WORCESTER STUDENTS' UNION

England & Wales · Charity number 1145192

Details

Status	Registered
Legal form	Other
Registered	2011-12-21
Register	View on the Charity Commission register

Contact

Address	Henwick Grove Worcester WR2 6AJ
Phone	01905543212
Email	studentsunion@worc.ac.uk
Website	www.worcscu.com

Activities

Objects: THE UNION'S OBJECTS ARE THE ADVANCEMENT OF EDUCATION OF STUDENTS AT THE UNIVERSITY OF WORCESTER FOR THE PUBLIC BENEFIT BY:PROMOTING THE INTERESTS AND WELFARE OF STUDENTS AT THE UNIVERSITY OF WORCESTER DURING THEIR COURSE OF STUDY AND REPRESENTING, SUPPORTING AND ADVISING STUDENTSBEING THE RECOGNISED REPRESENTATIVE CHANNEL BETWEEN STUDENTS AND THE UNIVERSITY OF WORCESTER AND ANY OTHER EXTERNAL BODIES; ANDPROVIDING SOCIAL, CULTURAL, SPORTING AND RECREATIONAL ACTIVITIES AND FORUMS FOR DISCUSSIONS AND DEBATE FOR THE PERSONAL DEVELOPMENT OF ITS STUDENTS

Activities: Students' Union for students registered for a course of study with the University of Worcester

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Other Charitable Purposes
- **Who:** Other Defined Groups

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Geography

- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£984,241	£992,474	£-5,497	36
2024-07-31	£1,011,070	£1,039,232	£2,736	33
2023-07-31	£991,083	£1,053,966	£113	36
2022-07-31	£1,028,790	£1,004,865	£118,748	40
2021-07-31	£814,921	£817,422	£94,822	40

Trustees

Name	Role	Appointed
Abit Madukkakkuzhy George		2025-06-11
Katie Julia Costis		2025-06-09
Moronke Esther Akintan		2025-06-09
Olayemi Ogunleye		2025-06-16
Olivia Otterwell		2025-02-05
Timothy Charles Young		2023-10-03
William David Callaway		2025-02-05

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WORCESTER STUDENTS' UNION

England & Wales - Charity number 1145192

Accounts

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2025

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Contents of the Financial Statements
for the Year Ended 31 July 2025

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2024/25 academic year was another very busy and at times challenging one for Worcester Students' Union (WSU). The cost-of-living crisis and financial pressures continued to have a significant effect on our operations and on staff retention. Despite these challenges, the year saw some excellent results, of which the staff and officer team can be extremely proud. We continue to strive for excellent satisfaction rates amongst our members and to consistently defy our size in terms of local impact and national reputation.

The following report provides insight into our key activities and outcomes in 2024/25, as well as into our ongoing challenges.

The Union remains grateful for the continued support from the University's Board of Governors and Senior Executive team. We are very keen to continue the good relationship where there is mutual support and scrutiny, with the common goal of an excellent student experience and the ongoing sustainability of the University, which does so much for its students.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENTS AND PERFORMANCE

Achievements and Performance

AIMS AND ACTIVITIES

The Union exists to enhance the student experience and provide all c.9,000 students of the University of Worcester with opportunities to make the most out of their time at University. It aims to achieve this through services offering advice and support, democracy and representation, societies and sport, volunteering, and through student-focussed entertainment and events. Executive Officers of the Union sit on every major committee of the University and regularly meet local stakeholders to represent the interests of its members.

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members.

The Union is currently working to deliver on its Strategic Framework 2023-28, outlined as follows:

Vision Statement:

Delivering excellence, uniting diversity, and enriching student lives

Mission Statement:

To support, represent, and empower our students

Our 5 Key Strategic Themes:

1. Encouraging and supporting students to prioritise their wellbeing
2. Understanding students' financial realities and reflecting that in what we do
3. Empowering students to have their say
4. Making sure our diverse student body is represented
5. Building connected communities where students feel they belong

Our Values:

Being bold - we will try new things, be adaptable, and speak out when we need to. We will provide opportunities and activities that are worth students spending their time doing (if they're not, we won't do them!). We will create a great place for people to work, where they can see ideas become reality.

Honest communication - we will be open about what we can and can't achieve and what we do and don't do. And we will tell students what we are doing and keep them updated. We will make it clear to our students what we offer and that we are there for all of them.

Keeping it simple - we will avoid having unnecessary bureaucracy or barriers to students getting involved with us.

Developing people - this is hugely important to us. We will shape experiences and develop everyone who is involved in the SU - students and staff alike - so they try new things and gain new skills.

Representative - we will work very hard to ensure that all students at the University feel valued and represented by us.

Inclusive and Accessible - we will ensure that we think about our diverse student body in providing services, activities, and events. We will work to remove barriers and challenge ourselves not to make assumptions about students' wants and needs.

The Union has KPIs to monitor performance and student satisfaction in relation to its strategic framework. These are grouped under the following areas:

- Satisfaction rates
- Student Engagement
- Feedback and Intelligence
- Support and Outreach
- Events, Campaigns, and Activities
- Commercial Performance

The strategic themes are mapped against these areas and a total of 16 KPIs are linked to them, with a range of measures, covering:

- Survey results - Course Experience Survey, National Student Survey, our own Insight Surveys, student consultations, Employee Engagement Surveys, Pulse Surveys.
- Engagement in our democratic and governance processes structures, including our Leadership Elections, student bodies, and Representation systems.
- The demographics of the students who are engaged with us (from data we receive from the University).
- Academic and wider student experience outcomes as a result of our engagement with students.
- Impact on students as a result of engaging with us.
- Help and Advice services ad engagement with those
- Major events
- Engagement across the campuses and on-line.

1. ENCOURAGING AND SUPPORT STUDENTS TO PRIORTISE THEIR WELLBEING

(i) We will be proactive in finding out what is worrying or concerning our students, without overburdening them
(ii) We will support students to access help and advice
(iii) We will facilitate extra-curricular opportunities that enhance students' wellbeing

HELP AND ADVICE SERVICE

The Help and Advice service saw an increase in demand in 2024/5, with over 700 logged contacts, and over 600 student cases, a significant increase from the previous year.

Service headlines:
- The service supported 624 student cases, with 444 cases coming from students who had not previously used the service.
- Academic issues accounted for 48% of cases.
- Housing issues accounted for 14% of cases.
- Other prominent case types included conduct, complaints, progression, health and wellbeing, and finance.
- Postgraduate student represented 14% of cases, disproportionately lower than the university population.

The service increased levels of outreach throughout the year, including:
- 60 tailored cohort talks, reaching over 2,500 students.
- Ran 87 outreach sessions totalling 232 hours.
- Hosted the annual Safety Fair, with 38 external organisations and 530 students attending.
- Hosted multi-meets with University support services to aid communication and collaboration.

Aims for the service in 2025/26 include:
- Increased engagement with partner institutions and postgraduate students.
- Expansion of outreach to under-represented schools and student groups.
- Deliver focused campaigns for housing, academic support, and wellbeing.
- Develop specialist resources tailored to high-demand case types.

WELCOME DESK

Welcome Desk acts as the first point of contact for students at the SU. From September 2024 to the end of April 2025 it responded to 1,279 enquiries, with 984 face-to-face, 194 via email, and 101 via phone. The total number of queries saw a 50% decrease compared to 2023/24, resulting in Welcome Desk operating reduced opening hours in comparison to previous years, along with closing over the summer break.

SPORT AND SOCIETIES

Sport

The year ended with a total of 37 sports clubs and 1086 club memberships. 25 clubs were affiliated, meaning they had 12 or more members. 2 new clubs were formed during the course of the year; Taekwondo and Social Running Club.

BUCS (British Universities and Colleges) Competitions

Our final BUCS position was 61st out of 147 institutions, with a total of 560.5 points. The highest points contributors were Men's Indoor Cricket 1st (50pts), Women's Netball 1st (29pts), Women's Rugby 1st (29pts), Men's Basketball 1st (28pts), Men's Outdoor Cricket 1st (28pts) and Women's Futsal 1st (27pts).

Highlights and key results from the season included:
- Women's Basketball 1st - Midlands 2A League Champions and Midlands Conference Cup Winners
- Men's Indoor Cricket 1st - Midlands A League Champion and National Championship Winners
- Women's Indoor Cricket 1st - Midlands A League Runners-Up
- Women's Football 1st - Midlands Conference Cup Runners-Up
- Men's Hockey 1st - Midlands 4B League Champions
- Women's Netball 1st - Midlands 1A League Runners-Up
- Women's Rugby 1st - Midlands 1A League Runners-Up
- Wheelchair Basketball 1st - Southern 1A League Champions and National Championship Semi-Finalists.

Other competitive sport

A number of clubs and student athletes saw further success in their chosen sports, including:
- 17 students competed in BUCS Nationals, competing in swimming, badminton, and athletics.
- 9 students competed in the BUCS Athletics Outdoor Championships, setting a club record in the Women's 4x100 relay.
- The West Midlands Regional Competition completed its pilot season, hosting 3 events featuring 9 sports.

Societies

The year ended with a total of 38 societies and 677 society memberships.10 new societies were formed during the course of the year; African Caribbean Medicine Society, British Red Cross, Cocktail Society, Emergency Medicine Society, Garlic Bread Society, Global Health Society, Intercollegiate Prayer Fellowship, Islamic Society, Psychiatry Society, and Socialist Student Society.

Student Group Events

Clubs and Societies hosted a range of events throughout the year, including CPD events, collaborations, and fundraisers. Highlights included:

- The annual CPR-marathon, hosted by the Paramedic Society, to raise money for West Midlands Air Ambulance.
- Strictly Dancing hosted by Saints Dance in collaboration with a number of other student groups.
- A Halloween Ball hosted by Aerial Fitness and Halloween Scarefest hosted by Loco Show Co.
- Men's Cricket vs Men's Football charity football match in aid of Movember.
- RAG Week fundraisers, including 'We're a Committee...Get Us Out of Here' and RAG Bingo.
- Fundraisers and events hosted by the Uni Boob Team throughout Breast Cancer Awareness Month.
- A Darts Night in The Hangar hosted by Men's and Women's Cricket.
- A Christian Union hosted Events Week centred around the theme of finding connection.

Teamworc Points

20 clubs and societies achieved TeamWorc Points accreditation throughout the year, awarded to the student groups that go above and beyond for their members and the TeamWorc community:
- Gold Accreditation - Saints Dance and Paramedic Society
- Silver Accreditation - Sinners Cheerleading, Men's Cricket, Gaming Society
- Bronze Accreditation - Aerial Fitness, Men's Rugby, Netball, Paddlesport and Surf, Social Sports, Women's Cricket, Women's Football, Women's Hockey, Women's Rugby, Book Club, British Sign Language, Christian Union, MedSoc, Business Society, Cocktail Society

Varsity 2025

Following feedback from students, the annual Varsity competition, which takes place against the University of Gloucestershire, saw the return of external venues and a slightly extended format. Fixtures were hosted across 4 days at Gloucester Oxstalls Sports Park, Cheltenham Rugby Club, Gloucester City FC, and the University of Worcester Arena. Sports taking part included American Football, Men's Badminton, Women's Badminton, Mixed Basketball, Dance, Men's Football, Women's Football, Women's Futsal, Men's Hockey, Women's Hockey, Netball, Men's Rugby, Women's Rugby, Tennis, Trampolining, Men's Volleyball, and Women's Volleyball.

Following some intense competition, the final Varsity score ended 12-5 to Worcester, for our third Varsity win a row.

Varsity continues to be an incredibly popular event with a diverse range of Worcester students, with over 1,000 tickets sold throughout the entire competition. Over the course of the event, we also engaged over 500 competitors across both institutions, with fixtures played in a very competitive but friendly spirit.

The success of Varsity depends on strong collaboration with the Students' Union team at the University of Gloucestershire, and the positive relationship between our institutions has ensured the continued success of the competition. We are also grateful to the University colleagues, particularly those in the Arena, Sport, and Estates and Facilities, for their support in enabling us to host fixtures on campus and to ensure an entertaining event for all involved.

Raise and Give (RAG) and Volunteering

Despite the ongoing financial pressures they are facing, our students raised £9,594.85 for RAG throughout the year. Of this total, £3,602.09 went to the SU's nominated charity of the year, Acorns Children's Hospice. Some of the student-led fundraising events, and the recipients of their fundraising, throughout the year included:

- A 12-hour Dance-a-thon for Teenage Cancer Trust
- Netball 'bring a boy' to training for Movember
- Christmas dance show for Crisis UK
- 24-hour CPR Marathon for Heartstart Malvern and West Midlands Air Ambulance
- Women's Week events for West Mercia Women's Aid
- Multiple Quiz Night takeovers in The Hangar for a range of charities.

Over the year, a total of 7,492.5 volunteering hours were recorded by students. Of these, 4,330.25 hours were recorded by club, society, and network committee members, 334.5 hours by course reps, and 30.5 hours by SU Crew volunteers. A total of 2,784.25 hours were logged by students volunteering with community projects, for organisations including:

- St Richard's Hospice
- Guide Dogs UK
- Age UK Herefordshire and Worcestershire
- National Trust
- Scouts Hereford and Worcester
- Daisychain Benevolent Fund
- Museums Worcester

SAFETY AND WELLBEING IN THE HANGAR

The Hangar team of core and student staff work very hard to exceed our responsibilities as a venue used by students, staff, and members of the local community. Every year The Hangar renews its Best Bar None (BBN) accreditation, as part of our membership of the NUS Charity purchasing consortium. BBN is a national scheme that recognises and rewards responsible and safe premises that prioritise customer experience and wellbeing and contribute positively to the night-time economy.

This year, despite a number of changes to the BBN scheme, as well as the departure of the Bar and Events Manager, the team were successful in achieving Best Bar None Gold for the 8th consecutive year.

The commercial performance in the bar showed a marked decline in sales compared to 2023/24. Overall bar revenue was £93.8k compared to £132.5k in 2023/24. Drink sales showed a decline to £76.5k compared to £106.4k. Sales were relatively on par during Welcome Week but began a gradual decline thereafter, semester 2 witnessed a continual decline despite efforts to reinvigorate customer spending. Tuesday and Wednesday were the popular nights although spend throughout the week is now much more consistent. The Tuesday night quiz remains popular for attendance but by the nature of the event is not one where students spend very much. Friday nights showed the biggest overall reduction, with more students either going home for the weekend or drinking in Halls.

Whilst the fall in sales is quite considerable the level of engagement has shown a sharp increase, with more student led events than in any previous year, 94 student led events were hosted during the year. Many nights the Hangar is full with students just enjoying watching sport/films but primarily participating in Pool, Table Tennis, Darts and Board Games. Contactless pool tables have been introduced with fewer students carrying cash, the darts and table tennis remain free to use. Students have identified that the lack of food provision in the Hangar is a factor in them not drinking during the evening.

During the year there was a noticeable increase in International Students using the facilities as it became recognised as a safe place to be and perhaps not the "Student Bar" previously envisaged by them.

The increasing focus on external events has seen numerous private bookings for parties, engagements, weddings, the usual high school prom and a new Primary School Graduation party. We are also now the nominated bar for a local football team for post game drinks, an income stream we hope to increase. We have also hosted a number of Northern Soul nights as well as a veterans army reunion, also generating revenue for the University accommodation team. A National Police basketball tournament was held at the University but despite our best efforts the teams used accommodation and hospitality off-site.

Daytime events have also proven popular with students, with external organisation renting space to showcase their products, or just giving advice on safety and wellbeing. The Hangar has also been used to host Go Green Week, a Food Festival, Christmas Fayre, numerous International Events, Repair Cafes and RAG events such as the CPRathon that also gained attention from the local press and a visit from a TV celebrity.

With revenue declining the focus remained on cost saving, this included reducing core staff costs within the bar and a £14k year on year saving within student staff costs. Following a review of sales by the hour, by day, reduced opening hours were introduced to save on some costs whilst remaining conscious of the student experience. The introduction of the Loyalty Card was popular with the students and provided us with a means of collecting data from students, and a way of rewarding students for supporting the SU bar.

The installation of more, newer and bigger, more energy efficient TV screens has improved the opportunities to show sport and host film nights. The screens were provided free of charge following negotiations, and now generate a small revenue stream on top for us. We have tried to create a "sport bar" feel upstairs with the pool and darts, with the downstairs more of a relaxed vibe, however due to numbers we may need to swap these around.

We remain limited in terms of our ability to innovate and extend our offer due to the space we occupy and other factors such as the University's catering contract. We continue to discuss our challenges with the University at quarterly finance meetings. As a place for students to meet and enjoy themselves, the Hangar had a successful year but this was not been reflected in wet sales. We have catered to the changing student demographic as best we can and we remain encouraged by levels of student engagement.

Our continued involvement with the NUS License Trade+ programme will be a consideration for 2025/26. With lower sales we are unable to justify carrying the range and volume of products required. If we become ineligible for volume discounts we may gain better pricing from local suppliers.

We continue to maintain sponsorship contracts with Tramps Nightclub and Dominoes as key partners, although these are lower than pre-Covid levels. Our media pack offers competitive rates to advertisers (which don't breach our existing contracts).

2. UNDERSTANDING STUDENTS' FINANCIAL REALITIES AND REFLECTING THAT IN WHAT WE DO

Key aims underneath this:

(i) We will keep the cost to students of getting involved with our activities and services to a minimum wherever and however we can
(ii) We will support students in their efforts towards employability and make it clear how getting involved with the SU develops them as people and as leaders
(iii) We will work with the University to ensure value for money across their services and facilities

COST OF LIVING SUPPORT

Supporting students through the ongoing cost-of-living crisis continues to be a major priority for the SU. The Community Cupboard scheme saw high demand throughout the year, needing to be restocked on a daily basis. Donations to the Cupboard totalled £2,721.85, more than twice the total in the previous academic year, with a peak in use and donations during the months February to May.

Breakfast with the SU was launched at the beginning of the academic year in collaboration with the University. Breakfasts provided students with a free, healthy breakfast and provided an opportunity for direct engagement with students. Breakfasts were held on a weekly basis throughout the academic year, with 1,000 students attending.

The Safe Sex Express continued to provide students with free contraceptives, along with important information about sexual health and safe sex. The sexual health and Safe Sex Express webpages were accessed 1,060 times throughout the academic year, with 2,484 condoms and information packs sent out to students.

Hangar - BENCHMARKING, PRICES, LOYALTY CARDS

The Hangar continues to strive to offer affordable drink prices to students, with a change in demographic of students, including many students who do not drink alcohol for a myriad of reasons, the venue has also sourced a wider range of non-alcoholic drinks. Whilst the bar remains the only commercial outlet for the Students Union, its primary purpose remains to provide a safe and welcoming environment for students to relax, be that between lectures or at night.

