbeing indicator ● Club and society membership ● Attendances/ tickets for student programmes ● Attendances/ tickets for general events 	<ul style="list-style-type: none"> ● Continued strong membership sales for Clubs & Societies despite ongoing pandemic restrictions in the year. ● Adoption of a new Membership system enabling students to use a dedicated system, Engage, to run and track elections and events. ● Return to in person award show programme show in term three, with hundreds of members able to participate in the celebration both online and in person.
<p><i>You are a valued member of LUU</i> <u>Measures: -</u></p> <ul style="list-style-type: none"> ● Active digital member engagement ● Student satisfaction with services ● Transactions across LUU services ● Footfall into LUU building (daily average) 	<ul style="list-style-type: none"> ● Positive feedback on service provision throughout LUU outlets. ● Continued to increase transactions and footfall despite ongoing Covid-19 restrictions in the first half of the year, reinstating LUU as a key hub for students on campus.

Quality Management

LUU uses a number of external tools for quality assurance which link to the priorities and risks laid out in our strategic plan. In 2018, LUU was the first students' union to be re-accredited under the Quality Students' Unions (QSU) standard and was proud to have achieved the "Excellent" level in each of the 12 areas of organisational performance. This year LUU continues to hold accreditation under the Alcohol Impact scheme under the expanded Drug & Alcohol Impact pilot and has once again been accredited at the highest possible level under both the NUS Green Impact Award and the national Best Bar None scheme, in which LUU were the National Winners for 2022.

Financial Review

This year LUU has reported a surplus of £53k, compared to a deficit of £187k in the previous year. This is a positive result after a very challenging period in the previous financial year, where the most severe impact from the Covid-19 pandemic was felt. This year, we were able to provide a full service

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across student services and commercial activities; however, footfall across campus, particularly during the daytime, was affected by hybrid teaching styles by the University and some ongoing Covid-19 restrictions in late 2021. These external factors continued to have an adverse effect on our commercial income compared to pre-pandemic levels.

To mitigate against that reduced income we continued to maintain careful control of costs and made use of the Coronavirus Job Retention Scheme where we could, claiming £9.9k in 2022 (2021: £668.5k).

We have continued to receive the full block grant from the University of Leeds as per the ongoing funding arrangement with £3.65m received in the year. The University of Leeds also provided an additional grant of £250k to protect the reserves of LUU due to the continued disruptions of the Covid-19 pandemic during the year and to ensure the continued financial sustainability of LUU into the longer term. A further £260k was allocated from the University's strategic development fund for student education, used to support agreed activity in postgraduate research, student representation, international student engagement and student attainment, opportunities and well-being. This funding is being recognised as it is spent with £68k (2021: £66k) being carried forward. This year has seen an increase in Student Services income to £2.063m (2021: £1.738m) with continued strong growth from our Joblink agency.

Our Balance Sheet remains comparatively strong with total net assets of £3.5m (£3.4m in 2021), and a cash balance of £2.0m (£2.2m in 2021). The cash balance comprises £1.0m of LUU cash, £0.8m of cash held on behalf of student clubs and societies and £0.09m from ticket sales held on behalf of event promoters. Our unrestricted funds stood at £3.5m with a further £6k of restricted funds. Our general reserve is £1,285k at the year end.

The free reserves of the charity are the unrestricted reserves less those funds designated for future projects and the fixed asset reserve. Our target for free reserves is a range with the low point based on the lowest cash balance over the year and the high point equivalent to one year's variable income. This year the range is between £400k and £887k (2021: between £333k and £697k). Our free reserves of £1,285k (2020: £1,046k) are therefore comfortably above the high end of the target range as they were last year, in part bolstered by the additional grant funding from the University of Leeds. We consider that it is prudent to maintain this level of free reserves in light of the continuing uncertainty surrounding the aftermath of the Covid-19 pandemic and current economic climate. Inflationary pressures on costs will be a significant challenge for LUU in 2022-23, and the UK-wide cost of living crisis will impact on student spending habits. As a result, we would expect that the free reserves will reduce in 2022-23, although they will still remain above the top of the target range.

The ongoing financial support from the University of Leeds enables LUU to sustain its activities and provide for the student experience. Significant additional cash was provided during the Covid-19 pandemic. The University has pledged to continue to support LUU into the future and from 2022-23 the strategic development fund has been increased from £260k/year to £560k/year. LUU is grateful to the University of Leeds for this support, which, when considered alongside a strong cash position

and free reserves levels, provides comfort to the Trustees over going concern. Although the external factors referenced above mean there are uncertainties around the ability to generate commercial income and pressures on costs, LUU will continue to endeavour to mitigate the impact of these through agile financial management and by continuing to work closely with the University of Leeds.

Risk Management and Control

The strategic risk register of LUU receives regular updates which are considered by the Audit and Risk Committee at each meeting with a review by the board on an annual basis. Operational risks are managed at a team level with mitigations controlled through operational planning. The key risks faced by the charity revolve around its reputation with both the University of Leeds and our student members. The University is a significant funder of the charity and we work in partnership with the University to deliver ever improving services for the students. The relationship is maintained by developing close working relationships with senior members of the University team by our trustees, particularly the elected student executive, and by the Senior Leadership Team. To meet our aims, the students need to be well represented and supported by LUU. We invest in representation and democracy teams to ensure that engagement with students is effective and any potential risk in this area is mitigated.

LUU appoints internal auditors, RSM, who undertook audits of commercial income and external speaker policy during the year, as well as conducting continuous assurance work on key risk areas such as stock and cash. A follow up audit was also carried out which reviewed progress on the actions resulting from previous audits. Our Internal Audit Working Group continues to oversee the implementation of the key recommendations from the audit activity, reporting to the LUU Audit & Risk Subcommittee.

The Union also faces on-going financial and control risks which are mitigated through a robust budget management process and comprehensive data protection policies supported by training. LUU also invests in internal audit services supported by thorough follow-up on proposed actions by senior managers and monitored via the Audit and Risk Committee.

Future Plans

Going into the first year of the 2022-2026 Strategy we plan to start work on some core strategic projects to align work with this new strategic mandate. A new series of three Impacts, each with three Social Outcomes for our members, have been created following extensive consultation with our members:

- Fueling Your Passions – to be achieved through the Outcomes: gaining new skills and experiences; being more educated and informed; and being productive, saving time and money.
- Inspiring you to be your best self – to be achieved through the Outcomes: having less stress and improved mental health; being fitter and healthier; and being in a good, or better, mood.

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- Creating a celebrated, fun and lively community you can be proud to be part of - to be achieved through the Outcomes: feeling safe and supported; being more confident and feeling empowered; and having more friends and a wider social network, feeling that I belong.

We will spend this first year developing the underpinning structures to enact and report upon this strategy.

Custodian Activities - Clubs and Societies and RAG

LUU acts as custodian for funds raised by the students' many clubs and societies and these funds are separately identified in the accounts. £2.4m was handled by LUU during the year with a balance of £0.8m remaining at the end of the year. This includes the annual RAG proceeds from fundraising events that are distributed to its intended charities. The RAG proceeds came to £27k in the year and £22k was held at the end of the year.

Trustees' statement

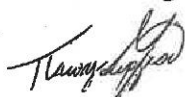
The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

We wish to thank all staff at LUU for their continued commitment and hard work to make this another successful year at LUU.

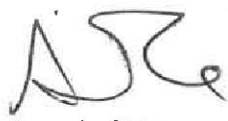
Auditor

In accordance with section 487 of the Companies Act 2006, a resolution for the reappointment of Saffery Champness LLP as auditor of the company is to be proposed at the forthcoming Annual General Meeting.

This Trustees' report (comprising the Strategic Report and the Directors Report) was approved by the Trustees and signed on their behalf.