As an incentive for students the Hangar introduced a loyalty programme, nearly 600 students signed up to the scheme which allowed them to collect points and convert these into money off vouchers throughout the year, as well as giving them early access to events and previews of upcoming promotions. The loyalty card points collected amounted to student savings of £1,002.

To remain competitive the Hangar staff regularly benchmark prices against local venues within the vicinity of campus and the city generally. Whilst we will not be able to compete with Wetherspoons pricing, we do offer fair priced drinks within a safe and secure environment.

STUDENT EMPLOYABILTY AND DEVELOPMENT

The SU continued to invest time into training students for various committee and representative roles:
- Club and Society Committee training - 115 attendees
- Challenging Hazing and Negative Group Events in Sport (CHANGES) training - 45 attendees
- RAG training - 40 attendees
- Department Rep training - 24 attendees
- Course Rep training - 184 attendees

The Students' Union continued to employ student staff in key roles in The Hangar, Welcome Desk, and marketing team. A total of 22 student staff members worked 4,950 hours over the course of the year, earning £57,600.

The SU continued its support of students looking to get into the world of work during and after their studies. An Employability Week was hosted in semester two in collaboration with the University, featuring sessions on creating CVs, demystifying LinkedIn, and general advice on careers and employability. We also updated and expanded our Employability Guide, giving students all the details they need on boosting their skills and how these can be transferred to a professional environment.

3. EMPOWERING STUDENTS TO HAVE THEIR SAY

Key aims:
(i) We will support students to engage in things that affect them and wider society
(ii) We will go out to where students are and not wait for them to come to us, being present and listening to their experiences
(iii) We will emphasise our independence from the University, ensuring we challenge them based on our students' feedback and experiences, whilst continually demonstrating to students how and where we will represent them.

FEEDBACK AND INTELLIGENCE

The SU continued to proactively gather intelligence from students about their university experience, collecting feedback across all its services, activities, and interactions. Our internal feedback and intelligence group met regularly, with their work showing the following:

- Feedback was received consistently throughout the academic year
- Over 50% of feedback was received from international students
- Academic and education issues accounted for 22% of all feedback
- Finance and cost-of-living accounted for 14% of all feedback
- 10% of all feedback related to the Students' Union directly

As a result of feedback received the SU:

- Raised awareness amongst students of collusion and academic misconduct
- Raised awareness of housing and contracts amongst international students
- Continued to offer cost-of-living support through the Community Cupboard and Breakfast with the SU
- Worked with the International team to host cultural and religious events for international students

ACADEMIC REPRESENTATION

The Union continued to work closely with the University, through the joint Academic Representation Oversight Group (AROG), to deliver an effective academic representation system. There were high levels of engagement from reps throughout the year, with the SU focusing on enhancing their training, boosting engagement, and strengthening communication channels.

Highlights for the 2024/25 academic year included:
- 356 Course Reps elected by their peers
- 24 out of 27 Department Rep roles filled
- 58% Course Reps completed training, exceeding the 50% target
- 32 Reps achieved gold, silver, or bronze accreditation
- 4 Rep Forums were held across semesters 1 and 2
- 25 students attended the Student Voice Conference

Throughout the year, reps raised a number of issues and discussion points, including:
- Timetabling issues and improvements
- Clearer assessment guidelines and timely release of assessment details
- Clearer guidelines on mental health issues in relation to academic deadlines
- Clashes with placements and assessments
- Car parking concerns
- Improved catering options across all campuses

Satisfaction with the Academic Representation System

A key measure for the Union is student satisfaction with the academic representation system. This is measured through two annual surveys, the National Student Survey (NSS) completed by level 6 students and the Course Experience Survey completed by level 4 and 5 students. Results and levels of satisfaction were as follows:

National Student Survey:

How well does the Student's Union represent students' academic interests?
Overall University: 78.3% (compared to 76.5% in 2024 and 75% in 2023)

Course Experience Survey (CES):

Overall satisfaction with Academic Representation System
86.77% (compared to 85% in 2024)

I know who my course rep is?
85.6% (+2% compared to last year)

How well do course reps represent the interest of students on your course?
82.4% (-3% compared to last year, primarily Sport & Exercise Science and Institute of Education)

How well does the Students' Union represent students' academic interests?
87.3% (+3% compared to last year)

How satisfied are you with the Students' Union?
90.60% (+4% compared to last year)

STUDENT COUNCIL

Our Student Council, made up of the Full-Time Officers and key student representatives had another busy year providing a voice for students.
Standing agenda items for the Council included:
- Officer annual objectives and reports
- Updates from Sub Councils - Education Council, Student Activities Council, and Welfare and Inclusion Council
- Updates from Executive Committee and the Trustee Board
- Live Policies and Ideas
- Current student issues

Key discussions throughout the year included:
- Plans for student retention
- The SU presence at Dudley Campus
- SU finance and the ongoing cost-of-living crisis
- Challenges with integration for international students
- The SU Leadership Elections
- Student behaviour, including engagement in class and the use of shared spaces
- Placement transportation and car parking costs
- The accessibility of University campuses

SUB COUNCILS OF STUDENT COUNCIL

Education Council

Education Council serves as a forum for Department Reps, Academic Society Chairs, the Vice President Education, and the SU President to collaborate, discuss, debate, and address issues affecting the students they represent.

Discussions at Education Council throughout the year included:
- Timetabling feedback and concerns
- Lecture recording
- Consistency of academic feedback
- The suitability of teaching spaces
- Reasonable adjustment plans
- Accessibility of City Campus and the Jenny Lind building

Student Activities Council

Student Activities Council provides a platform for feedback from affiliated societies and sports clubs. It provides a voice for these groups within the SU structure, as well as give these student groups the ability to input on how they are run.

Discussions at Student Activities Council throughout the year included:
- Welcome Festival feedback
- Discontinuing the Enrichment Fund Scheme
- The Varsity spectator experience
- Timetabling on Wednesdays
- Feedback on the University's catering provision
- TeamWorc Awards nominations and voting process feedback
- Development of the SU website and ensuring its accessibility

Welfare and Inclusion Council

Welfare and Inclusion Council is made up of the SU President and 7 Network Chairs, with faith and cultural society Chairs invited but not able to vote. Its purpose is to drive debate, consider issues, form policy, and create a space for collaboration on the Union's representative work on welfare, inclusion, equity, and sustainable development.

Discussions at Welfare and Inclusion Council throughout the year included:
- The barriers to getting involved with the SU Leadership Elections
- Accessibility of The Hangar and SU spaces
- Accessibility of disabled toilets across the University
- Feedback on the University's Report a Concern portal
- Feedback on the University's Mental Health Charter

ACHIEVEMENTS AND PERFORMANCE
EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, continued to meet each month to monitor the Officers' objectives/campaigns and progress against active SU Policies, as well as to discuss student ideas (submitted via the Ideas Forum), student issues, and key projects (including those in collaboration with University). They also approved 12 new societies throughout the year. Matters attended to over the course of the year by the Committee included:

Active Policies/Student Ideas (via Ideas Forum):
- The use of AI
- University Mental Health and Wellbeing Policy
- Accessible Toilets on campus
- Gender Neutral Toilets
- Safe space on campus for breastfeeding
- Rooms to be provided for Prayers as well as relaxation
- Cost of Living Crisis
- A free food anonymous provision for students in need (Community Cupboard)
- Breakfast offering to ensure students get a healthy meal at the start of the day
- Integration of the Dudley Campus into all SU activities
- Website Accessibility

Other emerging student matters included:
- Increasing cost of Catering on Campus
- Changes to the University Calendar
- Improving student facilities at City Campus and Jenny Lind
- International Student Hardship
- Reasonable Adjustment Plans (and issues related to these for students)
- Placement issues for students, including lack of transport provision
- Increasing Conflicts across the World and the impact on students, friends and families
- NUS affiliation and reform
- How to increase the number of candidates standing in the Officer elections

LEADERSHIP ELECTIONS

The Leadership Elections took place in the final week of February, with 6 candidates standing for the 3 positions; 3 for SU President, 2 for Vice President Education, and 1 for Vice President Student Activities.

The Leadership Elections took place in the final week of February, with 6 candidate standing for the 3 positions; 3 for SU President, 2 for Vice President Education, and 1 for Vice President Student Activities. Candidate welfare and diversity remained a key priority for the elections, ensuring a sense of belonging and empowerment among students, as well as creating more equitable and representative governance within the Union.

In total, 2,944 votes were cast by 1,047 individual voters, representing 12.4% of the student population, and broadly in line with the sector average. The following candidates were successfully elected for the 2025/6 academic year:
SU President - Ronke Akintan
Vice President Education - Katie Costis
Vice President Student Activities - Olayemi Ogunleye

ALL STUDENT MEETING

The annual All Student Meeting was held in March, with the agenda including a review of the Union's strategic framework, review of accounts for 2023/4, review of affiliations for 2023/24, key updates from Officers, Q&A session, and an update on the University strategy delivered by the University Provost, Ann Jordan.

ACHIEVEMENTS AND PERFORMANCE

25 students attended, meaning the meeting was not quorate, but valuable feedback was received on subjects including society retention and affiliation, University catering, social spaces away from the St John's campus, and the use of artificial intelligence.

4. MAKING SURE OUR DIVERSE BODY IS REPRESENTED

Key aims:

(i) We will understand and learn about the diversity of our students so we can support and represent them
(ii) We will ensure Equity, Diversity, and Inclusion (EDI) is central to all we do, working to an informed action plan each year and keeping our members updated
(iii) We will deliver activities and events that are accessible and that appeal to different students

STUDENT NETWORKS

The Union continued to support 7 student-led Networks throughout the year; Commuter Students' Network, Disabled Students' Network, International Students' Network, LGBTQ+ Students' Network, Mature Parents and Carers Network, Race Equality Network, Women's Network.

There were a total of 48 Network members, with a total of 11 committee positions filled, with the Commuter Students' Network and the Mature Parents and Carers Network not filling any committee positions.

Networks continued to represent students through a number of activities and campaigns throughout the year, including:
- Race Equality Week events including food tasting and cultural fashion show
- #BlackMentalMatters social media and awareness campaign
- Engagement with police scrutiny and community-police dialogue
- Blind Awareness event and social media campaign
- Women's Week events and social media campaign around the theme of Celebrating Us

EQUALITY, DIVERSITY AND INCLUSION (EDI)

The Union remains committed equality of opportunity and promoting a positive and inclusive culture. The Union's internal EDI Working Group meets on a monthly basis and links into the Welfare and Inclusion Council. The group worked towards a comprehensive action plan throughout the year, resulting in a number of actions and achievements:

- Introduction of a neurodiversity policy for staff, with accompany reasonable adjustments process
- Development and delivery of mandatory EDI training for committee members
- Delivery of mandatory neurodiversity training for committee members and academic reps
- Staff training on the use of inclusive language for international students
- Signed the Gypsy, Roma, Traveller, Showmen and Boaters into higher education pledge
- Lobbied the University to update their New and Expectant Mother's policy
- Lobbied the University to celebrate Race Equality Week as part of their annual calendar
- Created a new EDI action plan for the Leadership Elections
- Undertook a full accessibility review of the Help & Advice service
- Advocated for reasonable adjustment plans to be stringently followed by academic staff
- Hosted a diverse range of cultural and religious events
- Worked with the University to give students the ability to change their preferred name on SOLE
- Supported students with the cost-of-living crisis through the Community Cupboard and Period Dignity

The Hangar

The Hangar hosted a diverse range of cultural and religious events and celebrations throughout the year, working closely with the Officer team, University and increasingly the International Team to deliver these.

ACHIEVEMENTS AND PERFORMANCE

As well as events held within our own venue the popularity of events has increased such that we had to use an external venue to accommodate everybody wanting to attend. The Holi event in March was held in the local nightclub for our students. We continued to host Diwali, Onam Festival, Nigerian Independence, Chinese New Year, a well as many events during Black History Month, and a discussion forum for the GRTBS communities.

In addition to the growing number of cultural events the Hangar is also home to many student and network led events, with more events than ever hosted by students to either raise awareness or to raise funds for their clubs or society, or more commonly for a local charity. It is particularly heartwarming to see how much charity fundraising is still undertaken by students, despite many relying on foodbanks and our own community cupboard to be able to feed themselves.

5. BUILDING CONNECTED COMMUNITIES WHERE STUDENTS FEEL THEY BELONG

Key aims:

(i) We will be highly visible to our student body and be a 'home from home' through physical and online spaces
(ii) We will help and enable students to build communities that benefit them and their University experience
(iii) We will provide environments for students to have positive interactions with each other and learn new things

INDUCTION TALKS

The Students' Union delivered more September induction talks than ever before, with 50 inductions taking place compared to 46 in the previous year. Induction talks were delivered to all Schools and across all levels of study.

School	No. Induction Talks
Institute of Arts and Humanities	6
Institute of Education	8
School of Health and Wellbeing	11
Medical School	1
School of Nursing and Midwifery	6
School of Science and the Environment	8
School of Sport and Exercise Science	7
Worcester Business School	3
TOTAL	**50**

WELCOME FESTIVAL

Working alongside teams at the University, the SU delivered a full program of Welcome Festival events for new and returning students. Daytime events on the arrivals weekend included the Big Worcester Welcome, a board game café at City Campus, and speed friending in The Hangar. The Welcome Fair, held on the Wednesday, took place at the University Arena and was a huge success with over 2,500 attending.

The Hangar also hosted a wide range of evening events throughout Welcome Festival, with approximately 1,000 students attending. The week started with the Welcome Party, with lots of new faces and a full venue all night long. The fun continued throughout the week with events including the Welcome Party, Disco Binglow, Quiz Night, Worcester Wednesday, and Musical Bingo.

TEAMWORC AWARDS

The TeamWorc Awards are an opportunity for the SU to celebrate the achievements of societies, clubs, Networks, volunteers, reps, and individual students. The Awards took place in The Hangar in mid-May, with 150 students and VIPs from the University in attendance, and following winners presented with their awards:
- Athlete of the Year - Jack Long
- Changemaker for Equality, Diversity, and Inclusion - Alice Hopkins

ACHIEVEMENTS AND PERFORMANCE

- Changemaker for Student Experience - Ben Hooper
- Changemaker for Sustainability - Lewis Brannan
- Charity Fundraising Student Group of the Year - Paramedic Society
- Collaboration Award - Poetry, Book Club, and Allotment and Gardening
- Course Rep of the Year - Mia Atherden
- Department Rep - Katie Cobain (Medicine)
- Event of the Year - 24-hour CPR Training Marathon (Paramedic Society)
- Outstanding Contribution to the Community - Amy Shadbolt
- Network Campaign of the Year - Race Equality Week (Race Equality Network)

Network of the Year - Women's Network

- Society Committee Member of the Year - Carolina Furtado and Lauren Frankland (Gaming)
- Sports Club Committee Member of the Year - Nyah Killeen (Dance)
- Society of the Year - Paramedic Society
- Sports Team of the Year - Men's Cricket 1st
- Sports Club of the Year - Dance

MARKETING AND COMMUNICATION

Throughout 2024-25, the Union continued to communicate to students across a range of platforms, including social media, physical and digital displays, direct email, and face-to-face promotion.

Significant levels of promotion were given to three of the SU's major events during the year; Welcome Festival, the Leadership Elections, and Varsity, with high levels of engagement both online and in-person. Along with regular, ongoing promotion (including a weekly email to the student body) of SU services, campaigns, and events, several campaigns saw a particular focus. These included the Community Cupboard and cost-of-living support, Help & Advice, Refreshers and Give it a Go Week, and the Insights survey in May.

Marketing and social media content for The Hangar saw promotion of major events such as Welcome Festival, Refreshers, and a variety of student-led events. There was also continued promotion of the weekly line-up, newly introduced products and drinks, non-alcoholic offerings, value for money and The Hangar's position as one of the cheapest venues in Worcester.

Website

Website use and engagement has remained at levels consistent with previous years. There are significant increases in both use and engagement at notable times during the academic year; Welcome Festival, the Leadership Elections, and club and society elections. The Sports & Societies and Help & Advice pages remain the most accessed areas of the website across the year. September, October, and March are the busiest months, with between 61,000 and 71,000 pages views by between 8,000 and 8,500 users. The total number of page views over the year was 449,510 by 64,537 users.

SUSTAINABILITY

Despite having limited resources to dedicate to sustainability, the SU collaborated with the University and students to:

- Deliver a range of activities for Go Green Week
- Host regular Repair Cafes in The Hangar
- Create new internal guidance around ethical procurement, sustainable meetings, sustainable events, and our digital carbon footprint
- Launch a new Change Maker for Sustainability Award at the TeamWorc Awards
- Redistributed kitchen items through the Kitchen Korner initiative
- Revitalised the Book Swap with 285 books donated
- Collaborated with Hey Girls to provide sustainable period products

ACHIEVEMENTS AND PERFORMANCE

STAFF DEVELOPMENT

Staff learning, development, and wellbeing remains very important to the Union. We continued to hold regular team meetings, always chaired by a different member of the team to help develop their chairing skills, to aid teamwork and communication. All staff also participate in strategy setting workshops and operational plan reviews to ensure they all "own" what we are trying to achieve. Staff activities include a number of breakfast get togethers as well as team events such as bowling, crazy golf and rounders.

Student staff were all inducted into their roles and have places on the Union's Staff Consultative Forum and Health and Safety Committee. Several student staff received recognition throughout the year for great work (through an on-line nomination process).

Union staff and Officers undertook learning and development over the year, as well as being encouraged to get involved in projects outside of their immediate area of work to widen their knowledge and develop new skills. Courses and learning undertaken over the year included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, First Aid. Neurodiversity training, Gypsy, Roma, Traveller, Showman and Boater Training, Race Awareness training. As well as these, staff and Officers attended many of the annual conferences and events, including NUS Strategic Exchange, Membership Services Conference, SOS-UK (Students Organising for Sustainability) Sustainability Summit, SU Digital, BUCS Conference, NUS Conference, The NUS Trade Show, and Lead and Change.

Core staff had their Personal Performance Appraisals (PPA) held and objectives set, which fed into the Union's operational plan. Staff also have a Personal Development Plan that sits alongside their PPA and all follow a 121 template that was implemented in year to ensure they monitored progress against objectives, recorded successes and challenges, and actions from each 121.

The year has been a challenge but we have continued to update and develop policies and procedures based on legislation changes and best practice obtained from attending both external workshops and sharing information with other SUs.

- Staff benefits package, including exploring the cost of Medical/Dental care provision
- Updating the Neurodiversity policy
- Creating a Sexual Harassment at Work policy
- Creating a Neonatal Care Leave and Pay policy
- Working with StaffSavvy to improve reporting of TOIL, Holiday and Discretionary days
- Finance Procedures have been updated to provide delegated approval powers to all budget holders.
- Working with Rradar to provide assistance and guidance with HR matters and policy updates.
- Continuing to attend HR Communities of Practice webinars

OVERALL PERFORMANCE AND STUDENT SATISFACTION

National Student Survey (NSS):

Q25 How well does the Student's Union represent students' academic interests?
Overall University: 78.3% (sector average 76.2%, our score in 2024 was 76.5%)

The Union is positioned 38th out of 147 Unions nationally in the Universities' compiled NSS rankings (37th/147 in 2024 and for Q25 - 37th/148 in 2023, and for the previous Q26 - 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

The Union scores improved in all B2 optional questions (which traditionally score much lower than the compulsory questions):

B2 - Students' Union - Overall score 40.7% (37.3% in 2024) We do not get sector averages for these questions.

- B.2.1. The Students' Union had had a positive impact on my sense of belonging to the university or college - 44.1% (37.6% in 2024)
- B.2. 2. The Students' Union has had a positive impact on the local community = 44.1% (42% in 2024)
- B.2.3. The Students' Union has helped me develop useful life skills = 36.2% (32.1% in 2024).

ACHIEVEMENTS AND PERFORMANCE

WSU Insights Survey

In May, the SU surveyed students on how they feel we are doing against our strategic framework, receiving a total of 251 responses. Key results from the survey included:
- Over 35% of respondents were 1st year students, compared to under 20% for 2nd year students
- Most respondents studied professional courses and were based at St Johns campus
- 87% of respondents agreed or strongly agreed that the SU and its range of services supported the health and wellbeing of students.
- 75% agreed or strongly agreed that the SU prioritises EDI
- 57% agreed or strongly agreed that the Officer roles were relevant to them.
- 78% agreed or strongly agreed that the SU has a positive impact on university life

Some very pleasing free text comments included:
- The SU has helped me feel more connected to campus life through events and society activities
- The SU has had a positive impact on me by creating a welcoming and inclusive environment on campus.
- The SU helped me find a group of people I now consider lifelong friends through my society.
- The range of clubs and events organized by the SU made it easier to settle into university life and feel part of a community.
- The SU has helped me feel welcome as an exchange student and provided a sense of community through clubs and events.

We also asked students what they would like us to see from us in the future to be the best SU and had several free-text responses, that can be summarised as students wanting:
- more visible presence of the Union across the campuses
- more support for international students, mature students, and neurodiverse students, and
- more daytime events.

The Union will work to address this as it develops its operational plan for 2024/25.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £984,241 (2024: £1,011,070). Total expenditure of £992,474 (2024: £1,039,232) on all the students' services we provide, which left a deficit for the year of £8,223 (2024: deficit £28,162).

The General Fund balance at the year end stood at £141,986 (2024: £159,210).

Restricted funds, which represent monies raised by the Union's various clubs and societies were £208,244 (2024: £210,950).

Reserves policy

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

The level of reserves needed at any one time was reviewed again in-year by the Trustee Board and was agreed to remain at 3 months' operating costs (as defined by the annual budgeted organisational expenditure), known as the 'operating reserve'. The Board is acutely aware that if the Block Grant does not increase the SU will fall below the required levels levels in 2025/26 for 3-4 months in the Summer of 2026. However, if the requested increase in Block Grant is provided the SU would hope to trade within its limits. The Union's reserves policy states that action needs to be taken if this is the case for more than 6 months, at which point the Trustees should ask the management to formulate a recovery plan for the Board's approval. The Union has also communicated this to the University.

FINANCIAL REVIEW

As mentioned throughout this report, the senior management are highly sensitive to the financial situation facing the Union and already have a number of cost-saving measures and regular contract negotiations in place. Staff positions are reviewed routinely when a member of the team leaves the organisation and, in the current circumstances, particular emphasis is placed on whether the remaining team could realistically consume any extra work, if staffing levels decline any further then a recruitment drive will be required, at this stage we will look at job requirements and recruiting the skill set required, not necessarily a replacement role.

Reserves in excess of the required reserves are held as 'free reserves' or 'designated reserves', in accordance with the Trustee Board. If there are surplus funds available above the minimum level, the Committee should plan to utilise these within three years.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant. This is to ensure we continue to maximise our impact and can maintain our services in a financial environment where costs continue to rise or remain high, as well as to develop as an organisation to meet the needs of our increasingly diverse student body. A key promise in our new strategic framework is to be visible and relevant to more and more of our members; to be proactive and not wait for them to come to us. This requires significant outreach work and creativity from what is a very small team (now only 13 core staff), whilst doing what we can to minimise financial risk, ensure we are future proof, and maintain healthy reserves. With an increasing number of campuses, including developments at Riverside, the Outreach programme is taking up a large percentage of staff time, often in return of little student interaction.

We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to maximise the benefit of all contracts and reduce costs wherever possible. We feel strongly that there is a need to strategically review the Union's funding, space, and facilities on St John's campus and other campuses (especially City Campus), to build on good student satisfaction levels and to support the University's aims around recruitment, retention, and progression. When we surveyed our members in May 2024, they told us that we are not visible enough outside off St Johns campus - we are doing our best to address this within our current team and resources.

The Hangar space is starting to show signs of wear and tear and is not only in need of some upgrading it also needs to be repurposed. With the change in student behaviours, and a shift to "competitive socialising", we need to make some amendments to the facilities on offer. With an ever-increasing number of students attending the University with accessibility limitations the upstairs bar is a considerable drawback (especially with an unreliable lift), and this has been raised in the EDI and Student Councils.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Since becoming a registered charity, WSU has a dedicated Board of Trustees, consisting of up to three full time officers, up to four student trustees, and up to four lay trustees. The Student and Lay Trustees are selected based on their appropriateness, experience, and expertise by a simple majority vote of an Appointments Panel. The Board of Trustees has overall responsibility for the good governance and financial stability of the Union.

The Union is a democratic organisation. Student Council agrees the Policy of the Union, discusses wider and national issues that affect students at Worcester, represents the voice of students, and makes, appeals and amends the Bye-Laws, jointly with Trustees. Student Council continued to hold the officers accountable for their actions this year through a number of meetings.

Three Full Time Officers are elected into position by cross-campus secret ballot, for a one-year term of office and they become the Union's Executive Committee. The Executive Committee oversee the day-to-day student-centred activities of the Union and are accountable to Student Council. All Executive Officers receive an induction and training into their legal and administrative responsibilities, with an on-going programme of development during their term of office. The Full Time Officers can run for re-election for a second year on the same terms.

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

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. The Union also receives IT Services from the University through an Operating Model. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union believes this that this support is an integral part of the University structure and strategic plans and of significant value to the overall student experience.

The Union believes it has continued to demonstrate its value and impact in facilitating opportunities and communities for students, providing students with a voice, and continuously improving the experience at Worcester. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, enduring memories of their time at University.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose

The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. The Union implemented a new 5-year Strategic Framework in Autumn 2023, following extensive consultation with students and staff during 2022/23. A new vision, mission, values, enablers, and organisational KPIs are part of the framework, alongside 5 key strategic themes which will underpin the work of the Union.

2. Leadership

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensures an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union and their role. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions on important issues. The Chief Executive also maintains email communication with the Board between meetings on salient matters, as well as meets with the Chair and Deputy Chair between full Board meetings to discuss any management priorities.

6. Diversity
The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union looks to external support and expertise when recruiting Lay Trustees, where this is affordable. When recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. Considering the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law, and financial competency. The Union also maintains its own Annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register. The register was reviewed during the academic year and areas deemed to be of heightened risk, are listed below, with associated actions to try and mitigate or annul. The number of heightened risk areas has reduced to 5 in 2024/25 (2023/24 it was 6).

- That the Union does not achieve an increase in in block grant received from the University but continues to rely heavily on its own commercial income: The block Grant has remained static since 2021/22. The Union has a strong ongoing relationship with the University and regularly reports on impact but a static block grant and increased costs, particularly in relation to human resources, is placing significant strain on the organisation's finances. Quarterly finance meetings with the Pro Vice Chancellor Finance and Resources continue, where accounts and budgets are discussed, as well as challenges and developments. The Union is currently operating strict spending policies, saving costs where it can, and is seeking appropriate alternative income streams that do not breach existing sponsorship contracts, but this remains very challenging.

- The Union receives a cut in its annual block grant from the University as a result of low student recruitment (particularly in light of current inflationary rises to general costs and salaries): As above, the block grant has remained static since 2021/22 and the University continues to face recruitment challenges. The University has strategies in place for recruitment, retention and progression, the number of international students is increasing year on year. The Union continues to implement cost saving measures where it can, as above.

- Union trading operations are not profitable as expected as a result of University or external influences: This remains a serious concern, affected by the ongoing national cost of living crisis and rises in the National Living Wage. Students' ability to spend is much reduced, whilst staff costs continue to rise. As above, the Union meets on a quarterly basis with the PVC (Finance and Resources) and attends the University's Audit Committee each November following the production of annual accounts. Monthly accounts are shared with the University Executive and Trustee Board. The Union continues to implement cost saving measures where it can and look into alternative income streams that are appropriate, as above. Monthly meetings take place with Venue staff and senior managers and efforts continue to increase external bookings in the venue to pre pandemic levels and to ensure student events are as cost sensitive as possible to entice students in. The Union occupies a University building, with outlets run by the University's caterers, which limits the ability to diversify operations and independent income. It is also in conversation with the University about how to affordably update and decorate/refurbish the venue to encourage more students to use the space. Bar sales continue to decline (in line with the National Trend), the bar has introduced a Loyalty card to encourage students to frequent and spend at the bar. With students opting to pre-drink in halls/houses, and with no food provision in the SU after 3pm, it is becoming increasingly difficult to run the bar profitably. The SU continues to explore external bookings for the venue, and hosted an ex students wedding during the year, we are also forging links with local football clubs to host post game drinks at the weekends.

- The Union suffers a significant fall in income through a lack of sponsorship contracts:
Monthly meetings are held with key sponsorship partners, including Tramps and Dominoes. The principal contract with Tramps remains half that of pre pandemic levels. The contract with Dominos remains stable and at previous levels. Contracts are renegotiated in a timely manner by Union management and the Trustee Board and University kept informed of any concerns around renewal or a reduction of income from any agreement. Opportunities are sought for additional income (as per risks above and bearing in mind limitations placed by our principal contract) where possible and best practice sought from the sector. As well as weekend external bookings we are trying to host more daytime events for students, these include Vintage Clothing, Epic Paintball, Goose & Gander.

STRUCTURE, GOVERNANCE AND MANAGEMENT

- The Union and its staff are adversely affected by negative developments with pension provider/s, namely SUSS: Communication has been maintained with SUSS Trustees, and NUS. AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. Latest AGM (March 2025) confirmed continuingly low levels of funding although it had improved slightly, under the fiduciary management of Schroders. The recovery period for the scheme currently ends on 1st May 2037. Many Unions are now investigating the cost of their S75 to pull out of the scheme, with an increasing number taking up the option, whilst this does increase the risk for those remaining it is also providing an early injection of funds into the scheme which may lead to a shortening recovery period. Next valuation is due in June 2025 (in June 2022, the scheme was £134m in deficit).

No new risks were identified during the year.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership. A benchmarking exercise was also undertaken using Croner Group data in April 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
B. Williams - appointed October 2019, commenced second term in office October 2022
M. Brittain - appointed October 2018, ended term of office February 2025
W. Galloway - appointed February 2025
E. Burke - appointed May 2023
T. Young - appointed October 2023
O. Ottawell - appointed February 2025
A. George - appointed June 2025
R. Mane - appointed June 2024, ended term of office June 2025
J. Lambert - appointed June 2024, ended term of office June 2025
E. Atkinson - appointed June 2024, ended term of office June 2025
O. Ogunleye - appointed June 2025
K. Costis - appointed June 2025
M. Akintan - appointed June 2025

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under charity law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 16/10/25 and signed on its behalf by:

.....
Trustee

Opinion

We have audited the consolidated financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

• The Group is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to correctly account for restricted funds is of key significance.
• We gained an understanding of how the Group complied with its legal and regulatory framework, including the requirement to properly account for restricted funds through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the Group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of our report

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

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: **18 January 2026**

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**607,150**	**-**	**607,150**	607,300
Charitable activities	5				
Student activities		**-**	**199,208**	**199,208**	180,788
Bar		**93,835**	**-**	**93,835**	132,452
Other trading activities	3	**76,697**	**-**	**76,697**	83,042
Investment income	4	**7,351**	**-**	**7,351**	7,488
Total		**785,033**	**199,208**	**984,241**	1,011,070
EXPENDITURE ON					
Raising funds	6	**84,601**	**-**	**84,601**	96,439
Charitable activities	7				
Representation		**112,999**	**-**	**112,999**	106,442
Advice and welfare		**81,701**	**-**	**81,701**	83,215
Student activities		**260,729**	**201,914**	**462,643**	459,224
Bar		**222,732**	**-**	**222,732**	265,954
Affiliations		**27,798**	**-**	**27,798**	27,958
Total		**790,560**	**201,914**	**992,474**	1,039,232
NET INCOME/(EXPENDITURE)		**(5,527)**	**(2,706)**	**(8,233)**	(28,162)
Other recognised gains/(losses)					
Actuarial gains on defined benefit schemes		**-**	**-**	**-**	30,785
Net movement in funds		**(5,527)**	**(2,706)**	**(8,233)**	2,623
RECONCILIATION OF FUNDS					
Total funds brought forward		**(208,214)**	**210,950**	**2,736**	113
TOTAL FUNDS CARRIED FORWARD		**(213,741)**	**208,244**	**(5,497)**	2,736

Consolidated Balance Sheet
31 July 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	**1,284**	-	**1,284**	5,710
CURRENT ASSETS					
Stocks	14	**3,188**	-	**3,188**	5,350
Debtors	15	**15,471**	-	**15,471**	29,513
Cash at bank and in hand		**507,305**	**208,244**	**715,549**	361,745
		525,964	**208,244**	**734,208**	396,608
CREDITORS					
Amounts falling due within one year	16	**(385,262)**	-	**(385,262)**	(32,158)
NET CURRENT ASSETS		**140,702**	**208,244**	**348,946**	364,450
TOTAL ASSETS LESS CURRENT LIABILITIES		**141,986**	**208,244**	**350,230**	370,160
PROVISIONS FOR LIABILITIES	17	**(355,727)**	-	**(355,727)**	(367,424)
NET ASSETS/(LIABILITIES)		**(213,741)**	**208,244**	**(5,497)**	2,736
FUNDS	18				
Unrestricted funds				**(213,741)**	(208,214)
Restricted funds				**208,244**	210,950
TOTAL FUNDS				**(5,497)**	2,736

The financial statements were approved by the Board of Trustees and authorised for issue on 16/10/25 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	**1,284**	**-**	**1,284**	5,710
Investments	13	**1**	**-**	**1**	1
		1,285	**-**	**1,285**	5,711
CURRENT ASSETS					
Stocks	14	**3,188**	-	**3,188**	5,350
Debtors	15	**15,471**	-	**15,471**	29,513
Cash at bank and in hand		**507,305**	**208,244**	**715,549**	361,745
		525,964	**208,244**	**734,208**	396,608
CREDITORS					
Amounts falling due within one year	16	**(385,263)**	**-**	**(385,263)**	(32,159)
NET CURRENT ASSETS		**140,701**	**208,244**	**348,945**	364,449
TOTAL ASSETS LESS CURRENT LIABILITIES		**141,986**	**208,244**	**350,230**	370,160
PROVISIONS FOR LIABILITIES	17	**(355,727)**	**-**	**(355,727)**	(367,424)
NET ASSETS/(LIABILITIES)		**(213,741)**	**208,244**	**(5,497)**	2,736
FUNDS	18				
Unrestricted funds				**(213,741)**	(208,214)
Restricted funds				**208,244**	210,950
TOTAL FUNDS				**(5,497)**	2,736

The financial statements were approved by the Board of Trustees and authorised for issue on 16/10/25 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Consolidated Cash Flow Statement for the Year Ended 31 July 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	**346,453**	(60,039)
Net cash provided by/(used in) operating activities		**346,453**	(60,039)
Cash flows from investing activities			
Interest received		**7,351**	7,488
Net cash provided by investing activities		**7,351**	7,488
Change in cash and cash equivalents in the reporting period		**353,804**	(52,551)
Cash and cash equivalents at the beginning of the reporting period		**361,745**	414,296
Cash and cash equivalents at the end of the reporting period		**715,549**	361,745

The notes form part of these financial statements

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(8,233)**	(28,162)
Adjustments for:		
Depreciation charges	**4,426**	5,775
Interest received	**(7,351)**	(7,488)
SUSS Pension deficit movements	**(11,697)**	(13,009)
Decrease in stocks	**2,162**	1,187
Decrease/(increase) in debtors	**14,042**	(9,931)
Increase/(decrease) in creditors	**353,104**	(8,411)
Net cash provided by/(used in) operations	**346,453**	(60,039)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.24 £	Cash flow £	At 31.7.25 £
Net cash			
Cash at bank and in hand	**361,745**	**353,804**	**715,549**
	361,745	**353,804**	**715,549**
Total	**361,745**	**353,804**	**715,549**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

Retail fixtures and fittings -	10 to 30% per annum straight line and 20% reducing balance
Administration fixtures & fittings -	20% per annum reducing balance
Improvements to premises -	10 to 20% per annum straight line and 20% reducing balance

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

continued...

1. ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000

The 2022 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2037, increasing by 5% each year.

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2037, a discount rate of 5% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Grants	600,000	600,000
Other grants	7,150	7,300
	607,150	607,300

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

	2025	2024
	£	£
University of Worcester	600,000	600,000

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Marketing	54,091	62,350
Other	2,742	119
Commissions receivable	4,104	4,368
Varsity income	12,731	9,731
Events income	3,029	6,474
	76,697	83,042

4. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	7,351	7,488

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2025	2024
		£	£
Student Activity			
Membership	Student activities	199,208	180,788
Bar	Bar	93,835	132,452
		293,043	313,240

continued...

6. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Staff costs	71,037	85,083
Marketing costs	13,564	11,599
	84,601	96,682

Other trading activities

	2025	2024
	£	£
Purchases	-	44
Bad debts	-	(287)
	-	(243)
Aggregate amounts	84,601	96,439

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Representation	-	112,999	112,999
Advice and welfare	62,870	18,831	81,701
Student activities	330,810	131,833	462,643
Bar	109,734	112,998	222,732
Affiliations	27,798	-	27,798
	531,212	376,661	907,873

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	84,007	28,992	112,999
Advice and welfare	13,998	4,833	18,831
Student activities	98,003	33,830	131,833
Bar	84,001	28,997	112,998
	280,009	96,652	376,661

continued...