Maria Papageorgiou
Chair



Annabel Tonge
Advisory Trustee

15 December 2022

Leeds University Union
University Square
Leeds
LS2 9JZ

Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- 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 and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Leeds University Union
Independent auditor's report to the members

Opinion

We have audited the financial statements of Leeds University Union for the year ended 31 July 2022 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 July 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The 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 auditor's

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Annual Report and Accounts for the year ended 31 July 2022

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 13, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

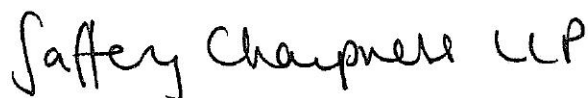
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Sally Appleton (Senior Statutory Auditor)

For and on behalf of Saffery Champness LLP

Statutory Auditors and Chartered Accountants, Mitre House, North Park Road, Harrogate, HG1 5RX

Date: 14 February 2023

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

Leeds University Union

Statement of financial activities for the year ending 31 July 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Income					
<i>Donations:</i>					
University Grant		3,905,568	-	3,905,568	4,090,568
<i>Income from charitable activities:</i>					
Bars		2,199,318	-	2,199,318	579,286
Venues		1,765,664	-	1,765,664	149,679
Shops		2,656,882	-	2,656,882	985,405
Student Services		2,062,529	-	2,062,529	1,737,673
Student Advice funding		10,000	-	10,000	12,231
Student representation & affiliations		11,784	-	11,784	1,860
Student Activities/Volunteering funding		107,209	-	107,209	-
<i>Other trading activities:</i>					
Rental Income		42,020	-	42,020	71,623
Media Sales & Conferences		228,055	-	228,055	88,850
Investment income		300	-	300	248
Coronavirus Job Retention Scheme Grant		9,910	-	9,910	668,526
Other income		116,913	-	116,913	28,500
Total		13,116,152	-	13,116,152	8,414,449
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		2,528,136	-	2,528,136	1,582,692
Venues		2,515,969	-	2,515,969	952,964
Shops		3,381,929	-	3,381,929	2,029,741
Student Services		2,383,053	-	2,383,053	1,934,037
Student Advice		594,331	-	594,331	570,036
Student representation & affiliations		771,628	-	771,628	707,491
Student Activities/Volunteering		826,455	-	826,455	766,804
Media Sales & Conferences		61,399	-	61,399	58,111
Total		13,062,900	-	13,062,900	8,601,876
Net surplus/(expenditure)	2-8	53,252	-	53,252	(187,427)
Reconciliation of funds:					
Total funds brought forward		3,431,698	6,092	3,437,790	3,625,217
Total funds carried forward		3,484,950	6,092	3,491,042	3,437,790

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

The notes on pages 22 to 35 form part of these financial statements.

The charitable company has no recognised gains or losses other than the net incoming resources for the year.

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

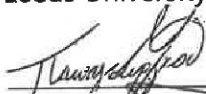
Leeds University Union
Balance Sheet at 31 July 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	9	2,137,266	2,362,904
Intangible assets	10	63,184	22,869
Total fixed assets		2,200,450	2,385,773
Current assets			
Stock in hand		274,804	233,699
Debtors and prepayments	11	1,539,636	1,109,111
Cash at bank and in hand	12	1,979,731	2,189,322
NUSSL deposit	13	6,090	6,090
Total current assets		3,800,261	3,538,222
Liabilities			
Creditors: amounts falling due within one year	14	(2,509,669)	(2,486,205)
Net current assets		1,290,592	1,052,017
Total assets less current liabilities		3,491,042	3,437,790
Total net assets		3,491,042	3,437,790
The funds of the charity			
Restricted Funds	16	6,092	6,092
<i>Unrestricted Funds:</i>			
Fixed Assets Reserve	16	2,200,450	2,385,773
General Reserve	16	1,284,500	1,045,925
Total unrestricted funds		3,484,950	3,431,698
Total charity funds		3,491,042	3,437,790

The notes on pages 22 to 35 form part of these financial statements.

Approved on behalf of Leeds University Union on the 15 December 2022 by:

Maria Papageorgiou



Chair

Annabel Tonge



Advisory Trustee

Company registration: 07284768

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

Leeds University Union

Statement of cash flows for the year ending 31 July 2022

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	19	<u>31,061</u>	<u>352,466</u>
Cash flows from investing activities:			
Interest income		300	248
Purchase of tangible fixed assets		(190,194)	(36,962)
Purchase of intangible fixed assets		(50,758)	(938)
Net cash used in investing activities		<u>(240,652)</u>	<u>(37,652)</u>
Cash flows from financing activities:			
Repayment of borrowing		-	-
Net cash used in financing activities		<u>-</u>	<u>-</u>
(Decrease)/increase in cash and cash equivalents in the year		(209,591)	314,814
Cash and cash equivalents at the beginning of the year		2,189,322	1,874,508
Cash and cash equivalents at the end of the year		<u>1,979,731</u>	<u>2,189,322</u>

The notes on pages 22 to 35 form part of these financial statements.

Notes to the Accounts

1 Accounting Policies

The Union's Articles of governance require the Trustees to prepare accounts for each financial year. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

(a) Accounting Convention

The company is limited by guarantee and has no share capital. It is registered as a charity under the Charities Act 2011 (registered charity number 1136742).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going concern

In considering whether or not there are any material uncertainties about the company's ability to continue as a going concern, the Trustees have taken account of several key points:

- The signing of a new 15-year lease, commencing on 16 September 2016, with the University of Leeds, which ensures continuing occupation of the LUU building at the heart of the campus over the long term
- The upgraded spaces in the LUU building as a result of the extensive building refurbishment that was completed in 2017 and the planned refurbishment of the Terrace in 2022/23
- The level of free reserves at the end of the year, which remain at a satisfactory level that is in excess of the reserves policy
- The agreement with the University of Leeds for them to provide an annual block grant on a continued ongoing basis which protects the Union's main source of income into the future
- LUU's continued efforts to address the impact of the Covid-19 pandemic on its financial sustainability, which include use of the additional support grants from the University of Leeds and mitigating actions taken by the Senior Leadership Team to reduce costs and focus efforts on income generation and diversification and margin control
- The University of Leeds has agreed an increase in Impact funding from £260k per year to £560k with effect from 2022-23
- The outcome of several financial forecasts and scenarios that have been prepared for the trustees, which demonstrate that LUU can remain within a comfortable range within its free reserves over the next 2-5 years

After careful consideration of the above, the Trustees have concluded that there are no material uncertainties about the company's ability to continue as a going concern.

(b) Incoming Resources

All income and capital resources are recognised in the accounts when it is probable that they will be received. Income is deferred only when the company has to fulfill conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances. Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the Goods have passed to the buyer, usually upon cash receipt at the point of sale. Revenue is measured at the fair value of the consideration received, excluding discounts and VAT.

(c) Resources Expended

Charitable expenditure comprises the direct and indirect costs of delivering the public benefit. It is accounted for on an accruals basis and is recognised when the liability is incurred. Overhead costs are apportioned to activities on a basis consistent with the use of the resources. Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

(d) Cash on hand and cash equivalents

Cash, for the purposes of the cash flow statement, comprises cash in hand and deposits repayable less overdrafts payable on demand. This includes cash held on behalf of LUU's clubs and societies and the RAG society.

(e) Fixed Assets and Depreciation

Expenditure on individual capital items or groups of related items costing less than £1,000 are written off to the income and expenditure account in the year in which they occurred. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal installments over their estimated useful economic lives as follows:

Leasehold buildings	15 years
Leasehold Improvements	10 years
Fixtures, Fittings and other equipment	5 years
Computers and other IT equipment	4 years

Expenditure directly related to the build of new web sites is capitalised as an intangible asset. Amortisation is charged to the profit and loss on a straight-line basis over the useful lives of the intangible assets. Intangible assets are amortised from the date they are available for use. These assets are amortised over four years.

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The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date. Intangible assets are tested for impairment in accordance with FRS 102 Section 27 Impairment of assets where there is an indication that an intangible asset may be impaired.

The building is leased from the University over a 15 year period, commencing on 16 September 2016.

(f) Leases

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

(g) Pension Costs

LUU participates in the University of Leeds Pensions and Assurance Scheme providing benefits based on final pensionable pay. The Union is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore accounts for the scheme as if it were a defined contribution scheme. LUU also participates in two defined contribution schemes. The amount charged to the income statement represents the contributions payable to the schemes in respect of the accounting year.

(h) Stock

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

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amounts prepaid.

(j) Creditors

Creditors are recognised where the Company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

(k) Financial instruments

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

(l) Fund Accounting

LUU administers and accounts for a number of charitable funds as follows:

- Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion.

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- Designated funds are those set aside by the Trustees to be spent on some specific purpose but remain at the discretion of the Trustees. The designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.
- Restricted funds are those received from a donor to be used for activities prescribed by the donor.

(m) Tax

LUU is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

(n) Clubs and Society funds

LUU acts as custodian for the student clubs and societies, processing payments, processing receipts and holding the balance of their funds on their behalf.