8. SUPPORT COSTS - continued

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

Support costs, included in the above, are as follows:

	Representation	Advice and welfare	Student activities
	£	£	£
Wages	59,280	9,880	69,159
Social security	3,072	512	3,585
Pensions	8,049	1,341	9,390
Insurance	4,825	804	5,629
Postage and stationery	124	20	143
Travel expenses	410	68	478
Consultancy costs	189	31	220
Conferences and training	1,677	279	1,956
Computer costs	4,822	803	5,624
Legal and professional	97	16	114
Miscellaneous cost	463	77	539
Bank charges	572	95	666
Recruitment	268	45	314
Depreciation of tangible assets	159	27	186
Trustees' remuneration etc	22,169	3,695	25,866
Auditors' remuneration	3,090	515	3,605
Sundries	35	6	42
Accountancy and legal fees	476	79	556
Conferences and training	582	97	679
Institute reps honorariums	1,844	308	2,153
Campaign costs	796	133	929
	112,999	18,831	131,833

	Bar	2025 Total activities	2024 Total activities
	£	£	£
Wages	59,279	197,598	158,854
Social security	3,073	10,242	10,870
Pensions	8,048	26,828	22,567
Insurance	4,825	16,083	10,209
Postage and stationery	123	410	502
Travel expenses	409	1,365	2,630
Consultancy costs	188	628	1,075
Carried forward	75,945	253,154	206,707

continued...

8. SUPPORT COSTS - continued

	Bar	2025 Total activities	2024 Total activities
	£	£	£
Brought forward	**75,945**	**253,154**	**206,707**
Conferences and training	**1,676**	**5,588**	**4,403**
Computer costs	**4,821**	**16,070**	**9,671**
Legal and professional	**98**	**325**	**7,173**
Miscellaneous cost	**462**	**1,541**	**1,618**
Bank charges	**571**	**1,904**	**1,863**
Recruitment	**269**	**896**	**395**
Market Research	**-**	**-**	**695**
Depreciation of tangible assets	**159**	**531**	**531**
Trustees' remuneration etc	**22,171**	**73,901**	**64,514**
Wages	**-**	**-**	**33,046**
Social security	**-**	**-**	**2,867**
Pensions	**-**	**-**	**818**
Auditors' remuneration	**3,090**	**10,300**	**11,750**
Sundries	**36**	**119**	**95**
Accountancy and legal fees	**476**	**1,587**	**-**
Conferences and training	**582**	**1,940**	**5,589**
Institute reps honorariums	**1,845**	**6,150**	**1,500**
Campaign costs	**797**	**2,655**	**1,223**
Travel and subsistence	**-**	**-**	**354**
	112,998	**376,661**	**354,812**

9. TRUSTEES' REMUNERATION AND BENEFITS

	2025	2024
	£	£
Trustees' salaries	**70,424**	60,221
Trustees' social security	**3,477**	4,293
	73,901	64,514

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 July 2025 nor for the year ended 31 July 2024.

continued...

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	**526,321**	575,058
Social security costs	**34,941**	41,842
Other pension costs	**34,589**	32,191
	595,851	649,091

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

	2025	2024
Full time	**19**	17
Part time	**2**	16
Students - Semester only	**15**	-
	36	33

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

	2025	2024
£60,001 - £70,000	**1**	-

The key management personnel of the charity during the year ended 31 July 2025 comprised of the Chief Executive, Director of Finance, Director of Representation and Membership Services and the Venue and Events Manager.

The total amount paid, including Employers National Insurance and Pension, to the Key Management Personnel for the year ended 31 July 2025 was £198,644 (2024: £217,018).

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	607,300	-	607,300
Charitable activities			
Student activities	-	180,788	180,788
Bar	132,452	-	132,452
Other trading activities	83,042	-	83,042
Investment income	7,488	-	7,488
Total	830,282	180,788	1,011,070
EXPENDITURE ON			
Raising funds	96,439	-	96,439
Charitable activities			
Representation	106,442	-	106,442
Advice and welfare	83,215	-	83,215

continued...

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
Student activities	292,347	166,877	459,224
Bar	265,954	-	265,954
Affiliations	27,958	-	27,958
Total	872,355	166,877	1,039,232
NET INCOME/(EXPENDITURE)	(42,073)	13,911	(28,162)
Other recognised gains/(losses)			
Actuarial gains on defined benefit schemes	30,785	-	30,785
Net movement in funds	(11,288)	13,911	2,623
RECONCILIATION OF FUNDS			
Total funds brought forward	(196,926)	197,039	113
TOTAL FUNDS CARRIED FORWARD	(208,214)	210,950	2,736

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2024 and 31 July 2025	**912,277**
DEPRECIATION	
At 1 August 2024	**906,567**
Charge for year	**4,426**
At 31 July 2025	**910,993**
NET BOOK VALUE	
At 31 July 2025	**1,284**
At 31 July 2024	5,710

continued...

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2024 and 31 July 2025	**1**
NET BOOK VALUE	
At 31 July 2025	**1**
At 31 July 2024	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2025 £	2024 £
Stocks	**3,188**	5,350

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group and Charity	2025 £	2024 £
Trade debtors	**4,164**	11,477
Other debtors	**1,699**	1,699
VAT	**72**	961
Prepayments and accrued income	**9,536**	15,376
	15,471	29,513

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025	2024	**2025**	2024
Trade creditors	**11,391**	7,728	**11,391**	7,728
Taxation and social security	**9,773**	9,798	**9,773**	9,798
Other creditors	**364,098**	14,632	**364,098**	14,632
Inter company	**-**	-	**1**	1
	385,262	32,158	**385,263**	32,159

continued...

17. PROVISIONS FOR LIABILITIES

Group and Charity	2025	2024
	£	£
Provisions	355,727	367,424

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

Group and Charity	At 1.8.24	Net movement in funds	Transfers between funds	At 31.7.25
	£	£	£	£
Unrestricted funds				
General fund	159,210	12,836	(30,060)	141,986
Pension deficit	(367,424)	(18,363)	30,060	(355,727)
	(208,214)	(5,527)	-	(213,741)
Restricted funds				
Clubs and societies	210,950	(2,706)	-	208,244
TOTAL FUNDS	2,736	(8,233)	-	(5,497)

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

Group and Charity	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	785,033	(772,197)	12,836
Pension deficit	-	(18,363)	(18,363)
	785,033	(790,560)	(5,527)
Restricted funds			
Clubs and societies	199,208	(201,914)	(2,706)
TOTAL FUNDS	984,241	(992,474)	(8,233)

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

Group and Charity	At 1.8.23 £	Net movement in funds £	Transfers between funds £	At 31.7.24 £
Unrestricted funds				
General fund	214,292	(26,447)	(28,635)	159,210
Pension deficit	(411,218)	15,159	28,635	(367,424)
	(196,926)	(11,288)	-	(208,214)
Restricted funds				
Clubs and societies	197,039	13,911	-	210,950
TOTAL FUNDS	113	2,623	-	2,736

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	830,282	(856,729)	-	(26,447)
Pension deficit	-	(15,626)	30,785	15,159
	830,282	(872,355)	30,785	(11,288)
Restricted funds				
Clubs and societies	180,788	(166,877)	-	13,911
TOTAL FUNDS	1,011,070	(1,039,232)	30,785	2,623

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

Group and Charity	At 1.8.23 £	Net movement in funds £	Transfers between funds £	At 31.7.25 £
Unrestricted funds				
General fund	214,292	(13,611)	(58,695)	141,986
Pension deficit	(411,218)	(3,204)	58,695	(355,727)
	(196,926)	(16,815)	-	(213,741)
Restricted funds				
Clubs and societies	197,039	11,205	-	208,244
TOTAL FUNDS	113	(5,610)	-	(5,497)

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,615,315	(1,628,926)	-	(13,611)
Pension deficit	-	(33,989)	30,785	(3,204)
	1,615,315	(1,662,915)	30,785	(16,815)
Restricted funds				
Clubs and societies	379,996	(368,791)	-	11,205
TOTAL FUNDS	1,995,311	(2,031,706)	30,785	(5,610)

Clubs and societies - these funds represent income from the various student clubs and societies which is specifically to be spent on the fund or society to which it relates.

19. EMPLOYEE BENEFIT OBLIGATIONS

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000.

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

The following assumptions applied at 30 June 2022:-

- **Discount rate: Bank of England gilt curve + 1.5% pa, linearly changing over a term of 13 years to gilts curve + 0.25% pa.**
- **Pension increases: A model of each increase, allowing for insurers' relative pricing of different caps and collars..**

The 2022 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit by 1 May 2037 and will increase by at least 5% each year.

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme of £5,038 pa. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The liability provided for in respect of the SUSS pension deficit amounted decreased to £355,727 (2024: £367,424) at 31 July 2025(see note 17). The liability figures have been produced using a discount rate of 5% (2024: 5%).

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2025 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the University of Worcester to cover salaries and overheads. The amount received for the year ended 31 July 2025 was £600,000 (2024: £600,000).

At the year end the total due to the Union from the University of Worcester was £Nil (2024: £9,125).

At the year end the total due to the University of Worcester from the Union was £Nil (2024: 4,227).

21. ULTIMATE CONTROLLING PARTY

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

WORCESTER STUDENTS' UNION

England & Wales - Charity number 1145192

Accounts

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2024

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2024

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2023/24 academic year was another very busy and at times challenging one for Worcester Students' Union (WSU). The cost-of-living crisis and financial pressures continued to have a significant effect on our operations and staff, whilst we endeavoured to begin delivering on a new 5-year strategic framework. We also spent most of the year with only two elected Full Time Officers in post. The year did, however, see some excellent results and outcomes, of which the staff and officer team can be extremely proud. We continue to strive for excellent satisfaction rates amongst our members and to consistently defy our size in terms of impact and national reputation.

We hope this report gives a good insight into our key activities and outcomes in 2023/24, as well as into our ongoing challenges, and a flavour of our future plans. The report is laid out slightly differently to recent years and is done so according to the new Strategic Themes of the Union. An Annual Impact Report for the year will, also, be produced at the end of Semester 1 of 2024/25 and shared widely with the Union's members and stakeholders. It will contain photos and graphics to help showcase the year in an accessible way for students.

The Union remains grateful for the continued support from the University's Board of Governors and Senior Executive team. We are very keen to continue the good relationship where there is mutual support and scrutiny, with the common goal of an excellent student experience and the ongoing sustainability of the University. We maintain that Worcester students are very special.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE
Achievements and Performance
AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution, revised in 2020, following a comprehensive governance review, has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members.

Following extensive student and staff consultation, the Union finalised its new Strategic Framework 2023-28 over the summer of 2023, and introduced it to the student body and key stakeholders in Autumn 2023. An outline is as follows:

Vision Statement:

Delivering excellence, uniting diversity, and enriching student lives

Mission Statement:

To support, represent, and empower our students

Our 5 Key Strategic Themes:

1. Encouraging and supporting students to prioritise their wellbeing
2. Understanding students' financial realities and reflecting that in what we do
3. Empowering students to have their say
4. Making sure our diverse student body is represented
5. Building connected communities where students feel they belong

Full details of our key aims under the 5 themes and how we propose to fulfil them can be found here https://www.worcsu.com/yourunion/aboutwsu/strategy/

Our Values:

Being bold - we will try new things, be adaptable, and speak out when we need to. We will provide opportunities and activities that are worth students spending their time doing (if they're not, we won't do them!). We will create a great place for people to work, where they can see ideas become reality.

Honest communication - we will be open about what we can and can't achieve and what we do and don't do. And we will tell students what we are doing and keep them updated. We will make it clear to our students what we offer and that we are there for all of them.

Keeping it simple - we will avoid having unnecessary bureaucracy or barriers to students getting involved with us.
Developing people - this is hugely important to us. We will shape experiences and develop everyone who is involved in the SU - students and staff alike - so they try new things and gain new skills.

Representative - we will work very hard to ensure that all students at the University feel valued and represented by us.

Inclusive and Accessible - we will ensure that we think about our diverse student body in providing services, activities, and events. We will work to remove barriers and challenge ourselves not to make assumptions about students' wants and needs.

The Union also developed a revised set of KPIs against which to monitor performance and student satisfaction. These are grouped under the areas of:

- Satisfaction rates
- Student Engagement
- Feedback and Intelligence
- Support and Outreach
- Events, Campaigns, and Activities
- Commercial Performance

The strategic themes are mapped against these areas and a total of 16 KPIs are linked to them, with a range of measures, covering:
- Survey results - Course Experience Survey, National Student Survey, our own Insight Surveys, student consultations, Employee Engagement Surveys, Pulse Surveys.
- Engagement in our democratic and governance processes structures, including our Leadership Elections, student bodies, and Representation systems.
- The demographics of the students who are engaged with us (from data we receive from the University).
- Academic and wider student experience outcomes as a result of our engagement with students.
- Impact on students as a result of engaging with us.
- Help and Advice services ad engagement with those
- Major events
- Engagement across the campuses and on-line.

1. ENCOURAGING AND SUPPORT STUDENTS TO PRIORTISE THEIR WELLBEING

Key aims we have set underneath this are:
(i) We will be proactive in finding out what is worrying or concerning our students, without overburdening them
(ii) We will support students to access help and advice
(iii) We will facilitate extra-curricular opportunities that enhance students' wellbeing

HELP AND ADVICE SERVICE

Following the record case numbers across 2022/23, the Help & Advice Service continued to experience high case volumes in 2023/24, albeit slightly lower, with 427 student cases compared to 432. The service received 520 student contacts, comprising 397 confidential enquiry forms (76%) and 123 email or Welcome Desk enquiries (24%). Advisors conducted 473 appointments, either confidential 121s with students or attending University meetings/hearings with them.

September was the busiest month for the service, with 56 student cases opened, marking the highest number ever recorded in a single month. October to December saw a slight drop and then it averaged 43 cases per month from January to July; a prolonged period of consistently high case numbers when compared to previous years.

We saw a significant increase in Teams appointments, with 210 conducted online (44%). A further 190 were face-to-face (40%) and 73 telephone appointments (15%). Teams allows students to meet with advisors from any location, enabling commuters, partner students, those on placements, and those working to still access the service, which is very important to us.

Service headlines:
• The service supported 385 students (in 427 cases). Of these, 322 were students who had not previously used the service.
• Academic issues accounted for 64% of cases, consistent with previous years.
• 24% of the cases related to housing issues, a slight increase from 2022/23. The complexity of housing cases also rose significantly, with multiple appointments, additional support and follow-ups from advisors.
• The remaining 12% of cases related to finance, employment, consumer, and welfare issues.
• Postgraduate students comprised 20% of the total clients, down from 24% last academic year.

In addition to the core appointments service, the team:
- Administered the Safe Sex Express, in partnership with Worcester's NHS Integrated Sexual Health Service (WISH), providing students with free condoms, lubricant, and informational sheets, via collection or delivery. The Safe Sex Express webpages received just over 487 views, and 2,445 condoms were distributed to students.
- Delivered proactive, tailored introductory presentations about the Help and Advice Service to 36 different University cohorts. The service experienced an influx of enquiry forms following presentations and ongoing communications were maintained with academic staff. In total, 269 students (63%) came to the advice service this year after being referred by wellbeing and academic staff, marking a 35% increase from last year.
- Totalled 70 hours of outreach across all University sites. This encompassed the cohort presentations, pop-ups, and Campus Chats.
- Met with 7 university student support services and organised three 'multi-meets', providing a space for all student wellbeing/support teams across the University to share updates and discuss current or upcoming themes and trends. All involved felt this Union-initiated group was very welcome.
- Connected with 18 external organisations, building relationships and referral pathways to ensure quick access to support for students. These organisations all feature on the Union's advice webpages.
- Worked collaboratively with the University on the academic integrity process and policy. We supported the lead Academic Integrity Tutors and the Academic Registrar to review, revise and update the Academic Integrity Policy.
- Participated in a GenAI Working Group, offering feedback on students' understanding, opinions, and current use of GenAI, contributing to new "You can, you shouldn't, you mustn't" guidance for students on GenAI. The advisors also supported the Vice President Education in his blog for WonkHE, Students need to be co-pilots on the AI adventure | Wonkhe
- Worked with the University Personal Academic Tutor (PAT) Leads to deliver presentations to PATs, to raise awareness of the service and how it supports students, including information on external support.

Aims for the service in 2024/25 include:

• Following some cases this year, ensure all students at partner institutions can access our service with ease;
• Continue to increase the service's visibility and prioritise being physically and virtually present where and when students need us.
• Deliver campaigns to improve the student experience, on housing, safety, and wellbeing.

CONSENT

In Semester 1, the Vice President Student Activities, Issy Price, launched a campaign to encourage positive conversations around consent and respect within the University community, encouraging students to speak out against unacceptable behaviour and actions. Issy gained support from many University colleagues to deliver a week of activities, including workshops led by academics and expert guest speakers, pop-up information stalls across campus, and a social media campaign. Issy also appeared on BBC Radio Hereford & Worcester, with Dr Gill Harrop, Senior Lecturer in Forensic Psychology, who leads the University of Worcester's Bystander Intervention Programme, to discuss the aims of the week.

Issy then wrote a blog for WonkHE SUs- Students need support to have conversations about consent | Wonkhe, following which she was contacted by Advance HE, who were working on an e-Learning product aimed at HE sector staff to understand harassment and sexual misconduct (in light of impending OfS regulation in this area). Issy and the President, Al, met with the Product and Innovation Manager to give some input into the design of the product, which was a fantastic opportunity.

WELCOME DESK

Our Welcome Desk is the physical welcome point for students at the SU. From early September 2023, through to end June 2024, it responded to 2,430 enquiries. Of the total contacts, 70% were in person, 20% via email, and 10% through telephone calls, so it seems that students still like to speak to someone in person to resolve their query. In line with our monitoring of sales behind our bar and the need to save costs wherever possible, we continue to review patterns of usage to ensure we are operating the most cost-effective opening times. This may ultimately lead to reduced opening hours going forward.

SPORT AND SOCIETIES

Sport

The year ended with a total of 38 sports clubs, of which 30 were affiliated (had 12 members or more) and 1143 memberships (1198 the previous year) from 1090 students (1079 year). Important to note is that memberships bought through the University's Reach or Get Involved bursary schemes (Get Involved being for Level 4 students and Reach for Level 6 students) accounted for 48% of our overall memberships (68% last year when Reach & Get Involved covered Level 4, Level 5, and Level 6) with 16/38 clubs having over 50% of their memberships bought this way (33/38 last year).

BUCS (British Universities and Colleges) Competitions

By July 2024, we were placed in 60th position (out of 155 institutions) in the BUCS points rankings with 652.5 points. Wheelchair Basketball contributed 79 BUCS Points with a second successive BUCS National Championship title with a convincing 74-34 win over Nottingham at BUCS Big Wednesday.