2 Surplus for the financial year

The surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2022	2021
	£	£
Auditor's remuneration - audit of these financial statements	14,200	12,876
Depreciation and amortisation on owned assets	426,275	462,413
Operating lease rentals	369,155	369,155

3 Charitable and Other Activity Costs

	Purchases	Staff	Support Costs	Total 2022
	£	£	£	£
Bars	811,919	819,044	897,173	2,528,136
Venues	1,033,530	685,413	797,026	2,515,969
Shops	2,004,093	478,504	899,332	3,381,929
Student Services	86,465	1,794,640	501,948	2,383,053
Student Advice	12,804	297,729	283,798	594,331
Student representation	43,563	396,299	331,766	771,628
Student Activities/Volunteering	241,949	250,714	333,792	826,455
Media Sales & Conferences	392	48,778	12,229	61,399
Total Costs	4,234,715	4,771,121	4,057,064	13,062,900

Leeds University Union
Annual Report and Accounts for the year ended 31 July 2022

Comparative Charitable and Other Activity costs:

	Purchases	Staff	Support Costs	Total 2021
	£	£	£	£
Bars	262,031	537,380	783,281	1,582,692
Venues	147,453	307,903	497,608	952,964
Shops	839,306	385,316	805,119	2,029,741
Student Services	73,223	1,395,449	465,365	1,934,037
Student Advice	11,130	278,383	280,523	570,036
Student representation	20,648	362,205	324,638	707,491
Student Activities/Volunteering	117,710	240,008	409,086	766,804
Media Sales & Conferences	620	46,307	11,184	58,111
Total Costs	1,472,121	3,552,951	3,576,804	8,601,876

4 Support Costs included in Note 3

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£	£	£	£	£	£
Bars	22%	387,718	279,906	7,878	4,086	217,582	897,170
Venues	19%	392,222	140,196	7,800	6,946	249,862	797,026
Shops	22%	401,405	215,540	8,502	4,903	268,981	899,331
Student Services	12%	268,562	91,159	10,998	5,312	125,919	501,950
Student Advice	7%	168,847	23,377	5,616	4,086	81,872	283,798
Student representation	9%	216,381	24,281	19,812	3,269	68,024	331,767
Student Activities/ Volunteering	8%	190,734	40,818	5,694	4,495	92,052	333,793
Media Sales & Conferences	1%	6,125	2,465	200	100	3,339	12,229
Total Costs	100%	2,031,994	817,742	66,500	33,197	1,107,631	4,057,064

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Comparative Support Costs included in Note 3:

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£	£	£	£	£	£
Bars	22%	388,680	256,201	8,834	3,278	126,288	783,281
Venues	14%	282,516	103,201	8,747	4,006	99,118	497,608
Shops	23%	414,830	217,494	9,534	3,278	160,347	805,119
Student Services	13%	260,033	80,751	12,333	2,914	108,242	465,365
Student Advice	8%	179,478	21,838	6,297	4,006	69,632	280,523
Student representation	9%	211,361	23,646	22,216	3,278	64,501	324,638
Student Activities/ Volunteering	11%	256,424	42,218	6,385	2,914	99,324	409,086
Media Sales & Conferences	0%	6,252	2,338	233	4,735	2,282	11,184
Total Costs	100%	1,999,574	747,707	74,579	25,210	729,734	3,576,804

5 Unrestricted funds

	At beginning of year £	Incoming resources £	Outgoing resources £	At end of year £
General funds				
Fixed assets and investments	2,385,773	240,952	(426,275)	2,200,450
Net current assets	1,045,925	12,875,200	(12,636,625)	1,284,500
	3,431,698	13,116,152	(13,062,900)	3,484,950

6 Restricted funds

	At beginning of year £	Incoming resources £	Outgoing resources £	At end of year £
Net current assets	6,092	-	-	6,092

Leeds University Union
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7 Staff Costs

	2022	2021
	£	£
Wages and salaries	6,228,647	5,059,052
National Insurance	369,674	300,565
Pensions	204,794	192,908
Total Costs	6,803,115	5,552,525

The average staffing was as follows:

	2022	2021
Monthly salaried staff	161	145
Weekly paid student staff	406	254
	567	399

During our busiest week of the year, we employed 562 students on a weekly paid contract.

The total salary of the Senior Leadership Team (SLT) was £468,000 in the year (£485,000 in 2021). The salary of the Chief Executive is determined by the People and Values Committee with reference to market salary levels. The salaries of the remainder of SLT are determined by the Chief Executive again with reference to market salary levels.

Three employees were paid more than £60,000 in salary and one participates in the University of Leeds Pensions and Assurance Scheme.

Salary	Employees
£70,001 to £80,000	2
£90,001 to £100,000	1

During the year some LUU staff were furloughed and claims for the salaries, employer's pension contributions and employer's National Insurance contributions of these staff were made in accordance with rules of the Coronavirus Job Retention Scheme introduced by the UK Government. The income received in this regard was £9,910, which was spent in full in the year, and both grant income and the associated staff costs are included within unrestricted transactions within the statement of financial activities.

8 Trustees Remuneration and Expenses

As well as having a role as a Trustee of LUU, the Student Executive Officers perform a full time role for a year to be the voice of students. They listen to how students want things to be done, work with LUU staff, the Board of Trustees and partners to make it happen. They represent students to the University of Leeds, external organisations and the wider community.

Each of the Student Executive Officers was paid a salary of £19,702 during the year with a total cost to LUU of £116,032 (£147,731 in 2021) which includes national insurance and pension contributions. The level of salary is set out in their contract of employment.

No Trustees of the Board were reimbursed in 2022 (£148 in 2021) for personal travel and subsistence expenses in performing their role as a Trustee.

9 Tangible fixed assets

	Leasehold buildings £	Leasehold improvements £	Fixtures & fittings £	Equipment £	Total £
Cost					
Brought forward 1 Aug 21	3,535,056	1,795,563	1,166,349	1,118,980	7,615,948
Additions in the year	-	-	105,601	84,593	190,194
Disposals in the year	-	-	-	-	-
As at 31 July 2022	3,535,056	1,795,563	1,271,950	1,203,573	7,806,142
Depreciation					
Brought forward 1 Aug 21	1,856,184	1,601,029	894,470	901,361	5,253,044
Charge for the year	165,696	37,035	112,643	100,458	415,832
Disposals in the year	-	-	-	-	-
As at 31 July 2022	2,021,880	1,638,064	1,007,113	1,001,819	5,668,876
Net book value					
As at 31 July 2022	1,513,176	157,499	264,837	201,754	2,137,266
At 31 July 2021	1,678,872	194,534	271,879	217,619	2,362,904

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10 Intangible fixed assets

	£
Cost	
Brought forward 1 Aug 21	57,618
Additions in the year	50,758
Impairments in the year	-
As at 31 July 2022	<u>108,376</u>
Depreciation	
Brought forward 1 Aug 21	34,749
Charge for the year	10,443
Impairments in the year	-
As at 31 July 2022	<u>45,192</u>
Net book value	
As at 31 July 2022	<u>63,184</u>
At 31 July 2021	<u>22,869</u>

11 Debtors and prepayments

	2022	2021
	£	£
Trade debtors	185,800	120,091
Sundry debtors and prepayments	388,260	210,163
The University of Leeds	965,576	778,857
	<u>1,539,636</u>	<u>1,109,111</u>

12 Cash at bank and in hand

	2022	2021
	£	£
LUU cash	1,041,169	1,052,991
Cash held on behalf of student clubs and societies	848,920	1,081,610
Cash from ticket sales held on behalf of event promoters	89,642	54,721
	<u>1,979,731</u>	<u>2,189,322</u>

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13 Deposits

NUS Services Limited holds a deposit of £6,090 from LUU in respect of payment for monthly supplies of brewed and other products approximately equivalent to 0.2% of trading turnover.

14 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	335,338	160,361
Sundry creditors, accruals and deferred income	1,305,225	1,231,422
Clubs and societies	848,920	1,081,610
The University of Leeds	20,186	12,812
	<u>2,509,669</u>	<u>2,486,205</u>

15 Capital commitments

LUU had the following commitments for capital works at 31 July:

	2022	2021
	£	£
Authorised and contracted	<u>156,542</u>	<u>7,444</u>

16 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fixed Assets and Investments	2,200,450	-	2,200,450
Net Current Assets	1,284,500	6,092	1,290,592
	<u>3,484,950</u>	<u>6,092</u>	<u>3,491,042</u>

Unrestricted funds are made up of the Fixed Assets Reserve of £2,200,450 and the balance remaining is the General Reserve of £1,284,502.

The Fixed Assets Reserve represents the balance of our fixed assets. The residual unrestricted funds represent the General Reserve of the charity.

The restricted funds are various small grants received to undertake specific projects such as helping our work in the Leeds community.

17 Leasing commitments

At 31st July, LUU had commitments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Plant and Machinery		
Operating leases payable within:		
1 Year	1,899	3,585
2 to 5 Years	-	1,899
	1,899	5,484
Building		
Operating leases payable within:		
1 Year	418,001	418,001
2 to 5 Years	1,672,004	1,672,004
Over 5 years	1,723,538	2,141,539
	3,813,543	4,231,544
Total lease commitments	3,815,442	4,237,028

18 Lessors

LUU has several leases with tenants with terms varying between 5 and 14 years. Rents are fixed for 5 years and most leases include provision for five-yearly rent reviews according to prevailing market conditions. There are no options in place for either party to extend the lease terms.

At 31st July, LUU had contracts with tenants for the following minimum lease payments:

	2022	2021
	£	£
1 Year	79,200	107,890
2 to 5 Years	192,414	384,012
Over 5 Years	-	180,016
	271,614	671,918

Leeds University Union
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19 Reconciliation of net expenditure to net cash flow from operating activities

	2022	2021
	£	£
Net income/(expenditure) for the year	53,252	(187,427)
Adjustments for:		
Depreciation and amortisation	426,275	462,413
Interest receivable from investments	(298)	(248)
(Increase)/decrease in stock	(41,107)	8,494
(Increase) in debtors	(430,525)	(55,348)
Increase in creditors	23,464	124,582
Net cash provided by operating activities	31,061	352,466

Net debt	At beginning of year	Cash Flows	Other non-cash movements	At end of year
	£	£	£	£
Cash at bank and in hand	2,189,322	(209,591)	-	1,979,731
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Net funds	2,189,322	(209,591)	-	1,979,731

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20 Prior year Statement of Financial Activities

Statement of financial activities for the year ending 31 July 2021

	Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
Note	£	£	£	£
Income				
<i>Donations:</i>				
University Grant	4,090,568	-	4,090,568	3,527,568
<i>Income from charitable activities:</i>				
Bars	579,286	-	579,286	1,478,423
Venues	149,679	-	149,679	930,517
Shops	985,405	-	985,405	2,651,778
Student Services	1,737,673	-	1,737,673	975,376
Student Advice funding	12,231	-	12,231	61,576
Student representation & affiliations	1,860	-	1,860	95,212
Student Activities/Volunteering funding	-	-	-	269,718
<i>Other trading activities:</i>				
Rental Income	71,623	-	71,623	120,469
Media Sales & Conferences	88,850	-	88,850	230,821
Investment income	248	-	248	3,797
Coronavirus Job Retention Scheme Grant	668,526	-	668,526	844,470
Other income	28,500	-	28,500	27,127
Total	8,414,449	-	8,414,449	11,216,852
Expenditure				
<i>Expenditure on charitable activities:</i>				
Bars	1,582,692	-	1,582,692	2,310,237
Venues	952,964	-	952,964	1,682,219
Shops	2,029,741	-	2,029,741	3,300,198
Student Services	1,934,037	-	1,934,037	2,009,789
Student Advice	570,036	-	570,036	583,445
Student representation & affiliations	707,491	-	707,491	796,991
Student Activities/Volunteering	766,804	-	766,804	754,284
Media Sales & Conferences	58,111	-	58,111	74,377
Total	8,601,876	-	8,601,876	11,511,540
Net surplus	(187,427)	-	(187,427)	(294,688)
Reconciliation of funds:				
Total funds brought forward	3,619,125	6,092	3,625,217	3,919,905
Total funds carried forward	3,431,698	6,092	3,437,790	3,625,217

21 Pensions Costs

LUU has three separate pension arrangements. A defined benefit arrangement through the University of Leeds Pension and Assurance Scheme (PAS), which is closed to new entrants. The People's Pension Scheme which is a defined contribution scheme managed by B&CE and provides flexibility for staff to make contributions with LUU matching them to a maximum of 6% of salary. The arrangement also provides a three times salary death in service benefit through a registered group life policy through UNUM. A third scheme, Nest, also a defined contribution scheme, has been used to auto enroll those staff eligible under the new legislation starting in November 2013.

For the defined contribution schemes the cost charge for the year represents contributions payable by the company to the schemes and amounted to £133,648 (2021: £113,489). Contributions amounting to £22,036 (2021: £18,909) were payable to the schemes and are included in creditors.

Members of staff who were already contributing into the PAS scheme were able to continue to do so. The assets of the scheme are held in separate trustee administered funds. PAS is a defined benefit scheme externally funded and valued by an actuary every three years. The rates of contribution payable are decided by the pension trustees based on the advice of the actuaries.

The triennial valuation dated 31 March 2020 showed that there was a deficit of £66.2m, equivalent to a funding level of 87%. Given the unusual market conditions prevailing in March 2020, a further valuation was carried out as at 31 March 2021. This valuation showed that there was a surplus of £24.2m, equivalent to a funding level of 105%. During the year the employer contribution rate was 16%, with the employee contribution rate at 7.5%, both unchanged from the previous year. The University continues to pay the annual PPF levy and the cost of any ill health early retirement benefit enhancements.

The assets of the PAS scheme are not separable and therefore the proportion of any surplus or deficit arising in the scheme cannot be attributed to members employed by the Union (either past or present). The Union accounts for the scheme as if it were a defined contribution scheme.

Employer contributions to these schemes are charged to the Income and Expenditure Account in the year in which they are paid and are included within the disclosure of individual activities in these accounts.

LEEDS UNIVERSITY UNION

England & Wales - Charity number 1136742

Accounts

Leeds University Union

A company limited by guarantee

Trustees' report and financial statements

31 July 2021

Company registered number 7284768

Charity registration number 1136742

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Administrative Information

Charitable Status

Leeds University Union ('LUU') is a company limited by guarantee registered in England and Wales (company number 7284768) which was incorporated on 15th June 2010. LUU was formally registered as a charity with the Charity Commission in July 2010 (registration number 1136742).

Principal Address

The registered and principal office is Leeds University Union, Liffon Place, Leeds, LS2 9JZ

The Board of Trustees

The Directors of LUU are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end are as follows:

Student Executive Officers and Trustees

Union Affairs Officer (Chair)
Activities Officer
Community Officer
Education Officer
Equality and Diversity Officer
Welfare Officer
Union Affairs & Communications Officer (Chair)
Education Officer
Equality & Liberation Officer
International & Postgraduate Officer
Wellbeing Officer

To 30.06.21

Isobel Walter
Lucy Murphy
Charlotte Morton
Carolina Hall-Rodriguez
Laila Fletcher
Sophia Hartley

From 01.07.21

Aysha Burton
Megan Hodgkinson
Natasha Fowler-Ekar
Nicole Jimenez Mogrovejo
Bethany Eaton

Student Trustees

Roland Maposa
Harry Dunbar
Emily Webb
Sreya Vadlamani

External Trustees

Asad Ali (to 17.12.20)
Neil Clephan
Annabel Tonge
Oliver Laird
Damola Timeyin (from 17.12.20)

Auditor

Saffery Champness LLP
Mitre House
North Park Road
Harrogate, HG1 5RX

Bank

Lloyds TSB Bank PLC
6-7 Park Row
Leeds
LS1 5JD

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LUU employs a Chief Executive, Aidan Grills, who works closely with the Student Executive Officers and Trustee Board to ensure effective governance and management of the organisation. The Chief Executive is head of a Senior Leadership Team made up of Hannah Brian (Deputy Chief Executive Student Engagement), Sue Stones (Deputy Chief Executive Operations), Keith Ross (Director of Finance & Risk), Jasper Hegarty-Ditton (Director of Digital and Communications) and Antonia Frezza (Director of People and Quality).

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Trustees' Report

The Board of Trustees, who act as Directors for the purposes of Company Law, present their Annual Report for the year ended 31st July 2021 which includes the administrative information set out on page 2, Strategic Report and Directors Report for Companies Act 2006 purposes, and the audited accounts for the year.

Structure, governance and management

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit.

The governance of LUU is documented in its Articles of Association and its Bye-laws, which can be found on the LUU website (www.luu.org.uk).

The Board of Trustees is responsible for the strategic direction, governance and sustainability of LUU. The Board is made up of six Student Executive Officers, four Student Trustees and four External Trustees. The Student Executive Officers are elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. The four Student Trustees are recruited to the Board and are recommended to the Board by an appointments panel. The Student Trustees serve for a term of up to two years and a maximum of two terms as long as they remain registered students at the University of Leeds. The External Trustees are recruited to the Board to bring a wider perspective and skill set from outside of LUU. A term for External Trustees lasts for up to four years and they can also serve for two terms.

Upon appointment all trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. All trustees meet with the Chief Executive before their first meeting and receive an induction information pack which includes their role responsibilities, historical and current information about LUU and information on its Strategic Plan. The trustee induction is framed around the principles of the NCVO Charity Governance Code.

Every year the Board of Trustees completes a skills audit, and new trustees also do this during induction. Trustees also take part in Peer Assessments periodically, in line with their term of appointment.

The Student Executive Officers are new to the Board every year, so they undergo a more intensive training period. This training starts after they are elected, and before they start their term of office to ensure that they are fully aware of their roles and responsibilities and can perform their duties to the best of their abilities as soon as possible. They attend training sessions on the history of governance at LUU, their legal responsibilities as trustees, briefing sessions on key issues and decisions that have been made by the Board of Trustees and receive training on how to deal with potential conflicts of interest.

An additional Student Executive Officer, the International Officer, was added to the team in June 2020. This reflects the growing importance of international students at the University of Leeds and the role will ensure that our global community is properly represented and that

Leeds University Union
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opportunities are created to share different cultures and experiences. For the year covered by this report this role is not designated as a trustee, whilst a reorganization of the portfolios of the Executive was undertaken to incorporate the new role. This role was adjusted to include Postgraduate Students from June 2021, and the other Officer Trustee roles were amended to ensure consistency across their portfolios. This resulted in changes to a number of the role titles, and removal of the Community Officer role.

The Board of Trustees is supported by five sub-committees, which meet three to four times a year and focus on certain key aspects of LUU's governance and management, which are:

The Audit & Risk Committee monitors LUU's risk profile, health & safety, risk management, compliance with relevant legislation and other matters which could impact on LUU's future health. The Committee reviews and commissions internal audit work and scrutinises the annual accounts at a joint meeting with the Finance Committee.

The Finance Committee monitors LUU's financial performance, appraises requests for capital expenditure and reviews our commercial strategy. The Committee also reviews the annual budget and scrutinizes the annual accounts in a joint meeting with the Audit & Risk Committee.