There were league titles for Football Men's 1 (Midlands 3A), Hockey Women's 1 (Midlands 3A), and Tennis Men's 1 (Midlands 3A) who all achieved promotion to Midlands Tier 2. Rugby Women's 1 also secured the Midlands 1A league title to qualify for the Premier (North) Playoff, narrowly missing out on promotion following a loss to Liverpool Women's 1. In knockout competitions, Hockey Men's 1 qualified for the Midlands Conference Trophy final, coming up short against Nottingham Men's 7 to take home runners-up medals.

The Indoor Cricket teams saw national success this season to put Worcester on the map, with both Indoor Cricket Men's 1 and Indoor Cricket Women's 1 achieving clean sweep league victories in the Midlands A divisions, before qualifying for the National Championship Super 8's Finals. Indoor Cricket Men's 1 qualified for the National Championship final, coming home with silver medals after a defeat by Durham Men's 1. Indoor Cricket Women's 1 lost out to Durham Women's 1 in the National Championship semi-final, before avenging a group stage loss against Loughborough Women's 1 with a 3rd/4th place playoff victory against the same opposition to bring home National Championship bronze medals.

The BUCS Cricket success continued into the Outdoor Cricket season, where Men's 1 went undefeated to claim the Midlands 2B title and earn back-to-back promotions as they progress into Midlands 1A. Women's 1 also went undefeated as they claimed the Western 1A league title, qualifying for the Premier (South) Playoff. The squad came up just short against Bristol/UWE Women's 1, missing out on promotion and remain in Western 1A.

UW Sport continued to support 10 teams through the Performance Teams programme throughout 2023-24, removing development squads Basketball Men's 2 and Netball 2 from the programme. This support significantly contributed to the successes of Wheelchair Basketball, Football Men's 1, Rugby Women's 1, Cricket Men's 1, and Cricket Women's 1.

Netball 1 narrowly missed out on promotion to Premier (North) 2 following the implementation of the new division (based on 2021-24 BUCS Points tallies), so will remain in Midlands 1A. There were relegations for Basketball Men's 1 as they dropped to Midlands 1A after a tough season in Premier (North), while Basketball Women's 1 dropped to Midlands Tier 2 after a tricky year in Midlands 1A (despite making it to the National Trophy semi-final). Rugby Men's 1 narrowly missed out on back-to-back promotions with a 2nd place finish in Midlands 2A, while a strong season for Football Women's 1 saw them in contention for the league title before a 4th place finish in a competitive Midlands 2B league.

In addition to the BUCS Leagues & Knockouts, we were represented at numerous BUCS Events, sending student athletes to the Archery Indoor Regionals & Outdoor Championships, Athletics Indoor & Outdoor Championships, Badminton Nationals, Equestrian Regionals & National Finals, Karate Championships, Swimming Short Course & Long Course Championships, Trampolining Championships, Triathlon Championships, and Weightlifting & Powerlifting Championships.

Individual success came in Equestrian where Evie Hall was selected as an individual qualifier to ride in the Midlands Regionals, qualifying for the National Championship Finals where she finished 34th of 41 riders. In the Weightlifting & Powerlifting Championships, despite no SU Club existing in this sport, Hollie Biggerstaff represented Worcester and took home a National Championship Gold Medal.

This season has also seen significant individual engagement in English Universities' Sport trials and squads. A total of 21 students attended EUS trials in Basketball (Men's), Basketball (Women's), Football (Men's), Hockey (Men's), Hockey (Women's), Netball, Rugby 7s (Men's), and Rugby 7s (Women's). Seven students were selected to their respective EUS squads: Daniel Richards (Men's Hockey), Cassidy Jorritsma (Women's Hockey), Ciara Shackleton (Netball), Deneya Rowe, Eleanor Bonnett, Elin Beaver, and Xanthe Lord (all Women's Rugby 7s), while Louisa Walker (Netball) was named EUS Netball Head Coach.

Other competitive sport

We have also had great achievements amongst some of our non-BUCS clubs this year. All three clubs shortlisted for this year's Club of the Year at our Teamworc Awards were part of this group, and were nominated due to their development, the range of events they held, and because they embody what it is to be part of TeamWorc.

Aerial Fitness, who went on to win Club of the Year, organised their first-ever member showcase in The Hangar which drew members, friends, and family to watch them perform. They hosted a range of other activities and events throughout the year, such as candle and glass painting, a boxing session in aid of International Women's Day, a Halloween ball, and a Take Me Out night in The Hangar.

Cheerleading saw a 67% increase in membership and so created an additional Pom team, as well as an extra recreational session for non-competition members to try new skills. Despite not competing at Varsity this year, they still turned up in large numbers and were the literal cheerleaders of Varsity, also puttingon a brilliant showcase at the Worcester Wednesday events.

Dance also expanded this year by creating a Lyrical team. They had a record-breaking competition season, with every style winning a trophy. The club won 24 trophies in total- many of which were gold! The choreography is created by the Dance captains who are all volunteers and go above and beyond to teach their members the routine, lead rehearsals, and run class sessions for their non-competition members so that everyone gets the opportunity to dance.

Societies

By the end of the year, a total of 847 society memberships had been bought by 698 students. Of these, 50% were purchased through the University bursaries of Reach (111) and Get Involved (310) and 14 societies had 50% or more of their memberships bought this way.

We finished the year with 35 societies. We saw 10 new societies form this year in the Oriental Society, Professional Policing, Gaming, MedSoc, PENSA Worcester, RockSoc, Worcester SSAGO, Physiotherapy, Surgical Society and Physicians Associates.

Student Group Events

Our clubs and societies held a range of fantastic events across 2023/24, including CPD events, big event collaborations, and fundraisers (either for their student group or for charity).

Some of the CPD activities hosted by our academic societies, with a variety of guest speakers were:
- Education Enhancement - Paediatric First Aid Training and Mental health First Aid Training
- Paramedic Society - Becoming a Newly Qualified Paramedic and what to expect in interviews and inductions (talk)
- MedSoc - Public Health Lecture on why women face more knee injuries in sport
- Midwifery Society - International Day of the Midwife event

Student groups organised fabulous events, which really embody what #Teamworc is, such as:
- A Spooky Prom in October and a Take Me Out Night in The Hangar by Ariel Fitness, who were later awarded Charity Fundraising Student Group of the Year at the TeamWorc Awards.
- Uni Boob Team's Boobie Bingo Night in October for Breast cancer awareness (raising £359).
- Men's Cricket and Men's Football charity match for Movember.
- Dance hosted their (now annual) Strictly event as part of the RAG Week in November
- 'We're a committee...get us out of here' returned with more teams than ever before, raising £394.96.
- Poetry hosted a 24-hr read-a-thon for Colchester and Ipswich Hospital Charity, raising £710.
- Paramedic society and RAG - a 24-hr CPR-a-thon for West Midlands Air Ambulance, Cardiac Risk in the Young and to fund Student campaign for a defibs to be installed in the local area, raising £1,019.
- Men's and Women's Rugby collaborated to host a charity car wash for MacMillan (raising £180)
- ACS, Nigerian Society & Uni Boob Team collaborated on a Sip and Paint evening
- Christian Union and Music co-hosted Christmas carols
- Gaming Society, Dungeons and Dragons & Anime and Manga hosted a joint gaming night for RAG British Sign Language Society and Social Sports hosted a wheelchair basketball competition for Stand up 2 Cancer.
- Aerial Fitness, social sports and volleyball also came together to host a trip to Alton Towers.

Teamworc Points

A total of 22 student groups achieved TeamWorc Points accreditation throughout the year; 13 Sports Clubs and 9 Societies. Only the Paramedics Society achieved the Gold threshold (400 points), with an impressive 500 points, while Aerial Fitness, Cheerleading, Uni Boob Team, and Dance hit the 250-point Silver threshold. There were 17 student groups who reached the Bronze threshold (125 points)- Poetry, Netball, Women's Cricket, Nigerian Society, Men's Rugby, Archery, Women's Rugby, Women's Football, Anime & Manga, MedSoc, Gaming, Social Sports, Women's Hockey, Christian Union, Men's Cricket, Men's Football, and Book Club. Groups receive benefits for each level, including social media takeovers and photoshoots.

Give it A Go Week

The Vice President Student Activities encouraged student groups to facilitate events in January to encourage returning and new students to take part in extracurricular activities during their time at university, including clubs, societies, Networks, RAG (Raise and Give), and Volunteering. A total of 15 student groups took part and filming through the week was used as an episode of our #TeamWorc TV TeamWorc TV Episode One: Give it a Go Week (youtube.com)

Women's Gym Pathway

In 2022-23, the Vice President Student Activities (VPSA) worked with the Women's Network and the Sport Facilities team to establish a weekly Women's pathway session in the University gym. This was to enable self-identifying women to train in the gym without fear of intimidation, sexual harassment and the male gaze, which contributes to gym anxiety. The scheme continued in 2023/24 every Thursday. A total 26 women booked on to the 8-week course with 20 attending the first session. The programme saw some drop off from week to week but retained good numbers throughout the 8-week programme. The VPSA went along to one of the sessions where attendees shared their experience: Video | Facebook

Varsity 2024

We saw our annual Varsity against Gloucestershire back again, with 17 points on offer over 3 days of fixtures. A format change saw a much more compact schedule take place at only University-owned facilities, limiting spend on external venues due to financial constraints, limiting impact on academic schedules and SU staff resources, as well as keeping ticket prices for students as low as possible. Some of the clubs and students whose sport was no longer included in the line-up were naturally very disappointed but we did our best to explain the reasons and provide alternative ways for them to compete.

TeamWorc went to battle against TeamGlos in American Football, Badminton (Men's), Badminton (Women's), Basketball (Men's), Dance, Football (Men's), Football (Women's), Futsal (Women's), Hockey (Men's), Hockey (Women's), Netball, Rugby (Men's), Rugby (Women's), Tennis (Men's), Trampolining, Volleyball (Men's), and Volleyball (Women's). There were also showcase performances for Cheerleading (Pom) at the Football fixtures, and for Cheerleading (Stunt) at the Worcester Arena Evening session, as Glos Cheer were unable to compete.

Over the event, we engaged over 500 athletes from both institutions, with 972 tickets being sold by TeamWorc and just over 400 by TeamGlos. Highlights of an incredible three days include a dominant 6-0 clean sweep for TeamWorc at Oxstalls Arena Day, where Women's Hockey (4-0) and Men's Hockey (6-1) were dominant, and Men's Basketball then ended the day with a 94-65 win. After nail-biting wins for Women's Rugby (53-38) and Men's Rugby (25-22) at Oxstalls 4G Pitch Day, the score was 8-1 heading into a busy day of fixtures at Worcester St John's Campus and University of Worcester Arena, with just 9 points needed to clinch the Varsity title.

Early losses in Men's Volleyball (1-3) and Men's Badminton (0-8) saw TeamGlos claw back to 8-3, before a hard-fought 4-4 draw for Women's Badminton saw TeamWorc take the point on countback of games, with the overall 9-3 lead clinching a second successive Varsity title for TeamWorc and ensuring that the trophy would remain in Worcester. The TeamWorc squads did not take their foot off the gas, with a win in Women's Volleyball (3-0) followed by goals galore in front of a great crowd at St John's Campus 3G Pitch where Women's and Men' Football enjoying victories of 5-0 and 5-2 respectively. The Worcester Arena Evening session saw TeamGlos take the point in a closely contested Dance fixture, before Netball were unstoppable with a 57-18 win to end Varsity on a high with a 13-4 overall score. The capacity crowd roared as the trophy to 2023-24 Vice President Student Activities Isobel Price!

Varsity remains a huge highlight for a diverse range of Worcester students and we continued to use the event to raise awareness of issues and good causes. Varsity captains from both Union collaborated to produce their own #ShapeYourSport campaigns as part of the Vice Presidents' joint campaign centred around 'athlete activism'. We saw the clubs come together to raise money and promote awareness of Women in Sport (Netball), International Human Rights (Volleyball), Cancer Research UK (Men's Football), Belonging in Sport (Dance), and many other great campaigns which we nominated for a BUCS (British Universities and Colleges Sport) Digital Engagement Award. It was great to see students working together to jointly campaign on what they agreed was important to them and it certainly contributed to a very positive atmosphere throughout the competition.

We were extremely grateful to many University colleagues, particularly those in the Arena, Sport, and Estates and Facilities, for their support in enabling us to host more fixtures on campus and to ensure a vibrant few days for us all. Looking forward to Varsity 2025, more difficult decisions will need to be made to ensure the event remains as cost effective as possible for both Unions and for students.

RAG (Raise and Give)

Despite the ongoing cost of living pressures for students, our members still managed to raise a total of £15,631.77 for good causes across the year. Of this, £2,9861.21 went to the Union's nominated charity for the year (voted for by students) Behind the Smile. As well as those activities listed under Student Group Events section above:

- Midwifery society hosted a raffle during course induction for Becoming Families and Born Sleeping and raised £474.
- A group of Criminology students took initiative to run their own bake sale fundraiser for the Emergency Services Aid, raising £277.
- In March, for International Women's Day the Women's Network planned an Empowerment Week with various fundraisers for West Mercia Rape & Sexual Abuse Support Clinic, raising £212.
- Women's Cricket raised £738 across the year for the Teenage Cancer Trust, through the 2900 Squat challenge, a Malvern Hills Hike and a Quiz Takeover.
- Men's Cricket ran a charity match for Red for Ruth and raised £1,235.38.
- For Movember, in total £2,055.87 was raised across various events, some stand outs were the Men's Cricket and Men's Football Charity Football Match and Cheerleading's Bring a Boy session.

VOLUNTEERING

A total of this year 6924.75 volunteering hours were logged on the V-record by students across 2023/24, that is an 11.68% increase from 2022/23. We saw 5070.25 hours recorded by club and society members, 1602.75 hours by students completing community projects, 194.5 hours by course reps, 13 hours logged for student council and 35.5 hours logged by SU crew. There was over a 50% increase for three different activity types this year; community projects, course reps and SU crew. Each year we are also aware that, despite our ongoing encouragement, many students do not log their hours and so the real amount is likely to be much higher than this. We have also seen a significant amount of our students volunteer with The Hive, which has been a fantastic partnership, with great results.

We also worked with all our providers to ensure that their accounts and opportunities were up to date and to streamline our brokerage platform to be more accessible for students and stakeholders.

Awards

We were very proud of the RAG Team and the Paramedic Society for being shortlisted for the Collaboration of the Year award by the National Student Fundraising Association, With Lucy Fishwick the assistant Team Leader for the RAG Team also being shortlisted for the Above and Beyond award. At the time of writing, we were waiting for the outcome as the Awards due to the awards being postponed.

We also entered our Varsity Campaign, 'Shape Your Sport' into the Digital Engagement Award category at the BUCS annual awards as it saw fantastic collaboration to raise awareness of a number of good causes by students across the two institutions but it was, unfortunately, not shortlisted.

SAFETY AND WELLBEING IN THE HANGAR

The Hangar team of core and student staff work very hard to exceed our responsibilities as a venue used by students, staff, and members of the local community. Every year The Hangar renews its Best Bar None (BBN) accreditation, as part of our membership of the NUS Charity purchasing consortium. BBN is a national scheme that recognises and rewards responsible and safe premises that prioritise customer experience and wellbeing and contribute positively to the night-time economy.

This year saw our best year ever and whilst we maintained our Gold BBN accreditation for the 7th consecutive year, we also achieved the following accolades at the NUS National Trade Awards held in July 2024, attended by scores of Unions:

- Came 2nd place nationally for SUs for our BBN score;
- Won the Impactful Collaboration Award (for our work with the International Experience Team in hosting a diverse range of cultural events for students)
- Won the Student Input and Feedback Award (for the work of one of our Bar Team Leaders, Ella Page, in creating a new cocktail menu)
- Won the Customer Safety and Comfort Award (for the team's commitment to creating a safe and welcoming environment).

This meant we won all 3 categories in which we were nominated; an astounding achievement which was then picked up by the local press.

In terms of the commercial performance of the Hangar, sales during Welcome Week 2023/24 were below those of 2022/23, although the events we hosted proved very popular with students. The trend of students not drinking alcohol, and spending much less in the bar then continued into the academic year. Cumulative sales by the end of October matched the prior year and continued until May at which point sales began to decline. Throughout the year sales were highest on Tuesdays and Wednesdays, the weekly quiz proving very popular, with Friday still good but considerably lower than previous years.

As detailed in sections 4 and 5 below, we had numerous student-led events, and it was a very good year for student participation, even if this was not reflected in sales. Many of the cultural events we hosted also, by their nature, did not create bar sales but formed a very important part of the work of the SU as a place for students to come and feel at home.

Overall bar takings were £133.1k compared to £139.1k in 2022/23. External events began to show signs of improvement following the COVID drop-off. As most of our students continued to return home at the weekends, we actively promoted the Hangar as a venue on Saturday nights for community hire. Throughout the summer the venue was the evening venue for the University Summer School (MLA) activities. The pool tables within the bar again proved very popular and is now an important new revenue stream, whilst the offer of free table tennis, darts and X-Box saw more students utilising the space during the afternoons.

With revenue declining the focus on saving costs was a major factor throughout 2023/24. During early 2024 an exercise was undertaken to analyse revenue by hour to see if a change to our opening hours would be beneficial. The decision taken was to open an hour later and close an hour earlier (unless it was busy) as the cost of opening for these hours was on average more than the revenue being taken. We did not receive any negative feedback following this change and further changes may be considered in 2024/25 if nightly takings do not improve.

The bar and Hangar space are in need of investment but a lack of funds means this is not currently possible. We have been working with our external suppliers to improve the number of TVs within the space. We will have new screens installed in Summer '24, plus existing screens updated at the cost of the supplier.

We remain limited in terms of our ability to innovate and extend our offer due to the space we occupy and other factors such as the University's catering contract. We continue to discuss our challenges with the University at quarterly finance meetings. As a place for students to meet and enjoy themselves, the Hangar had a successful year. We have catered to the changing student demographic as best we can and we remain buoyed by levels of student engagement.

We continue to maintain sponsorship contracts with Tramps Nightclub and Dominoes as key partners, although these have not recovered to pre-Covid levels in terms of overall value. Our media pack offers competitive rates to advertisers (which don't breach our existing contracts) and we are linked in with the national NUS trading consortium to achieve good value wherever possible.