The People and Values Committee examines issues relating to LUU workforce including staff policies, changes to pay (and specifically that of the Chief Executive), training and development and volunteering.

The Appointments and Governance Committee is responsible for monitoring and continuous improvement in governance arrangements at LUU. The Committee ensures that new trustees are recruited, inducted and developed properly and it also has overall responsibility for recruiting the Chief Executive.

The Engagement and Development Committee examines our approach to member engagement, including through marketing and communications, external partnerships and through LUU member-focused activities.

LUU operates on democratic principles, with Policy being acted upon by the seven elected officers who form the Student Executive. During the year members have the opportunity to bring forward ideas to one of three Union Forums to help form Policy on issues which contribute to "Better Leeds", "Better University" or "Better Union". Forums are based on the principles of deliberative and direct democracy with policy being voted for approval by a randomly selected Student Panel of 16 students, and issues that are contentious, or don't have a majority vote, are referred to Referendum. The Student Panel is demographically representative of the Leeds University student body as outlined in LUU's Bye-Laws.

The Senior Leadership Team

The Chief Executive is supported by five permanent senior executive officers that together form the Senior Leadership Team (SLT). This team provides the strategic management of LUU, managing its operations, giving leadership to its staff and ensuring that the board and its sub-committees are kept fully informed on all aspects of the organisation and are regarded as being the key management personnel of the charity outside of the trustees.

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Relationship with the University of Leeds

Under the Education Act 1994, the University of Leeds has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. LUU therefore works alongside the University of Leeds in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of LUU's members are met. The formal relationship with the University is governed by a Code of Practice and LUU works closely with the University and its students to develop appropriate Bye-Laws for its working practices. The University of Leeds is not a related party as defined by the Charities FRS 102 Statement of Recommended Practice (SORP).

Aims, Objectives and Activities

The primary aim of LUU is the advancement of education of students at The University of Leeds for the public benefit. LUU achieves this through:

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

At all times the trustees of LUU have had regard to the Charity Commission guidance on public benefit.

Whilst pursuing our aims and objectives and providing various activities for its members LUU seeks at all times to:

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

LUU provides a variety of services and activities for students including:

- Advice Centre – we continue to provide a specialist service to our members in the areas of housing, money and academic issues. We have supported many students with complex needs such as domestic violence and mental ill-health with partners in the University and the city. The number of enquiries to our Advice service was 21,500 this year, compared to 24,494 enquiries in the previous year. The reduction reflects a change in our recording processes, a reduction in face-to-face enquiries, and sometimes the merging of several smaller questions into one emailed response.
- The team have embedded a new service model using the LUU foyer, and created an integrated information and advisory service, which has resulted in a lower number of enquiries being escalated to casework level as more enquiries can be resolved on-the-day. This has recently included the full range of services being provided remotely, including one-to-one support for complex cases.
- Activities – a choice of 330 clubs and societies offer a diversity of opportunities for social and skills development. 29,889 students registered to join an LUU club or society during

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the year, up from 28,345 last year. We run a “Give it a Go” programme that provides taster sessions to give students an insight into the range of activities available to them, as well as trips to many locations in the UK. We also support student-led volunteering, facilitating a wide variety of community volunteering opportunities. The Student Activities team is made up of staff and students, and also provides support, advice and help with the safe running of activities especially around health and safety, recruitment, communication, delivery and finance including fundraising and development.

- Joblink –we continued to provide part-time work for students and delivered an employability programme that provided guidance to several thousand students. Over the year we paid £1,174K in wages to students through our Joblink agency, up on the previous year (£942k).
- Community Engagement – our team continue to manage and develop a range of community-based initiatives including housing fairs and Leave Leeds Tidy recycling. Partners in this work include other HE and FE institutions in Leeds, Unipol Student Homes and Leeds City Council.
- Campaigning and Representation - we continue to support students in campaigning for change on campus and in the city. We continued our support for school and course reps with new recruitment and training initiatives and undertake to help students partner with their University to innovate and improve their education experience. The number of students voting in the LeadLUU this year was 6,101, a reduction of 8% compared to the previous year, but equivalent to 18% of the total student population. This year we reviewed the Officer roles, changing the portfolio titles and reducing back to six positions from the seven available last year. There were 39 candidates in total.
- Bars and Venues – a choice of five bars/cafes are open during the day and evening: Terrace, Old Bar, Common Ground, Pyramid and Balcony Café all with catering and non-alcoholic beverages. Our night-time licensed venue, Stylus, provides popular late-night entertainment with regular live music. This year we opened a new outlet, Scream, an ice-cream/dessert parlour. This outlet enhances our non-alcohol focused social offering and was a direct response to student feedback.
- Events – this team provides the live music and DJs for our venues, working with external promoters to host events in our venues. We also stage the Fresher's events and Leeds Ball on the site of the University campus, which attracts over 6,000 students. The Leeds Ball did not take place in 2021 as the campus was still under a level of COVID-19 restrictions, but it is planned again for 2022.
- Shops – operated by LUU are Co-op (convenience store operated under a franchise agreement with Co-op which replaced our own Essentials grocery store), Gear (University branded clothing) and Union Shop (stationery and cards). Operated through a tenancy arrangement are Bayfields (Opticians), Wok & Go (hot take away food), Humpit (healthy takeaway food), Proper Pasty Company (hot take away food) and Bubble Tea (Asian drinks).
- Fundraising - LUU does not undertake fundraising from the public and does not use professional fundraisers. As such no complaints procedures or further policies in this area are considered necessary. It does hold some events for its students that are designed to raise funds to support the student service activities undertaken by LUU, notably the Leeds Ball held in June each year.

Strategic Report

Achievements and Performance

Despite the significant impact of the COVID-19 pandemic, LUU is pleased to report significant achievement and continued progress against our high-level objectives. In September 2018 we launched a new 4-year Strategy, 2018-2022. This Strategy is focused on our organisation vision 'Together we'll make sure you love your time at Leeds', and is based around achieving three core, measurable Strategic Impacts for students:

- You are ready for your future
- You are happy, feeling good and having fun
- You are a valued member of LUU

Activity within the plan is distributed across nine operational Missions which encompass all areas of LUU activity. Year three of the Strategy has seen some significant adaptation of activity in light of the impact of the pandemic on LUU operations, which has accelerated the progress of digital delivery of both commercial and engagement activities.

The Strategic Impacts and key successes during the year were as follows:

Strategic Impact	Successes
<p>You are ready for your future <u>Measures: -</u></p> <ul style="list-style-type: none"> • Student staff and volunteer insight: <i>I am learning and developing in LUU</i> • Student insight: <i>LUU is effectively representing my academic interests</i> • Take up of learning & volunteering opportunities • Number of student jobs created by LUU 	<ul style="list-style-type: none"> • 57% positive feedback in the National Student Survey, placing LUU 6th overall in the Russell Group. • Employment of over 1,500 students through the year, primarily through the Joblink service. • Continued successful rollout of the Love to Learn system, delivering bespoke training modules for both staff and volunteers.
<p>You are happy, feeling good and having fun <u>Measures: -</u></p> <ul style="list-style-type: none"> • Positive wellbeing indicator • Club and society membership • Attendances/ tickets for student programmes • Attendances/ tickets for general events 	<ul style="list-style-type: none"> • Continued strong membership sales for Clubs & Societies despite a lower level of activity in the year. • Expansion of the online events offering, with LUU providing live-stream music events and craft sessions. • A hybrid awards show in term three, with hundreds of members able to participate in the celebration both online and in person.
<p>You are a valued member of LUU <u>Measures: -</u></p> <ul style="list-style-type: none"> • Active digital member engagement • Student satisfaction with services • Transactions across LUU services • Footfall into LUU building (daily average) 	<ul style="list-style-type: none"> • Positive feedback on service provision throughout LUU outlets, with particularly strong results for Old Bar and their UberEats delivery service. • Rebuilding of transactions and footfall in the later part of the year, reinstating LUU as a key hub for students on campus.

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Quality Management

LUU uses a number of external tools for quality assurance which link to the priorities and risks laid out in our strategic plan. In 2018, LUU was the first students' union to be re-accredited under the Quality Students' Unions (QSU) standard and was proud to have achieved the "Excellent" level in each of the 12 areas of organisational performance. This year LUU continues to hold accreditation under the Alcohol Impact scheme and has once again been accredited at the highest possible level under both the NUS Green Impact Award and the national Best Bar None scheme.

Financial Review

This year LUU has reported a deficit of £187k, compared to a deficit of £295k in the previous year. The results have been significantly impacted by the Covid-19 pandemic, which saw restricted access to both the University campus and the LUU building with the resultant commercial income much lower than in a normal year. To mitigate the impact of the reduced commercial income a significant staffing restructure was undertaken at the start of the year managed through voluntary redundancies and some reductions in working hours. Following the restructuring, staff were generally retained across the period with the salary cost being mitigated by Coronavirus Job Retention Scheme grant claims.

We have continued to receive the full block grant from the University of Leeds as per the current four-year agreement (2018-22) with £3.6m received in the year. The University of Leeds also provided an additional grant of £500k to protect the reserves of LUU during the disrupted year and to ensure the continued financial sustainability of LUU into the longer term. A further £260k was allocated from the University's strategic development fund for student education, used to support agreed activity in postgraduate research, student representation, international student engagement and student attainment, opportunities and well-being. This funding is being recognised as it is spent with £66k (2020: £166k) being carried forward to be spent over the final year. This year has seen an increase in Student Services income with development funding being included here along with a strong growth in the income from our Joblink agency.

LUU appoints internal auditors, RSM, who conducted an audit of cyber risk management during the year, which focused on malware protection, home and mobile working, user education and awareness, incident management, as well as oversight where the IT environment is externally managed. A follow up audit was also carried out which reviewed progress on the actions resulting from previous audits. Our internal Audit Working Group continues to oversee the implementation of the key recommendations from the audit reports.

Our Balance Sheet remains strong with total net assets of £3.4m (£3.6m in 2020), and a cash balance of £2.2m (£1.9m in 2020). The cash balance comprises £1.0m of LUU cash, £1.1m of cash held on behalf of student clubs and societies and £0.1m from ticket sales held on behalf of event promoters. Our unrestricted funds stood at £3.4m with a further £6k of restricted funds. Our general reserve is £1,046k at the year end.

The free reserves of the charity are the unrestricted reserves less those funds designated for future projects and the fixed asset reserve. Our target for free reserves is a range with the low point based on the lowest cash balance over the year and the high point equivalent to one

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year's variable income. This year the range is between £333k and £697k the same as last year. Our free reserves of £1,046k (2020: £809k) are therefore comfortably above the high end of the target range as they were last year, in part bolstered by the additional grant funding from the University of Leeds. We expect that the free reserves will reduce in 2021-22, but will still remain above the top of the target range at the end of the year. We consider that this high level of free reserves is appropriate in light of the continuing uncertainty surrounding the Covid-19 pandemic and its lasting economic impacts.

Risk Management and Control

The strategic risk register of LUU receives regular updates which are considered by the Audit and Risk Committee at each meeting with a review by the board on an annual basis. Operational risks are managed at a team level with mitigations controlled through operational planning. The key risks faced by the charity revolve around its reputation with both the University of Leeds and our student members. The University is a significant funder of the charity and we work in partnership with the University to deliver ever improving services for the students. The relationship is maintained by developing close working relationships with senior members of the University team by our trustees, particularly the elected student executive, and by the Senior Leadership Team. To meet our aims, the students need to be well represented and supported by LUU. We invest in representation and democracy teams to ensure that engagement with students is effective and any potential risk in this area is mitigated.

The Union also faces on-going financial and control risks which are mitigated through a robust budget management process and comprehensive data protection policies supported by training. LUU also invests in internal audit services supported by thorough follow-up on proposed actions by senior managers and monitored via the Audit and Risk Committee.

The Covid-19 pandemic has continued to impact LUU with social distancing measures reducing income from our commercial outlets and reducing student numbers on the university campus. LUU is grateful to the University of Leeds for the continued support given to LUU which has sustained our ability to provide for the student experience.

Future Plans

Going into the final year of the 2018-2022 Strategy we plan to finalise some core strategic projects, alongside creating establishing work to lead into the 2022-26 Strategy which is currently under development. In the coming year, LUU intends to:

- Work towards becoming an Anti-Racist organisation, by embedding Equality, Diversity and Inclusion practices across all operations including through our staff and volunteers. Part of this work will also be to become accredited as 'Leaders in Diversity'.
- Rebuild our thriving union through a focus on exceptional customer experience across both our commercial and engagement services. We will continue to focus on innovative income generation activities through our bars, shops and venues to re-establish ourselves as a campus hub.
- Develop our support for student groups, in particular through the rollout of a new membership management system. This system will provide a new digital platform for our students to manage their clubs and societies as well as providing data to be used across the organisation to inform our work.

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from fundraising events that are distributed to its intended charities. The RAG proceeds came to £71k in the year and £23k was held at the end of the year.

Trustees' statement

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

We wish to thank all staff at LUU for their continued commitment and hard work to make this another successful year at LUU.

Auditor

In accordance with section 487 of the Companies Act 2006, a resolution for the reappointment of Saffery Champness LLP as auditor of the company is to be proposed at the forthcoming Annual General Meeting.

This Trustees' report (comprising the Strategic Report and the Directors Report) was approved by the Trustees and signed on their behalf.


Aysha Burton
Chair


Annabel Tonge
Advisory Trustee

16 December 2021

Leeds University Union
University Square
Leeds
LS2 9JZ

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Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- 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 and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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**Leeds University Union
Independent auditor's report to the members**

Opinion

We have audited the financial statements of Leeds University Union for the year ended 31 July 2021 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the charitable company's state of affairs as at 31 July 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:
the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 12, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of

Leeds University Union
Annual Report and Accounts for the year ended 31st July 2021

journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Saffery Champness LLP

Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered
Accountants
Mitre House
North Park Road
Harrogate
HG1 5RX

Statutory Auditors

Date: 15 March 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Leeds University Union
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Leeds University Union

Statement of financial activities for year ending 31 July 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Income					
<i>Donations:</i>					
University Grant		4,090,568	-	4,090,568	3,527,568
<i>Income from charitable activities:</i>					
Bars		579,286	-	579,286	1,478,423
Venues		149,679	-	149,679	930,517
Shops		985,405	-	985,405	2,651,778
Student Services		1,737,673	-	1,737,673	975,376
Student Advice funding		12,231	-	12,231	61,576
Student representation & affiliations		1,860	-	1,860	95,212
Student Activities/Volunteering funding		-	-	-	269,718
<i>Other trading activities:</i>					
Rental Income		71,623	-	71,623	120,469
Media Sales & Conferences		88,850	-	88,850	230,821
Investment income		248	-	248	3,797
Coronavirus Job Retention Scheme Grant		668,526	-	668,526	844,470
Other income		28,500	-	28,500	27,127
Total		8,414,449	-	8,414,449	11,216,852
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		1,582,692	-	1,582,692	2,310,237
Venues		952,964	-	952,964	1,682,219
Shops		2,029,741	-	2,029,741	3,300,198
Student Services		1,934,037	-	1,934,037	2,009,789
Student Advice		570,036	-	570,036	583,445
Student representation & affiliations		707,491	-	707,491	796,991
Student Activities/Volunteering		766,804	-	766,804	754,284
Media Sales & Conferences		58,111	-	58,111	74,377
Total		8,601,876	-	8,601,876	11,511,540
Net (expenditure)	2-8	(187,427)	-	(187,427)	(294,688)
Reconciliation of funds:					
Total funds brought forward		3,619,125	6,092	3,625,217	3,919,905
Total funds carried forward		3,431,698	6,092	3,437,790	3,625,217

The notes on pages 20 to 32 form part of these financial statements.

The charitable company has no recognised gains or losses other than the net incoming resources for the year.

Leeds University Union
Annual Report and Accounts for the year ended 31st July 2021

Leeds University Union

Balance sheet as at 31 July 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	9	2,362,904	2,777,810
Intangible assets	10	22,869	32,476
Total fixed assets		<u>2,385,773</u>	<u>2,810,286</u>
Current assets			
Stock in hand		233,699	242,193
Debtors and prepayments	11	1,109,111	1,053,763
Cash at bank and in hand	12	2,189,322	1,874,508
NUSSL deposit	13	6,090	6,090
Total current assets		<u>3,538,222</u>	<u>3,176,554</u>
Liabilities			
Creditors: amounts falling due within one year	14	(2,486,205)	(2,361,623)
Net current assets		<u>1,052,017</u>	<u>814,931</u>
Total assets less current liabilities		<u>3,437,790</u>	<u>3,625,217</u>
Total net assets			
		<u>3,437,790</u>	<u>3,625,217</u>
The funds of the charity			
Restricted Funds	16	6,092	6,092
<i>Unrestricted Funds</i>			
Fixed Assets Reserve	16	2,385,773	2,810,286
General Reserve	16	1,045,925	808,839
Total unrestricted funds		<u>3,431,698</u>	<u>3,619,125</u>
Total charity funds		<u>3,437,790</u>	<u>3,625,217</u>

The notes on pages 20 to 32 form part of these financial statements.

Approved on behalf of Leeds University Union on the 16 December 2021 by:

Aysha Burton



Chair

Annabel Tonge



Advisory Trustee

Company registration: 7284768

Leeds University Union
Annual Report and Accounts for the year ended 31st July 2021

Leeds University Union

Statement of cash flows for year ending 31 July 2021

	Note	2021	2020
		£	£
Cash flows from operating activities:			
Net cash provided by operating activities	19	352,466	(979,251)
Cash flows from investing activities:			
Interest income		248	3,797
Purchase of tangible fixed assets		(36,962)	(294,895)
Purchase of intangible fixed assets		(938)	(15,142)
Net cash used in investing activities		(37,652)	(306,240)
Cash flows from financing activities:			
Repayment of borrowing		-	-
Net cash used in financing activities		-	-
Increase/(decrease) in cash and cash equivalents in the year		314,814	(1,285,491)
Cash and cash equivalents at the beginning of the year		1,874,508	3,159,999
Cash and cash equivalents at the end of the year		2,189,322	1,874,508

The notes on pages 20 to 32 form part of these financial statements.