2. UNDERSTANDING STUDENTS' FINANCIAL REALITIES AND REFLECTING THAT IN WHAT WE DO

Key aims underneath this:

(i) We will keep the cost to students of getting involved with our activities and services to a minimum wherever and however we can
(ii) We will support students in their efforts towards employability and make it clear how getting involved with the SU develops them as people and as leaders
(iii) We will work with the University to ensure value for money across their services and facilities

COST OF LIVING SUPPORT

Community Cupboard

The cost of living remained a significant concern for the Officer team for 2023/24 and they were keen to continue offering the Community Cupboard scheme and Breakfast clubs that commenced in 2022/23. In Semester 1, we noticed an increasing demand as the weeks went by and some days the cupboard needed restocking several times. This was in tandem with reducing donations, which presented a challenge (September only received £8 worth of donations). December, however, saw this pick up following a drive for supplies across the University and in the local community, in partnership with the Local Foodbank. Supplies were then split 50:50.

Over the year, we received a total of 1,308 donations, which equated to £1,223.44 (£762 by the end of the first Semester). We were delighted that the outgoing PVC (Students) forewent a leaving gift and instead asked staff to contribute to the Community Cupboard. This raised £300 in April 2024, most of which has been saved for supplies for Semester 1 on 2024/25. The Union has also applied to the National Lottery Community Fund to support the initiative for a further two years but, at the time of writing, we await news on the application.

Breakfast Club was relaunched in November 2023, and 3 sessions were hosted prior to the Christmas break at City Campus, the Medical School, and inside the Union. Despite our plans, more breakfast club sessions could not take place in Semester 2, largely due to the President needing to take on more duties around Academic Representation following the departure of the Vie President Education. The sessions were a great way to talk to students so we are very keen to revitalise the initiative in 24/25.

International Students' Hardship Fund

One of the President's key manifesto aims was to work with the University to implement the above, following research they conducted that revealed most Universities provided some form of hardship fund for international students. The current Access to Learning Fund (ALF) applies to home students solely and we have seen increasing numbers of international students at Worcester in recent years. Some of these students, in reality, face hardship and financial difficulties during their course of study. Following several meetings, including liaison with the Director of International Recruitment and the PVC (Communications and External Affairs), a paper was presented to University Executive Board and approved, with a new scheme to be implemented in the 2024/25 academic year.

Sport Recycling Kit Programme

The Vice President Student Activities was passionate this year that no student should be unable to take part in physical activity and sport due to a lack of equipment or appropriate clothing. There was an increase in uptake across the year in recreational sport sessions, which was really positive but we heard reports of students taking part with the wrong footwear, for example. To help tackle this and with the support of colleagues from University Sport, she established a new recycling programme for sports kit that could be donated by any student, staff or the local community. This is being delivered from the Sport Centre and we are hoping the scheme will continue to grow.

Period Dignity

Amended from the period 'poverty' campaign of the previous year to better reflect the aim of the campaign, the Union continued its partnership with a sustainable feminine hygiene company, 'Hey Girls', to distribute sustainable, quality, free products to both students and the wider community, as 'a community partner'. We linked in with Worcester Cathedral and the Hive, and even sent packages to 3 individuals in the community following referrals from Hey Girls.

In addition to making products available in bathrooms and our 'Caught Short Bags' (emergency packages of single-use products), we trialled a Period Dignity Order scheme. This allowed students to order personalised packages of products, with a focus on the reusable products including period pants, reusable pads, and cups. We received 102 orders and distributed 230 packs of pads/liners and 190 packets of tampons throughout the year. Student feedback show they remain very grateful for this service.

PRICE BENCHMARKING, RESEARCH AND STUDENT CONSULTATION

The Union is committed in its strategic aims to providing good value for our students. To this end, The Hangar conducted a benchmarking exercise with 5 of our main bar competitors in the local area (including Wetherspoons). Of course, not all venues sold exactly the same products, so we compared products that had a similar specification. The findings revealed thar the Hangar was cheaper than most other outlets for the vast majority of our products, including soft drinks. The Wetherspoons' buying model (of bulk-buying kegs that are nearing the end of their 'shelf-life') meant that they sell cheaper draughts and one pub had a short-term offer of £2 pints, which we would not move to (and assume this was to deplete stock).

We have consulted with students throughout the year on our events and ideas. This included the Winter Ball, a potential Summer Ball and how we priced and located that (eventually we had to cancel plans due to a lack of student interest), our loyalty card concept (to be implemented in September 2024), and one of our bar team, Ella, won the Student Feedback and Input Award at the end of year NUS Trade Awards for her input into our cocktail menu.

Loyalty Card

To support the affordability for students of using our venue and to support commercial engagement, we spent the academic year researching and planning an SU Loyalty Card for implementation in September 2024. Part of this was partaking in some external research (at a discounted rate with other Unions) conducted by Alterline into students' commercial and buying habits. The card will ensure a joined-up approach with the other areas and activities of the Union and ongoing student input.

STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest time into training students for various roles, as well as to directly employ students as Assistants for Graphic Design, the Welcome Desk, The Hangar Bar, and Security. Numbers attending training across the year for paid and voluntary student roles were as follows:

o Sports and Societies' committee training conference - 158 attendees (106 Sports Clubs & 52 Societies)
o Student Network committee training - 6 out of 12 committee members attended training
o New student staff training -10
o Department Rep training - 22 out of 22 Reps
o Course Rep training - 100% of our 339 Course Reps downloaded their training module and we are confident that most of those students completed it, although some stated they had not.
o Elections -30-minute bookable slots were offered to prospective candidates. In total, 9 students attended, 7 of whom went on to run in the elections.

Over the year, a total of 21 students were employed with us, 6 of whom continued with us from the previous year) supporting The Hangar, our Welcome Desk, and marketing functions, working a total of 5730 hours and earning just under £70,000. We increased student staff pay in year in line with the government rises in the Living Wage, and we do not operate any age differential between pay. We also had 2 student Green Impact Project Assistants over the year who were paid by the University but who supported us with our sustainability efforts. A total of 15 student staff were recognised over the year for excellent work for the Union. Over the year we received 112 applications for student staff roles and the 'Work for Us' page on our website had 1.956 views from 1st September 2023 to 31st July 2024.

The Union continues to support students through the job application process, with a new Employability and Careers section introduced on our website, https://www.worcsu.com/helpandadvice/employability/ hosting our revised Employability Guide.

Our Elections candidates were debriefed post elections on the transferable skills they had gained, and the employability skills symbols used in our new Guide were added to online training modules for sports and society committee training so they could see how they aligned to their new roles and responsibilities. The Student Voice Conference also had a session on the Guide and drop-in sessions were made available.

Our student-friendly Employability Guide can be found here:
https://www.worcsu.com/pageassets/helpandadvice/employability/WSU_Employability_Guide_2023.pdf.

3. EMPOWERING STUDENTS TO HAVE THEIR SAY

Key aims:
(i) We will support students to engage in things that affect them and wider society
(ii) We will go out to where students are and not wait for them to come to us, being present and listening to their experiences
(iii) We will emphasise our independence from the University, ensuring we challenge them based on our students' feedback and experiences, whilst continually demonstrating to students how and where we will represent them.

OUTREACH

It is more important than ever for the Union to represent all students and to be visible across the University estate. This isn't always easy to manage and we have more work to do on this in 2024/25 but over the course of Semester 1 we delivered:
o Officer inductions to 46 during Induction week
o 7 Campus Chats
o 3 Officer Breakfast Clubs
o 53% of visits were to Lakeside, Riverside, Severn, and City Campuses (including Jenny Lind) and 47% to different locations on St John's campus.
o Topics included Academic Representation, RAG, Sports and Society promotion, Volunteering, Housing, Academic Misconduct, cost of living.
o Help and Advice introduced drop-ins and flexible appointments (late and early), appointments at City Campus, as well as co-ordinating 'multi-meets' with University welfare services to share information, and they also secured quiet spaces for students on campus to call student services/the Union if they were in need.

Semester 2 was as follows:
o 30 hours of outreach by the Help and Advice Service
o 36 Presentations to different cohorts about the Help and Advice Service and other opportunities in the SU
o 9 Campus Chats/pop ups
o 9 shared outreach sessions with external support services
o 6 shared outreach sessions with University services

FEEDBACK AND INTELLIGENCE

The Union is committed to being proactive in finding out what is worrying or concerning students, without burdening them. To this end, it gathers feedback and intelligence from across its services, activities and interactions with members centrally, to inform evidence-based campaigns and initiatives.

Our analysis of this work revealed the following:
- Most feedback was logged in January and February
- 33% of feedback received related to academic or education matters
- A quarter of feedback related to the Union itself
- Both housing and finance matters accounted for 13% of the total feedback
- 8% of feedback was around University services and 4% about safety matters.
- 63% of the matters logged impacted the whole University community
- 8% impacted international students and another 8% those from under-represented groups

As a result of the above:

- Help & Advice worked with University staff to clarify the Academic Integrity process for students.
- The Union worked closely with the International Experience and Accommodation Teams to support international students arriving on campus into their accommodation with enhanced inductions.

- From Semester 2, presentations were offered out to all Heads of Schools to ensure student and academics were aware of the Union and the services/opportunities open to them, particularly Help and Advice. This proved very popular and delivered to 36 cohorts.
- The Union supported Course and Department Reps in gathering and presenting student feedback to the University during discussions surrounding the removal of Progress Week
- The Help & Advice Services' priority campaign for 2024/25 will be on safety, particularly around scams targeted at students and international students including work scams (commission-based selling) and essay mills. The Help and Advice services are also running a Safety Fair in October 2024 for a second year and will run an information campaign on the Mitigating Circumstances process.
- Voter apathy will be included in 2024/25 Elections planning
- Even more focus on outreach in 2024/25.

ACADEMIC REPRESENTATION (AR)

Throughout 2023/24 the Union continued to work closely with the University, through the joint Academic Representation Oversight Group (AROG) to deliver the AR scheme and to monitor outcomes Reps engaged well throughout the year, and we had an impressive 105 Course Rep Journals submitted, detailing their work and impacts; a huge increase of 98% on the previous year (53). A snapshot of matters addressed by Reps include:
- car parking concerns on city campus;
- better alignment of learning materials across joint honours disciplines;
- better social space in the café at City campus with books and games, as well as extending evening hours and a more inviting café environment within the Worcester Business School.

Across the year, we had 22 out of 25 Department Rep positions filled, with all appointees undergoing training. Of the 22 Department Reps, 8 were placement students (36%), which highlights strong engagement from vocational courses. Reps engaged fantastically in discussions at councils and various forums and demonstrated an impressive dedication to the role. Despite repeated recruitment efforts, Department Rep positions for Midwifery and CPD, Geography and the Environment, and Psychology PG Taught remained vacant and will be prioritised in 2024/25.

We continued to celebrate the hard work of Course and Department Reps through the 'Rep of the Month' scheme, with some months having several winners due to the high calibre of nominations. In total we awarded Rep of the Month to 21 outstanding Course and Department Reps across all schools, with the students receiving certificates, social media coverage, and £5 Amazon vouchers. Course and Department Reps of the Year were then presented at the annual Teamworc Awards in May.

Through the Rep Accreditation Scheme, 21 reps received Bronze, Silver or Gold Accreditation. Over double the number of Reps received Gold compared to the previous year, again demonstrating their commitment to the role. Awards were presented at a Rep Celebration Event which concluded the Student Voice Conference in April.

Student Voice Conference

The SU held a Student Voice Conference at the end of April, consisting of a series of talks, workshops and bite-size learning opportunities facilitated by SU and University staff, as well as an external speaker, as follows:

- Let's talk leadership
- Employability & Generative A.I.
- Networking, Sustainability & Employability (Including CV/LinkedIn checks and free headshots)
- Equality, Diversity and Inclusion in HEI's - external speaker

We received 65 RSVPs for the conference with approximately 45 students attending and engaging throughout the day, which ended with a lovely Rep celebration in The Hangar.

Rep Forums

These continued as an important way for students and staff to come together, discuss specific topics, and agree actions. A slightly different approach was taken in Semester 1, with Course and Department Reps having overlapping sessions across one day, with the following discussed:

- Library drop off at St John's
- The appropriateness of rooms and spaces for some courses
- Parking issues and permit availability
- Timetabling issues
- Blackboard
- Group work and group marking

Semester 2 then saw another different approach to vary how we engage students, and 9 school-based Forums took place across one week. An additional catch up for the two newly recruited Medical School Course Reps was then held, meaning all 10 schools were engaged. Where possible, Academic Representation Co-ordinators (ARCs) from each school or institute attended as did the Provost. Overall, 51 attendees across 9 forums. We had received 163 RSVP responses for these forums (90 of which were 'Yes' RSVPs), showing many more Reps engaged with our communications but were perhaps unable to attend on the day.

Key matters discussed included effective communication and the use of technology within the AR system, prayer spaces on different campuses, Rep training, maintaining effective boundaries (particularly when Reps are approached regarding non-academic matters), and March in-takes.

Rep Testimonials

Reps have told us the following this year about their experiences:

"Being course rep has been absolutely brilliant and I'm so glad I stepped up to do it. It not only let me take leadership of my group but allowed me to form a closer bond with my peers and form great friendships with them.... Stand up and speak up for your peers and yourselves. It's an amazing opportunity, and you'd be surprised at what you can achieve."

"The role of course representative has provided me with employability skills that have improved my study and career prospects for the future; I am now off to do a Masters wahay! The student to module leader communication developed my skills massively as a learner and a leader; improving my abilities to be empathetic and understanding towards my peers in their final year. The Student Union and other student representatives have been really supportive, being easily contactable if at any point further information was needed. I highly recommend anyone thinking about putting themselves forward for the role to go for it!"

"The SU has given me opportunities to grow throughout my university experience. I have been course and department rep and working with the SU has been a pleasure. I've personally seen the hard work and dedication they put into helping students. I'll always remember the help the SU have done for me."

"Being a student rep... has been amazing for my confidence and professional development."

Satisfaction with the Academic Representation System

A key measure for us is, naturally, satisfaction with the Academic Representation (AR) system amongst the student body. We were pleased with the results from the key surveys that take place annually, helping us to understand students' views on how their academic interests are represented by the Union.

The National Student Survey (NSS) and University Course Experience Survey (CES) results for this academic year were as follows:

National Student Survey (NSS):

Q25 How well does the Student's Union represent students' academic interests?
Overall University: 76.5% (sector average 73%, our score in 2023 was 75%)

The Union is positioned 37th out of 147 Unions nationally in the Universities' compiled NSS rankings (for Q25- 37th/148 in 2023, and for the previous Q26 - 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

Course Experience Survey (CES):

Overall satisfaction with Academic Representation System - **85%**

Q.5.3 - I know who my Course Rep is:
Overall University: 82% (-2% from 2022/23)

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: **84%** (+4% on 2022/23)

Q14 - How well does the Students' Union represent academic interests:
Overall University: **84%** (+4% on 2022/23)

Pizza with a PVC
Following student feedback at the All Student Meeting in February 2023, that they would like increased visibility of the University's senior leadership team, the Union worked with the PVC (Students), Dr Tim Jones to establish Pizza with a PVC. Students could come along and ask questions, whilst grab a quick slice of the ever-favourite food. There were then a further session with the PVC (Academics), Lisa Stansbie and Sally Moyle. Whilst the numbers of students attending these meets was relatively small, some key topics were discussed and action promised, such as parking, international hardship, catering, and building a community feel on campus.

STUDENT COUNCIL

Student Council, the highest student body in our democratic structure, had another busy and productive year, with some good debate. We filled 77% of the available positions (20 out of 26). This was 86% the year before. Some councillors again struggled with time and other commitments and were unable attend meetings and so by the end of the year, 2 of the 4 meetings had reached quoracy. We will be looking to rearrange the times of the meetings going forward.

Student Council had standing agenda items for each meeting as follows:
• Officer annual objectives and reports
• Update from Sub Councils - Welfare and Inclusion, Education, and what became known as Student Activities (formerly Teamworc) Councils
• Updates from Executive Committee and Trustee Board
• Update from AROG (Academic Representation Oversight Group)
• Live Policies and Ideas
• Current Student Issues
• Menu Diversity and campus catering was added from October 2023 as a standing item on the agenda due to the volume of student comments and concerns raised about this.

In addition to the above, key areas of discussion over the course of the year were around:
• Facilities and support for students on City and Jenny Lind
• Multi faith rooms across the campuses
• Student mental health
• Issues with transport for students on nursing placement during the train strikes
• Issues with Reasonable Adjustment Plans (RAPs) not being actioned for students

• Availability of free period products across campus
• Language clubs for international students to help them understand slang, idioms, and informal English
• The Union's Leadership Elections and All Student Meeting
• Channels for students to report racism or discrimination
• NUS Conference and Liberation Conference
• Honorary Life Memberships
• Supporting the Gypsies, Travellers, Roma, Showman & Boaters (GTRSB) Pledge
• 10 motions went to the Council, 8 of which were passed, some with amendments:
o Separate All Gender and Disabled Toilets - to work with the University
o Incorrect Terminology - to work with the University to create a guide for academics and staff on appropriate terminology
o Email name change - to work with University IT and Registry to ensure students can easily change their email address if they change their names.
o Teamworc Council name change - became Student Activities Council to reflect the Union's Officer structure
o Increase the number of academic representatives on Student Council - from 2 (one per college) to 10 (one per School/Institute)
o Continuing Recording Lectures - to work with the University to ensure implementation. This was to reflect students' studying needs and desire to revisit lectures and discussions within, as well as being linked to issues with Reasonable Adjustment Plans (RAPs) not always being considered properly.
o Race Equality Week - to mandate the Union to recognise the week and ensure the University were involved.
o Accommodation references for international students - to work with the University to seek appropriate guarantor arrangements for private rentals. This was amended to include home students who are estranged or who have no access to a guarantor but who have stayed in University accommodation.

The 2 policies that were not passed were:

• To commit the Union to providing mandatory basic life support and first aid training for committee members. It was agreed this could not be mandatory and would be costly for the Union but was felt to be a positive skill for all students. The Union agreed to investigate the feasibility of such training for the academic year 2024/25, in collaboration with the University.
• To mandate the Union to protect Progress Week in the University calendar and ensure no future change to arrangements around Progress Weeks without student consultation. This policy was submitted to a meeting which was not quorate, and the subsequent email resolution also did not reach quoracy.

The Union is reviewing what is termed 'Policy' versus actions and tasks for the 2024/25 academic year as it was felt by management that some of the policies passed across the 2023/24 year were not technically policies but more 'asks' from students and actions for Officers to follow up.

SUB COUNCILS OF STUDENT COUNCIL

Education Council

This year, Education Councillors were consulted on a range of topics and debated a number of policies through the sub-council, including:
• Policy submissions:
o Student choice for examinations
o Continuing Recording Lectures
o Increase to Academic Representation membership on Student Council
o Progress Week Protection Policy
• Discussion topics: Personal Academic Tutors (PATs), Reasonable Adjustment Plans (RAPs), Timetabling
• Artificial Intelligence Workshop delivered by Helen Hope, Deputy Head of School, Sport & Exercise Science

The average attendance rate across all four Education Council meetings was 48%, with meetings often failing to meet quorum. Consequently, a key priority for the Students' Union next year will be to emphasize the importance of these meetings and encourage higher attendance rates.