Notes to the Accounts

1 Accounting Policies

The Union's Articles of governance require the Trustees to prepare accounts for each financial year. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

(a) Accounting Convention

The company is limited by guarantee and has no share capital. It is registered as a charity under the Charities Act 2011 (registered charity number 1136742).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

In considering whether or not there are any material uncertainties about the company's ability to continue as a going concern, the Trustees have taken account of several key points:

- The signing of a new 15 year lease, commencing on 16 September 2016, with the University of Leeds, which ensures continuing occupation of the LUU building at the heart of the campus over the long term
- The upgraded spaces in the LUU building as a result of the extensive building refurbishment that was completed in 2017
- The level of free reserves at the end of the year, which remain at a satisfactory level that is in excess of the reserves policy
- The agreement with the University of Leeds for an increased grant for the period 2018 to 2022, and expectations around ongoing longer-term funding, which protects the Union's main source of income into the future
- The impact of the Covid19 pandemic in light of the continued support from the University of Leeds including the additional £500k grant for 2020-21 and the mitigating actions taken by the Senior Leadership Team to ensure the continued financial sustainability of LUU
- The outcome of several financial forecasts and scenarios that have been prepared for the trustees.

After careful consideration of the above, the Trustees have concluded that there are no material uncertainties about the company's ability to continue as a going concern.

(b) Incoming Resources

All income and capital resources are recognised in the accounts when it is probable that they will be received. Income is deferred only when the company has to fulfill conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period. Grant income is recognised in the year for which the award is made against the activity it is attributable to. The element of grant that has been received in advance has been treated as deferred income in line with the above policy. Rental income is recognised on a receivable basis. Investment income comprises interest received on cash balances. Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the

Notes to the Accounts

1 Accounting Policies continued

goods have passed to the buyer, usually upon cash receipt at the point of sale. Revenue is measured at the fair value of the consideration received, excluding discounts and VAT.

(c) Resources Expended

Charitable expenditure comprises the direct and indirect costs of delivering the public benefit. It is accounted for on an accruals basis and is recognised when the liability is incurred. Overhead costs are apportioned to activities on a basis consistent with the use of the resources.

Expenditure includes irrecoverable VAT. Governance costs include those costs incurred in defining the strategic direction of the charity in particular constitutional and statutory requirements. General support costs associated with the central functions of finance, IT and human resources have been allocated across the departments on a basis consistent with the use of those resources.

(d) Cash on hand and cash equivalents

Cash, for the purposes of the cash flow statement, comprises cash in hand and deposits repayable less overdrafts payable on demand. This includes cash held on behalf of LUU's clubs and societies and the RAG society.

(e) Fixed Assets and Depreciation

Expenditure on individual capital items or groups of related items costing less than £1,000 are written off to the income and expenditure account in the year in which they occurred. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal installments over their estimated useful economic lives as follows:

Leasehold buildings	15 years
Leasehold Improvements	10 years
Fixtures, Fittings and other equipment	5 years
Computers and other IT equipment	4 years

Expenditure directly related to the build of new web sites is capitalised as an intangible asset. Amortisation is charged to the profit and loss on a straight-line basis over the useful lives of the intangible assets. Intangible assets are amortised from the date they are available for use. These assets are amortised over four years.

The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date. Intangible assets are tested for impairment in accordance with FRS 102 Section 27 Impairment of assets where there is an indication that an intangible asset may be impaired.

The building is leased from the University over a 15 year period, commencing on 16 September 2016.

Notes to the Accounts

1 Accounting Policies continued

(f) Leases

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

(g) Pension Costs

LUU participates in the University of Leeds Pensions and Assurance Scheme providing benefits based on final pensionable pay. The Union is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore accounts for the scheme as if it were a defined contribution scheme. LUU also participates in two defined contribution schemes. The amount charged to the income statement represents the contributions payable to the schemes in respect of the accounting year.

(h) Stock

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

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amounts prepaid.

(j) Creditors

Creditors are recognised where the Company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are recognised at their settlement amount.

(k) Financial instruments

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

(l) Fund Accounting

LUU administers and accounts for a number of charitable funds as follows:

- Unrestricted funds are those representing unspent income which may be used for any activity at the Trustees own discretion.
- Designated funds are those set aside by the Trustees to be spent on some specific purpose but remain at the discretion of the Trustees. The designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.
- Restricted funds are those received from a donor to be used for activities prescribed by the donor.

Notes to the Accounts

1 Accounting Policies continued

(m) Tax

LUU is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

(n) Clubs and Society funds

LUU acts as custodian for the student clubs and societies, processing payments, processing receipts and holding the balance of their funds on their behalf.

2 Surplus for the financial year

The surplus for the financial year as shown in the statement of financial activities is stated after charging:

	2021	2020
	£	£
Auditor's remuneration - audit of these financial statements	12,876	12,360
Depreciation and amortisation on owned assets	462,413	532,237
Impairment of owned assets	-	28,587
Operating lease rentals	369,155	369,153

3 Charitable and Other Activity Costs

	Purchases	Staff	Support Costs	Total
	£	£	£	£
Bars	262,031	537,380	783,281	1,582,692
Venues	147,453	307,903	497,608	952,964
Shops	839,306	385,316	805,119	2,029,741
Student Services	73,223	1,395,449	465,365	1,934,037
Student Advice	11,130	278,383	280,523	570,036
Student representation	20,648	362,205	324,638	707,491
Student Activities/Volunteering	117,710	240,008	409,086	766,804
Media Sales & Conferences	620	46,307	11,184	58,111
Total Costs	1,472,121	3,552,951	3,576,804	8,601,876

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Notes to the Accounts

4 Support Costs Included in Note 3

	Use	Staff	Premises	Marketing	Governance	Other	Total
		£	£	£	£	£	£
Bars	22%	388,680	256,201	8,834	3,278	126,288	783,281
Venues	14%	282,516	103,221	8,747	4,006	99,118	497,608
Shops	23%	414,830	217,494	9,534	2,914	160,347	805,119
Student Services	13%	260,033	80,751	12,333	4,006	108,242	465,365
Student Advice	8%	179,478	21,838	6,297	3,278	69,632	280,523
Student representation	9%	211,361	23,646	22,216	2,914	64,501	324,638
Student Activities/Volunteering	11%	256,424	42,218	6,385	4,735	99,324	409,086
Media Sales & Conferences	0%	6,252	2,338	233	79	2,282	11,184
Total Costs	100%	1,999,574	747,707	74,579	25,210	729,734	3,576,804

5 Unrestricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
General funds				
Fixed assets and investments	2,810,286	37,900	(462,413)	2,385,773
Net current assets	808,839	8,376,549	(8,139,463)	1,045,925
	3,619,125	8,414,449	(8,601,876)	3,431,698

6 Restricted funds

	At beginning of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
Net current assets	6,092	-	-	6,092

Leeds University Union
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Notes to the Accounts

7 Staff Costs

	2021	2020
	£	£
Wages and salaries	5,059,052	6,068,529
National Insurance	300,565	330,169
Pensions	192,908	227,350
Total Costs	5,552,525	6,626,048

	2021	2020
The average staffing was as follows:		
Monthly salaried staff	145	170
Weekly paid student staff	254	282
	399	452

During our busiest week of the year, we employed 442 students on a weekly paid contract.

The total salary of the Senior Leadership Team (SLT) was £485,000 in the year (£402,000 in 2020). The salary of the Chief Executive is determined by the People and Values Committee with reference to market salary levels. The salaries of the remainder of SLT are determined by the Chief Executive again with reference to market salary levels.

Three employees were paid more than £60,000 in salary and one participates in the University of Leeds Pensions and Assurance Scheme.

Salary	Employees
£70,001 to £80,000	2
£90,001 to £100,000	1

Redundancy payments of £73,331 were made to 18 individuals during the year as a result of a voluntary redundancy scheme.

During the year a significant number of LUU staff were furloughed and claims for the salaries, employer's pension contributions and employer's National Insurance contributions of these staff were made in accordance with rules of the Coronavirus Job Retention Scheme introduced by the UK Government. The income received in this regard was £668,526 (2020 - £844,470) which was spent in full in the year, and both grant income and the associated staff costs are included within unrestricted transactions within the statement of financial activities.

Notes to the Accounts

8 Trustees Remuneration and Expenses

As well as having a role as a Trustee of LUU, the six Student Executive Officers perform a full time role for a year to be the voice of students. They listen to how students want things to be done, work with LUU staff, the Board of Trustees and partners to make it happen. They represent students to the University of Leeds, external organisations and the wider community.

Each of the Student Executive Officers was paid a salary of £19,406 during the year with a total cost to LUU of £147,731 (£133,513 in 2020) which includes national insurance and pension contributions. The level of salary is set out in their contract of employment.

Eight Trustees of the Board were reimbursed a total of £148 (£1,172 in 2020) for personal travel and subsistence expenses in performing their role as a Trustee.

9 Tangible fixed assets

	Leasehold buildings £	Leasehold improvements £	Fixtures & fittings £	Equipment £	Total £
Cost					
Brought forward 1 Aug 20	3,535,056	1,795,563	1,154,506	1,093,861	7,578,986
Additions in the year	-	-	11,843	25,119	36,962
Disposals in the year	-	-	-	-	-
As at 31 July 2021	3,535,056	1,795,563	1,166,349	1,118,980	7,615,948
Depreciation					
Brought forward 1 Aug 20	1,690,488	1,546,150	777,319	787,219	4,801,176
Charge for the year	165,696	54,879	117,151	114,142	451,868
Disposals in the year	-	-	-	-	-
As at 31 July 2021	1,856,184	1,601,029	894,470	901,361	5,253,044
Net book value					
At 31 July 2021	1,678,872	194,534	271,879	217,619	2,362,904
At 31 July 2020	1,844,568	249,413	377,187	306,642	2,777,810

Leeds University Union
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Notes to the Accounts

10 Intangible fixed assets

	£
Cost	
Brought forward 1 Aug 20	56,680
Additions in the year	938
Impairments in the year	-
As at 31 July 2021	<u>57,618</u>
Depreciation	
Brought forward 1 Aug 20	24,204
Charge for the year	10,545
Impairments in the year	-
As at 31 July 2021	<u>34,749</u>
Net book value	
At 31 July 2021	<u>22,869</u>
At 31 July 2020	<u>32,476</u>

	2021	2020
	£	£
11 Debtors and prepayments		
Trade debtors	120,091	96,513
Sundry debtors and prepayments	210,163	318,157
The University of Leeds	778,857	639,093
	<u>1,109,111</u>	<u>1,053,763</u>

	2021	2020
	£	£
12 Cash at bank and in hand		
LUU cash	1,052,991	764,878
Cash held on behalf of student clubs and societies	1,081,610	1,047,413
Cash from ticket sales held on behalf of event promoters	54,721	62,217
	<u>2,189,322</u>	<u>1,874,508</u>

13 Deposits

NUS Services Limited holds a deposit of £6,090 from the Union in respect of payment for monthly supplies of brewed and other products approximately equivalent to 0.3% of trading turnover.

Leeds University Union
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Notes to the Accounts

14 Creditors: amounts falling due within one year	2021	2020
	£	£
Trade creditors	160,361	63,067
Sundry creditors, accruals and deferred income	1,231,422	1,242,009
Clubs and societies	1,081,610	1,047,413
The University of Leeds	12,812	9,134
	2,486,205	2,361,623

15 Capital commitments	2021	2020
	£	£
The Union had the following commitments for capital works at 31 July:		
Authorised and contracted	7,444	6,000

16 Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total £
Fixed Assets and Investments	2,385,773	-	2,385,773
Net Current Assets	1,045,925	6,092	1,052,017
	3,431,698	6,092	3,437,790

Unrestricted funds are made up of the Fixed Assets Reserve of £2,385,773 (2020 - £2,810,286) and the balance remaining is the General Reserve of £1,045,925 (2020 - £808,839).

The Fixed Assets Reserve represents the balance of our fixed assets. The residual unrestricted funds represent the General Reserve of the charity.

The restricted funds are various small grants received to undertake specific projects such as helping our work in the Leeds community, and there have been no movements year on year.

Leeds University Union
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Notes to the Accounts

17 Leasing Commitments

At 31st July, LUU had commitments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Plant and Machinery		
Operating leases payable within:		
1 Year	3,585	3,585
2 to 5 Years	1,899	5,485
Building		
Operating leases payable within:		
1 Year	418,001	418,001
2 to 5 Years	1,672,004	1,672,004
Over 5 years	2,141,539	2,559,540
	4,237,028	4,658,615

18 Lessors

LUU has several leases with tenants with terms varying between 5 and 14 years. Rents are fixed for 5 years and most leases include a provision for five-yearly rent reviews according to prevailing market conditions. There are no options in place for either party to extend the lease terms.

At 31st July, LUU had contracts with tenants for the following minimum lease payments:

	2021	2020
	£	£
1 Year	107,890	95,202
2 to 5 Years	384,012	343,725
Over 5 years	180,016	262,814
	671,918	701,741

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Notes to the Accounts

19 Reconciliation of net expenditure to net cash flow from operating activities

	2021	2020
	£	£
Net (expenditure) for the year	(187,427)	(294,688)
Adjustments for:		
Depreciation and amortisation	462,413	532,237
Impairment of fixed assets	-	28,587
Interest receivable from investments	(248)	(3,797)
Decrease/(increase) in stocks	8,494	2,129
(Increase)/decrease in debtors	(55,348)	(518,235)
(Decrease)/Increase in creditors	124,582	(725,484)
Net cash provided/(utilised) by operating activities	352,466	(979,251)

Net Debt

	1 August 2020		Cash Flows	Other non-cash	31 July 2021
	£	£	Movements		£
Cash at bank and in hand	1,874,508	314,814	-		2,189,322
Debt due within one year	-	-	-		-
Debt due after one year	-	-	-		-
Net funds	1,874,508	314,814	-		2,189,322

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Notes to the Accounts

20 Prior year Statement of Financial Activities

Leeds University Union

Statement of financial activities for year ending 31 July 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Income					
<i>Donations:</i>					
University Grant		3,527,568	-	3,527,568	3,465,576
<i>Income from charitable activities:</i>					
Bars		1,478,423	-	1,478,423	2,615,860
Venues		930,517	-	930,517	1,518,181
Shops		2,651,778	-	2,651,778	2,685,201
Student Services		975,376	-	975,376	1,142,459
Student Advice funding		61,576	-	61,576	59,375
Student representation & affiliations		95,212	-	95,212	112,515
Student Activities/Volunteering funding		269,718	-	269,718	269,138
<i>Other trading activities:</i>					
Rental Income		120,469	-	120,469	144,699
Media Sales & Conferences		230,821	-	230,821	261,330
Investment income		3,797	-	3,797	5,276
Coronavirus Job Retention Scheme Grant		844,470	-	844,470	-
Other income		27,127	-	27,127	19,169
Total		11,216,852	-	11,216,852	12,298,779
Expenditure					
<i>Expenditure on charitable activities:</i>					
Bars		2,310,237	-	2,310,237	2,796,532
Venues		1,682,219	-	1,682,219	2,101,490
Shops		3,300,198	-	3,300,198	3,186,496
Student Services		2,009,789	-	2,009,789	1,982,945
Student Advice		582,480	965	583,445	570,287
Student representation & affiliations		795,171	1,820	796,991	764,154
Student Activities/Volunteering		749,284	5,000	754,284	720,948
Media Sales & Conferences		74,377	-	74,377	173,659
Total		11,503,755	7,785	11,511,540	12,296,511
Net (expenditure)/income	2-8	(286,903)	(7,785)	(294,688)	2,268
Reconciliation of funds:					
Total funds brought forward		3,906,028	13,877	3,919,905	3,917,637
Total funds carried forward		3,619,125	6,092	3,625,217	3,919,905

Notes to the Accounts

21 Pensions Costs

LUU has three separate pension arrangements. A defined benefit arrangement through the University of Leeds Pension and Assurance Scheme (PAS), which is closed to new entrants. The People's Pension Scheme which is a defined contribution scheme managed by B&CE and provides flexibility for staff to make contributions with LUU matching them to a maximum of 6% of salary. The arrangement also provides a three times salary death in service benefit through a registered group life policy through UNUM. A third scheme, Nest, also a defined contribution scheme, has been used to auto enroll those staff eligible under the new legislation starting in November 2013.

For the defined contribution schemes the cost charge for the year represents contributions payable by the company to the schemes and amounted to £113,489 (2020: £92,274). Contributions amounting to £18,909 (2020: £10,351) were payable to the schemes and are included in creditors.

Members of staff who were already contributing into the PAS scheme were able to continue to do so. The assets of the scheme are held in separate trustee administered funds. PAS is a defined benefit scheme externally funded and valued by an actuary every three years. The rates of contribution payable are decided by the pension trustees based on the advice of the actuaries.

The triennial valuation dated 31 March 2020 showed that there was a deficit of £66.2m, equivalent to a funding level of 87%. Given the unusual market conditions prevailing in March 2020, a further valuation was carried out as at 31 March 2021. This valuation showed that there was a surplus of £24.2m, equivalent to a funding level of 105%. During the year the employer contribution rate was 16%, with the employee contribution rate at 7.5%, both unchanged from the previous year. The University continues to pay the annual PPF levy and the cost of any ill health early retirement benefit enhancements.

The assets of the PAS scheme are not separable and therefore the proportion of any surplus or deficit arising in the scheme cannot be attributed to members employed by the Union (either past or present). The Union accounts for the scheme as if it were a defined contribution scheme.

Employer contributions to these schemes are charged to the Income and Expenditure Account in the year in which they are paid and are included within the disclosure of individual activities in these accounts.