Welfare and Inclusion Council

Matters covered by this Sub-Council across 2023/24:

- Policy submissions:
  - All Gender/ Disabled Toilet Separation Policy
  - Incorrect Terminology Policy
  - Email name change
  - Race Equality Week Policy
  - Action for Accessibility
  - Guarantor for International students Policy
  - Inclusive period policy
- Discussion topics: Sustainability, Hangar/SU Spaces, and accessible Elections.
- EDI Forum with senior Police and local Hate Crime Officers
- Artificial Intelligence Workshop delivered by Helen Hope, Deputy Head of School, Sport & Exercise Science

The average attendance was 8 councillors per meeting across all four Welfare & Inclusion Councils this year, which is approx. 66% turnout, with one meeting failing to meet quorum.

ACHIEVEMENT AND PERFORMANCE

Welfare & Inclusion Council feedback on Leadership Elections

One of our core aims in our Leadership Elections this year was to seek to improve our election candidate diversity. This follows our elections in 2022-23 where:
(a) no international students run as a candidate
(b) our candidates who defined as male/female/non-binary in 2022-23 did not reflect our large proportion of female students.
(c) of the candidates we received demographic data for in 2022-23 (which was not all candidates), all defined as white students.

December's meeting of Welfare & Inclusion Council was asked a set of questions to help gain feedback from underrepresented groups on their feelings and thoughts surrounding democracy and elections. This was gathered via an anonymous polling platform to ensure participants felt comfortable to be open and honest.

The feedback was insightful and thought-provoking, with comments centring around the following barriers to engagement:

- Language barriers - understanding the terminology and speaking to other students.
- Feeling judged or lacking confidence.
- Time commitment (of running a campaign).
- Financial barrier (cost of running a campaign).
- Mistrust in the principles of a free and fair election.
- Lack of existing representation.

This feedback was subsequently incorporated in our planning processes, resulting in an enhanced and extended set of inclusivity initiatives for the Leadership Elections 2024.

Student Activities Council

Previously named TeamWorc Council, meetings were held in October, November, February and April. The first sub council meeting introduced club and society committee members to the Student Council structure and members voted in our Student Activity Reps to Student Council. Throughout the year, we gathered feedback from members on SU spaces, Celebration Week, the process of recruiting committee members, and Varsity. They also benefitted from then session delivered by Helen Hope on Artificial Intelligence workshop to attendees.

Two policy motions were submitted across the year. The first asked for the Students' Union to integrate Basic Life Support and/or First Aid training into Committee Training to help committee members to respond if a medical emergency occurred during a student group session. The policy was unanimously approved and was passed to Student Council.

The second motion looked at implementing "non-monetary societies" in which societies wouldn't require a membership fee for students to be a part of. The Vice President Student Activities explaining the reasons why student groups have memberships and (in many cases small) fees. There was much discussion amongst the sub council members and the majority of voted against the proposal, due to potential implications, so it did not progress to Student Council.

ACHIEVEMENT AND PERFORMANCE

EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, continued to meet each month to monitor the Officers' objectives/campaigns and progress against active SU Policies, as well as to discuss student ideas (submitted via the Ideas Forum), student issues, and key projects (including those in collaboration with University). They also approved 11 new societies and 2 new clubs throughout the year. Matters attended to over the course of the year by the Committee included:

Active Policies/Student Ideas (via Ideas Forum):
- Addressing use of incorrect terminology by lecturers
- Progress of University Mental Health Policy
- 24 hours access to Elizabeth Garrett Anderson building /CCTV
- Ability for students to change their name and email across University systems
- Accessible Toilets on campus
- Module withdrawal procedures

Other emerging student matters included:
- Cost of Living
- Progress Week
- Matters raised from Pizza with the PVC
- Catering on Campus
- City Campus and Jenny Lind (facilities and atmosphere)
- International Student Hardship
- Accommodation costs (and other issues related to housing)
- Reasonable Adjustment Plans (and issues related to these for students)
- Network committee bursaries
- Placement issues for nursing issues (including transport during rail strikes)
- Artificial Intelligence (and emerging issues amongst a particular cohort)
- Researching grants to support work of SU
- Middle East Conflict
- Dudley Campus developments
- NUS affiliation and reform
- Students' Choice Awards
- General Election

UNION LEADERSHIP ELECTIONS

The Union's Leadership Elections took place in the last week of February and saw 5 students stand for the 3 positions, with the Vice President Education post uncontested (albeit students had the option to Re-Open Nominations). We initially had 8 candidates standing but 3 of them dropped out of the process, citing time and personal pressures. Anecdotally this as also the case at many other SUs nationally. We reduced the campaigning period even further this year to try and minimise pressure on the candidates and to better accommodate any students on professional courses but some felt the prospect was still too onerous or off-putting. We are still seeing issues around confidence in students, and this is something that is, again, being experienced nationally,

We were delighted to have the highest number of nominations through our 'Recommend a Friend' scheme, whereby students could be recommended by others as a potential candidate. This year we received 120 (in comparison to 73 last year, which was also record breaking) and many conversations took place with those recommended as a result. Many of them were first or second years who decided not to stand this year but seemed very keen to do so in future years.

ACHIEVEMENT AND PERFORMANCE

A total of 3,210 votes were cast by 1,162 individual voters, (compared to 3,100 votes by 1,101 students in 2023) representing 13.9% of the student population (the sector average remains between 10 and 15%). We also had increased engagement in voting from students from the School of Nursing and Midwifery, which was one of our key aims.

The elections once again enjoyed a very positive atmosphere and the following candidates were successfully elected as the Union's Executive for 2024/25:

SU President - Ruttuja Mane (School of Psychology)
Vice President Education - Elliot Atkinson (School of Humanities)
Vice President Student Activities - Jack Lambert (Worcester Business School)

The Union worked hard to increase diversity in the Leadership Elections. Of the candidates, 60% described their ethnicity as Mixed/Multiple Ethnicity, Asian (Indian) or Any Other Ethnicity (20% in 2023). The President elect is the first international student to be elected into this position for the Union (albeit we have had international student Vice Presidents in the past). All candidates were between 18 and 21, 40% of whom defined their sexual orientation as Bisexual or Gay/Lesbian and 40% considered themselves to have a specific learning disability, other disability, or long-term health condition.

We, also, consulted our Welfare and Inclusion Council on the elections process in December 2023, and their feedback was extremely useful. As a result, measures put in place to try and reduce as many barriers as possible to engagement included:

- A new International Students Guide on the Candidate Hub section of our website, to support any international students considering running with information about support, visas, and overcoming language barriers with a glossary of key terms.
- Wellbeing training as part of candidate training delivered by our Academic and Welfare Advisors.
- A dedicated candidate wellbeing space in the SU building to encourage breaks and down-time.
- A quiet campaigning hour.
- The results night taking place the day after the voting closed to give everyone space to decompress.
- Candidate wellbeing and debrief event (bowling) before the results night, which they all loved!

Following our initiatives, we featured in the NUS's SU Elections 2024 report as a case study for good practice around candidate and staff wellbeing. NUS were the Returning Officer for our Elections (and for 115 other SU elections nationally in Spring and 34 in Autumn 2023). The University's Director of Access and Inclusion was, again, our Deputy Returning Officer, for which we remain very grateful.

Looking forward to the 2025 Leadership Election, we want to:

- Build on the above initiatives and engagement of Welfare and Inclusion Council
- Explore more support for students with disabilities
- Review engagement across the Schools
- Increase the engagement of mature students

ALL STUDENT MEETING

We held our annual All Student Meeting in February, providing a review of Union activities during the 2022/23 academic year and details of our new Strategic Framework 2023-28. We also shared the Union's 2022/23 accounts and gave an overview of our affiliations.

We only had 19 students attend and so did not reach quoracy but those who attended were highly engaged and asked questions around:
• The Union's finances and bar operation
• The contract with sports kit supplier, Kukri (which is a contract the University holds)

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- Home Varsity
- Course Reps
- Teamworc Awards
- Teamworc Points
- A Varsity for societies
- Why certain student groups affiliate to religious organisations
- Multi-faith prayer space on the University campuses

ENGAGEMENT WITH LOCAL AND NATIONAL POLITICS AND IN THE WIDER HE SECTOR

The Union staff and Officers contributed to the following over the year:
- The Vice President Education wrote to MP Robin Walker and Universities Minister, Robert Halfon, regarding the rhetoric around 'rip-off degrees'. Robert Halfon sent a detailed letter in response, offering reassurance that plans to cap degrees in Arts and Humanities etc. would not have a negative impact.
- The OfS consultation on their new strategic priorities.
- OfS and NUS consultations on Freedom of Speech legislation.
- Two articles in WonkHE - Students need support to have conversations about consent | Wonkhe
And Students need to be co-pilots on the AI adventure | Wonkhe.
- The President also attended the Student Council equivalent (Accountability Panel) of another Union as an external contributor.
- The Union's Chief Executive co-ordinates and chairs a working group of senior leads from SUs nationally and BUCS (British Universities and Colleges Sport) to increase the voice of Unions and to amend the governance structure of BUCS to recognise the role many SUs play in HE Sport.
- The Union's Chief Executive and Director and Finance and Commercial were asked to join a national task and finish group organised by BUCS to look at creating a new model for calculating member affiliations/subscriptions.
- The Union's Chief Executive was invited to join the Executive of FACE (Forum for Access and Continuing Education) to increase links between FACE and SUs nationally.
- The Union featured in the NUS's SU Elections 2024 report as a case study for good practice around candidate and staff wellbeing.

The Union now has a strong record of engagement in national and local democracy, as well as other areas of the HE sector. We are confident this will continue in 2024/25.

4. MAKING SURE OUR DIVERSE BODY IS REPRESENTED

Key aims:
(i) We will understand and learn about the diversity of our students so we can support and represent them
(ii) We will ensure Equity, Diversity, and Inclusion (EDI) is central to all we do, working to an informed action plan each year and keeping our members updated
(iii) We will deliver activities and events that are accessible and that appeal to different students

STUDENT NETWORKS

Following some mixed engagement in 2022/23 with Networks, and lots of discussion with University, the Union restructured Networks over the summer period and agreed, through AROG and the PVC Students, that Chairs and Vice Chairs would receive bursaries in 2023/24. This was to reflect the representative nature of their role, in line with Department Reps, and to encourage engagement as students are more and more reticent to commit to voluntary roles.

We reduced the Networks to 7; for Disabled Students', LGBTQ+ Students', Women's, International Students', Commuters Students, Race Equality, and Mature, Parents & Carers Networks. The removal of Networks was addressed through alternative initiatives (e.g. the Sustainability Network through paid Green Impact Project Assistants). All Networks a Chair appointed and 4 of the 7 also had a Vice Chair in position.

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Highlights of their activities over the year include:
- The Disabled Students' Network's charity basketball event and 'A little Less conversation, More Action Please' Campaign (including collaborating with other student groups), whereby staff were encouraged to use text-to-speech software for half a day. The Network also submitted 3 policies to Welfare & Inclusion Council related to all gender/ disabled toilet separation, incorrect terminology, and accessible communications.

- The Race Equality Network hosted Race Equality Week, which encompassed a range of events, on-line and in person. This included microaggression training, a Culture and Race Workshop, and a Community Dialogue attended by external organisations and University management. Unfortunately, the Network's planned 'Equality Walk' and evening celebration during the week had to be cancelled due to inclement weather There was then a wrap-up event the following week, reflecting on the week and making future commitments. The Union continues to liaise with external stakeholders following the Community Dialogue to engage students more with activities and projects in the local community.

- February was LGBTQ+ History month and the LGBTQ+ Network celebrated by hosting a Valentines Ball for any student to come to celebrate an evening of love and friendship. The theme was 'Flamboyant Fancy' so students dressed to impress, shared a slice of pizza together, and danced the night away.

- The Women's Network hosted a craft-a-thon, a bake sale, a nighttime safety stall, and a guest speaker from the West Mercia Rape and Sexual Abuse Centre.

- The International Student Network supported students with learning UK slang.

EQUALITY, DIVERSITY AND INCLUSION (EDI)

The Union is very proud of the continued efforts it has made in respect of EDI, as a fundamental consideration in our services and operations. Our internal EDI Working Group, again, met monthly and had representation from across the organisation, as well as linking in with the Union's Welfare and Inclusion Council. The group monitored progress against a comprehensive action plan and an end of year report was published in May 2024. Our Anti-Racism statement was also updated. Both can be found here https://www.worcsu.com/yourunion/aboutwsu/equalityanddiversity/

The action plan for 2023/24 covered the following areas:

- Recognition of cultural events and festivals, including our events in the Hangar
- Race Equality and LGBTQ+ engagement in Sport
- Accessibility of the SU's spaces, services, and communications
- The experience of neurodiverse students on campus
- University policy around and facilities for religious observance
- Ethnic diversity of elections candidates
- EDI training for staff and students
- International students' hardship fund
- Gender neutral toilet facilities
- Creation of a #Teamworc EDI video
- Support from external organisations in staff, policy, and service development

In terms of the training, development and awareness raising, the Union facilitated the following:

- Race Awareness training for our core staff team, delivered by Mission Diverse (https://missiondiverse.org/).
- Delivered EDI training to our Club, Society, and Network Committees.

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- Neurodiversity training for core staff and managers, from an external charity, I Am Paying Attention (https://www.iampayingattention.co.uk/) sharing the sessions cost with 2 other Unions.
- An EDI Forum, with the local West Mercia Police Chief Inspector, where students and staff asked questions on the Police's current approach to and priorities around EDI.
- Supported the Race Equality Network to run a range of events for Race Equality Week 2024 in February. This included Microaggressions Training, a Culture and Race Workshop, and a Community Dialogue attended by external organisations and University management.
- The SU took part in Race Equality Matters' 5 Day Challenge https://www.raceequalitymatters.com/5-day-challenge/ , sharing information each day. As part of this, throughout the week staff and students contributed to the Big Promise, expressing their commitments to race equity. This was made into a lovely poster that is on permanent display in the SU.
- Took part in our Disabled Students' Network Text2Speech Day in February, to raise awareness of non-verbal communication methods.
- The Union's Chief Executive was a facilitator at a session organised by the University in preparation for submitting their new Access and Participation Plan (APP), supporting discussions on how the University can prioritise and support race equity.
- Facilitated students' (paid) involvement (paid) in focus groups, contributing ideas on what they felt should be included in the APP.
- The Chief Executive co-ordinated the creation of an on-line forum (via the National Union of Students) for leaders of Students' Unions nationally to share ideas and best practice around race equity.

In terms of our internal processes and commitments as a Union:
- We worked with the University to ensure that Chairs and Vice Chairs of our Student Networks received a bursary for their work for the first time, in line with Department Reps, to reflect the representative nature of their role.
- Had specific EDI objectives around our annual Leadership Elections, to remove barriers to engagement and to increase the diversity of candidates.
- We continued to run our recruitment processes for core and student staff in a transparent and inclusive way, being proactive in encouraging applications from people based on skills and competencies (and not prioritising experience) and explaining who we are as an organisation and our EDI commitments
- Upheld our zero-tolerance approach to all forms of discrimination and harassment within #Teamworc. We spent time educating students on the impact of certain conduct and supporting students to be active bystanders. We continued to promote the need for students to look out for each other and embrace difference. We had a very good year, with very few incidents within our student groups.
- We reviewed our EDI Policy and Anti-Racism statement.
- Introduced a suite of updated and, in some cases new, policies in our Employee Handbook related to 'Special and Other Leave'. This was to further support our staff to balance their work life with their private life and public duties.
- Reviewed our Bye Laws and processes to remove barriers to engagement, with comprehensive updates prepared for implementation in 2024/25.

In relation to the Union's services for members we:

- We held a diverse programme of events and celebrations in The Hangar marking Diwali, Nigerian Independence, Onam Festival, Black History Month, Chinese New Year, and hosted a Break the Fast station during Ramadan. We also facilitated an Afrobeats Night, Christmas Winter Ball, Bollywood Night, LGBTQ+ Valentines Ball, and a global quiz hosted by the International Experience Team.
- The Hangar team had monthly meetings with the University's International Team to ensure great collaboration and won a national award for their efforts in this respect.
- Increased the accessibility of our Help and Advice service further, offering more flexible appointment times and drop-in sessions, developing our advice enquiry forms to allow for enlarged text and yellow paper print versions, and having text to speech and language translation available on our ipad.
- Translated our Teamworc Awards running order into braille and developed braille menus for use in The Hangar from September 2024. We, also, had braille stickers placed at the bottom of the stairs in the venue.

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- Supported several international students with issues they had experienced on course placements and reported these to the University. These were taken very seriously and followed up with the Chief Nursing Officer and Freedom to Speak up Guardian in the NHS Acute Hospital Trust and reported to the Nursing and Midwifery Council (NMC). We were very heartened by the University's response in this matter.
- Other issues related to transport to placements (with ongoing train strikes) were also raised by student Reps and resulted in a new working group related to placements being established by the University to tackle the problem, of which the SU President is a member.
- Worked hard to encourage the University to create a Hardship Fund that is accessible to our international students, presenting research conducted by the President of provision at other Universities.
- Created a working group with colleagues from the University's International Experience Team and Sport department, to increase engagement of international students in all forms of sport at Worcester. This resulted in a small increase in the diversity of students engaged with BUCS sports teams but many more students engaged with recreational sport, which the group promoted.
- Continue to assess demographic data biannually of the members who are engaged with our activities as Reps, volunteers, and club, society, and network members. Our aim is to address where our engaged students do not reflect (or exceed) the University overall population data.
- Raised the need for more accessible toilets across campus with the University, and new signage is now being installed. The University will be adding a map to MyDay to show where the accessible toilets, baby change facilities, and gender-neutral toilets can be found on campus.
- Worked with the University on improving prayer facilities and spaces across the campuses, which is still being worked on.
- Worked with the University's Disability Service on supporting students with neurodivergence as part of their induction, facilitating bespoke activities for students.
- We consulted with students when organising major events such as Celebration Week on what they wanted to see and accessibility, including financially.

Going forward in 2024/25, in summary the Union aims to:
- Facilitate further bystander and micro-aggressions training for the student body.
- Continue to strive to increase the diversity of students engaging with our annual Leadership Elections.
- Develop a Neurodiversity Policy for the organisation (following the training this year).
- Deliver a Race Equality Week in 2025, in partnership with the University and community stakeholders.
- Continue to learn from best practice in the sector, as well as seek external expertise, to ensure our processes and procedures are as inclusive and effective as possible.
- Update our calendar of cultural events for 2024/25, working with University colleagues and continue the great relationship we have with the International Experience Team.
- Work to ensure we have more diversity within the memberships of our sports clubs, societies, networks, Rep cohorts and volunteers, and supporting our student groups to be informed and inclusive.
- Continue to scrutinise our space/building, liaising with University Estates on improvements we believe are needed.

The Hangar

As detailed above, the Hangar held a very diverse programme of events and celebrations across the year marking Diwali, Nigerian Independence, Onam Festival, Black History Month, Chinese New Year (with an amazing dragon in attendance!), as well as hosting a Break the Fast station during Ramadan. It also hosted an Afrobeats Night, the Christmas Winter Ball, a Bollywood Night, the LGBTQ+ Valentines Ball, and a global quiz hosted by the International Experience Team. The team won the Impactful Collaboration Award in the national NUS Trade Awards for this and their excellent collaboration with the University's International Experience Team. In addition to this, the Hangar team supported students to host the highest number of student-led events ever, at 96. Of these, 91 were run by clubs, societies, and Networks, and 5 were RAG Team events.

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5. BUILDING CONNECTED COMMUNITIES WHERE STUDENTS FEEL THEY BELONG

Key aims:

(i) We will be highly visible to our student body and be a 'home from home' through physical and online spaces
(ii) We will help and enable students to build communities that benefit them and their University experience
(iii) We will provide environments for students to have positive interactions with each other and learn new things

INDUCTION TALKS

The Union delivered more induction talks in 2023/24 than in the previous year, up from 39 to 46. We noted that many schools seemed to be doing bigger induction talks, combining levels or courses, so the number of students receiving these induction talks most likely also increased on previous years.

The Officers presented talks to students across every school, including the new Medical School. They fed back that University staff were supportive of the talks, often highlighting their importance, and prompting questions from their students, which was great.

School	2022	2023	
School of Psychology	2	4	+2
Three Counties School of Nursing and Midwifery	5	7	+2
Institute of Education	7	10	+3
Worcester Business School	4	3	-1
School of Arts	2	4	+2
School of Humanities	3	5	+2
School of Science and the Environment	3	3	=
Allied Health and Community	6	6	=
School of Sport and Exercise Science	7	2	-5
Three Counties Medical School	-	1	+1
Research School	-	1	+1
TOTAL	**39**	**46**	**+7**

In addition to the Officer inductions above, in Semester 2, SU Induction presentations were offered out via all Heads of School to ensure student and academics were aware of the Union and the services and opportunities open to them, particularly the Help and Advice Service. This proved very popular and was delivered to 36 cohorts.

WELCOME FESTIVAL

The Union worked with the University to create what we hope was a lovely welcome or return for students. We held the Big Worcester Welcome on arrivals Saturday, with lots of stalls located outside the Union about Union, University and external services. The Monday saw the Welcome Fair, which had to be moved indoors to the Sports Hall last minute due to inclement weather, but which nevertheless, had great attendance with 2,800 students recorded. Again, students could get all sorts of information about how to join student groups, access services within the Union and University, and get involved with local organisations. The day was vibrant (with a great Reggae band entertaining us) and everyone pulled together to make it a success, despite the incessant rain!

The rest of the week included the Colour Mile and a Rec Sport Day, a Society Pick N Mix, a Safety and a Volunteering Fair, alongside students' academic inductions. This was alongside a comprehensive and diverse evening events programme.

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TEA DANCE

In December, the Union hosted the very popular Tea Dance for some lovely senior citizens from the local community. It has become an annual event in the Union which Active Hereford and Worcester help to promote, and a real highlight of the calendar. Students from the Saints Dance Society and Christian Union gave band performances during the afternoon, and student volunteers were on hand to dance with attendees to the band and to a local singing duo, Two4One. A raffle was drawn with prizes, Christmas chocolates, and crafts. The day provided a chance for great intergenerational fun, with bags of laughter and merriment - it really is a very special event.

CELEBRATION WEEK

Teamworc Awards

The TeamWorc Awards are the Union's chance to say a big thank you and well done to everyone in the TeamWorc community for all their amazing achievements throughout the year. This year's awards took place in mid-May, with 145 students and VIPs in attendance in The Hangar. It really felt like everyone had an amazing time. The deserving winners of this year's TeamWorc Awards were as follows:

o Athlete of the Year - Alice Hopkins (Blind Football)
o Changemaker for Equality, Diversity, and Inclusion - Christian Wilson (Disabled Students' Network)
o Changemaker for Student Experience - The Progress Week Collective (Department Reps)
o Charity Fundraising Student Group of the Year - Aerial Fitness
o Course Rep of the Year - Luke Marshall-Watkin (Computing)
o Department Rep - Oliver Nightingale (Occupational Therapy, Physiotherapy, and Nutritional Therapy)
o Event of the Year - 24-hour CPR Training Marathon (Paramedic Society and RAG)
o Outstanding Contribution to the Community - Amy Shadbolt (Women's Hockey)
o Network Campaign of the Year - Race Equality Week (Race Equality Network)
o Network Committee Member of the Year - Harriet Lawrence (Women's Network)
o Network of the Year - Race Equality Network
o New Society of the Year - Medsoc
o Society Committee Member of the Year - Benji Robison (Paramedic Society)
o Sports Club Committee Member of the Year - Megan Ince (Dance)
o Society of the Year - UniBoob Team
o Sports Team of the Year - Men's Cricket
o Sports Club of the Year - Aerial Fitness

You can see some nice photos here:
https://www.worcsu.com/barandevents/celebrationweek/teamworcawards/

In addition to the Teamworc Awards, the WorcStar initiative continued to celebrate students who go above and beyond to enhance the student experience. We gave around 30 WorcStars (badges and certificates) to students from networks, clubs, and societies with nominations coming from Union staff and Officers, as well as other students. We also gave WorcStars to some staff members in the University across the year whom we felt had really gone the extra mile for us and for students. This included staff in Estates (cleaning), Student Services, Sport, and the International Experience Team who all seemed delighted!

Students' Choice Awards

We received a total of 385 nominations from students for the above, and the winners - decided by a student panel - were as follows:

- Outstanding Lecturer Award - Michael Wheatley (School of Humanities)
- Extra Mile Award for Support Staff - Mark Harwood-Browne (Disability Advisor, Student Services)
- Award for Exceptional Personal Academic Tutor - Elizabeth Russell (Institute of Education)
- Sustainability Award - Mike Wheeler (School of Science and the Environment)
- ARC (Academic Representation Co-ordinator) of the Year - Amy Johnson (School of Psychology)
- Provost Award for Excellence - Kaytie Holdstock (Institute of Education)

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MARKETING AND COMMUNICATION

Throughout 2023-24, the Union continued to communicate to students across a range of platforms, including social media, physical and digital displays, direct email, and face-to-face promotion.

Significant levels of promotion were given to three of the SU's major events during the year; Welcome Festival, the Leadership Elections, and Varsity, with high levels of engagement both online and in-person. Along with regular, ongoing promotion (including a weekly email to the student body) of SU services, campaigns, and events, several campaigns saw a particular focus. These included the Community Cupboard and cost-of-living support, Help & Advice and the launch of Myth Buster Mondays, the Consent campaign, Refreshers and Give it a Go Week, and the Insights survey in May, which is detailed further down in this report.

Marketing and social media content for The Hangar saw promotion of major events such as Welcome Festival, the Winter Ball, Refreshers, and a variety of student-led events. There was also continued promotion of the weekly line-up, newly introduced products and drinks, non-alcoholic offerings, value for money and The Hangar's position as one of the cheapest venues in Worcester. During Semester Two, management of The Hangar Instagram was given to a member of student staff to help boost engagement by creating a more student friendly platform.

Social Media

The majority of social media platforms have continued to see steady increases in engagement. Both the Union and Hangar Instagram saw far more content posted than in previous years, with growth in new followers, impressions, and engagement, surpassing the SU and Hangar Facebook pages.

Platform	Followers	Impressions	Engagements
SU Facebook	9,034	547,833	13,356
Hangar Facebook	1,521	64,054	937
SU Instagram	5,251	827,212	26,768
Hangar Instagram	2,049	265,564	9,465
TikTok*	1,009	11,003	326

Number of followers, impressions, and engagements for SU and Hangar social media in 2023-24 academic year up to the end of July. *Metrics for TikTok are from February 2024 to July 2024.

Website

Website use and engagement has remained at levels consistent with previous years, despite a fall in the overall number of students at the University. There are significant increases in both use and engagement at notable times during the academic year; Welcome Festival, the Leadership Elections, and club and society elections. The Sports & Societies and Help & Advice pages remain the most accessed areas of the website across the year. September, October, February, and April are the busiest months, with between 59,000 and 64,000 pages views by between 6,000 and 8,500 users. The total number of page views over the year was 424,347 by 56,621 users.

SUSTAINABILITY

The Union achieved re-accreditation under the Responsible Futures (RF) scheme following our 2024 submission, with our classification pending. Our sustainability efforts were supported by a Green Impact Project Assistant, funded by the University, who earned a Gold mark in the University's Green Impact Award for her contributions towards improving student engagement in sustainability.
Over the year, despite having very limited resource to dedicate to this area, we collaborated with students and the University's Sustainability Team to:

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• Deliver a range of activities for Go Green Week and host Repair Cafés at St John's Campus.
• Create a new sustainability and logo.
• Raise awareness of sustainability issues within the team through a staff sustainability board and a 'Make it Green' event.
• Widen the participation of our Sustainability Committee and create an internal sustainability strategy in line with our earlier commitment to the SDG accord.
• Support the University's Director of Sustainability to launch a new Sustainability Hub at St John's campus, offering students opportunities to learn how to sew, build terrariums, and take care of plants.
• Collaborate with Hey Girls to provide sustainable period products to students.
• Support the Allotment and Gardening Society and ensure all clubs and societies received sustainability training to encourage pro-environmental behaviours.
• Review the criteria for sustainability points towards the Team Worc Award to ensure students are properly recognised for their efforts towards the natural world.
• Come in top 25 institutions nationally with our response rate for SOS-UK Sustainability Survey.

STAFF DEVELOPMENT

Staff learning, development, and wellbeing is very important to the Union. We continued to hold fortnightly team meetings (chaired by different members of the team) to aid teamwork and communication, as well as staff breakfasts as more relaxed group activity, as well as half day strategic meetings. A 'Star of the Month' was announced at staff meetings for great work, which came with a little trophy that was passed between 'Stars'! We updated our student staff newsletter, written by the Welcome Desk Assistants for the wider student staff team, to help keep student staff informed of what was going on in the Union. We arranged out of office activities, such as a Sip and Paint, and down time when major events were taking place, such as the Euros.

Student staff were all inducted into their roles and have places on the Union's Staff Consultative Forum and Health and Safety Committee. Several student staff received recognition throughout the year for great work (through an on-line nomination process) and received a letter and shopping voucher.

Union staff and Officers undertook learning and development over the year, as well as being encouraged to get involved in projects outside of their immediate area of work to widen their knowledge and develop new skills. Courses and learning undertaken over the year included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, First Aid. Neurodiversity training, UJS (Union of Jewish Students) Antisemitism Training, and Race Awareness training. As well as these, staff and Officers attended many of the annual conferences and events, including NUS Strategic Exchange, Membership Services Conference, SOS-UK (Students Organising for Sustainability) Sustainability Summit, SU Digital, BUCS Conference, NUS Conference, The NUS Trade Show, and Lead and Change.

Core staff had their Personal Performance Appraisals (PPA) held and objectives set, which fed into the Union's operational plan. Staff also have a Personal Development Plan that sits alongside their PPA and all follow a 121 template that was implemented in year to ensure they monitored progress against objectives, recorded successes and challenges, and actions from each 121. This seems to be very popular amongst staff and helps them to reflect on their achievements on a regular basis.

In the background, despite resource challenges, it was an extremely busy year and a vast amount of work was done to update our Employee Handbook and HR processes, including:
o Creating an updated PPA/PDP/121 template and process
o Revising our travel, expenses, compassionate leave, and sick policies
o Introducing a suite of new Special and Other leave polices
o Starting the process of reviewing our Maternity, Paternity, and Parental Leave policy
o Updating our information for current and prospective employees on our non-pay staff benefits
o Reviewing and updating our Health and Safety Policy

ACHIEVEMENT AND PERFORMANCE

o Updating our core staff contracts
o Updating our Student Staff Handbook and contract
o Liaising with Staff Savvy, our on-line HR portal provider, to iron out problems and further embed the system into the organisation
o Researching potential HR retainer services to support the Union with HR matters. We concluded this was not affordable at this time but, as a result of the process, we began using the Rradar service provided through our insurance with Endsleigh, much more fully.
o Attending webinars and free external workshops to keep abreast of developments in employment legislation and amending our processes as necessary.
o Maintaining contact with a network of HR staff in SUs nationally, through NUS and sharing best practice.

OVERALL PERFORMANCE AND STUDENT SATISFACTION

National Student Survey (NSS):

Q25 How well does the Student's Union represent students' academic interests?
Overall University: 76.5% (sector average 73%, our score in 2023 was 75%)

The Union is positioned 37th out of 147 Unions nationally in the Universities' compiled NSS rankings (for Q25 - 37th/148 in 2023, and for the previous Q26 - 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).
The Union is also positioned 3rd in the 'cathedral' group of the 12 Providers against which the University benchmarks itself:

NSS 2024	Students' Union
University of Worcester	3
Bath Spa University	9
Birmingham City University	10
Buckinghamshire New University	1
Canterbury Christ Church University	5
Coventry University	4
Liverpool Hope University	2
Staffordshire University	8
University of Chester	6
University of Northampton	7
University of the West of England	12
University of Wolverhampton	11

The Union saw scores go up in all B2 optional questions (which traditionally score much lower than the compulsory questions):

B2 - Students' Union - Overall score 37% (31% in 2023) We do not get sector averages for these questions.
o B.2.1. The Students' Union had had a positive impact on my sense of belonging to the university or college - 38% (33% in 2023)

ACHIEVEMENT AND PERFORMANCE

o B.2. 2. The Students' Union has had a positive impact on the local community = 41% (34% in 2023)
o B.2.3. The Students' Union has helped me develop useful life skills = 32% (25% in 2023).

Course Experience Survey (CES):

Overall satisfaction with Academic Representation System - 85%

Q.5.3 - I know who my Course Rep is:
Overall University: **82%** (-2% from 2022/23)

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: **84%** (+4% on 2022/23)

Q14 - How well does the Students' Union represent academic interests:
Overall University: **84%** (+4% on 2022/23)

An additional question was asked in 2023, at our request, and we are grateful for the University adding this question in as the NSS no longer asks students about their general satisfaction with the Union. The following was asked:

o **How satisfied are you with your Students' Union** - score was **87%**

WSU Insights Survey

In May, the Union have recently surveyed our members on how they feel we are doing against our new strategic framework. We had 434 responses, which is not as high as we were hoping for, but we know that students do get survey fatigue. We are in the process of drilling down into the results but some headlines include:

o Most respondents were 1st year undergraduates.
o Most respondents were students on professional courses, attending St Johns campus.
o 79% of respondents agreed or strongly agreed that the SU and its range of services supported the health and wellbeing of students.
o 74% agreed or strongly agreed that fulfilling student roles within the SU helps students' employability.
o 74% agreed or strongly agreed that the SU prioritises EDI
o 75% agreed or strongly agreed that the SU provides easy and accessible ways for students to give feedback and suggestions
o 76% agreed or strongly agreed that the SU is good at communicating what it does
o 78% agreed or strongly agreed that the SU has a positive impact on University life.
Most other areas scored in the mid-high 70s but the lowest score was our visible presence away from St John's, which was at 71%. We have been doing much more outreach this year but have struggled with the current resource levels we have. Whilst we embed our strategic framework, we feel this is a reasonable start but will, obviously be looking to increase these scores year on year throughout its life cycle. When we are facing financial and resource restraints, this is not easy but we will continue to strive for excellence and to fulfil our organisational vision.

Some very pleasing free text comments included:
'The SU has helped me find the people who have made my university experience 10x better than it could have been without all the things the SU does'.
'Participating in events in The Hangar have been some of the most memorable times at university'.
'The feeling of belonging directly at the start of the first semester was a valuable experience'.
'The SU was very welcoming when I first started at the university and a very important part of creating a friendly atmosphere'.
'Being part of a sports club and society helped me meet a wide range of friends'.

ACHIEVEMENT AND PERFORMANCE

'I appreciate being able to have my say in things like elections'.
'Creating safe and relaxing spaces for students to de-stress'.
'The SU has given me opportunities to grow throughout my university experience'.
'I have had the opportunity to be a student rep, which has been amazing for my confidence and professional development'.
'I think the SU does a fantastic job on all levels advocating for student voice'.
'I feel seen.'

The word cloud below is created from the positive comments fed back by students:

We also asked students what they would like us to see from us in the future to be the best SU and had several free-text responses, that can be summarised as students wanting:
- more visible presence of the Union across the campuses
- more support for international students, mature students, and neurodiverse students, and
- more daytime events.

The Union will work to address this as it develops its operational plan for 2024/25.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £1,011,070 (2023: £991,083). Total expenditure of £1,039,232 (2023: £1,053,966) on all the students' services we provide, which left a deficit for the year of £28,162 (2023 deficit £62,883).

The General Fund balance at the year end stood at £159,210 (2023: £214,292).

Restricted funds, which represent monies raised by the Union's various clubs and societies were £210,950 (2023: £197,039).

FINANCIAL REVIEW

Reserves policy

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

The level of reserves needed at any one time was reviewed again in-year by the Trustee Board and was agreed to be 3 months' operating costs (as defined by the annual budgeted organisational expenditure), known as the 'operating reserve'. The Board is acutely aware that forecasting and modelling a realistic budget for the 2024/25 academic year, the Union is likely to fall below its reserves levels in 2024/25 for 2-3 months in the Summer of 2025. The Union's reserves policy states that action needs to be taken if this is the case for more than 6 months, at which point the Trustees should ask the management to formulate a recovery plan for the Board's approval. The Union has also communicated this to the University.

As mentioned throughout this report, the senior management are highly sensitive to the financial situation facing the Union and already have cost-saving measures and regular contract negotiations in place. Staff positions are reviewed routinely when a member of the team leaves the organisation and, in the current circumstances, particular emphasis is placed on whether the remaining team could realistically consume any extra work.

Reserves in excess of the required reserves are held as 'free reserves' or 'designated reserves', in accordance with the Trustee Board. If there are surplus funds available above the minimum level, the Committee should plan to utilise these within three years.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

Operationally, some of the immediate priorities of the 2024/25 officer and staff team are:

• Continuing work to support students during the cost-of-living crisis, retaining the Community Cupboard extending Breakfast Clubs, and implementing a new Kitchen Korner to help students with domestic equipment.
• Maintaining our annual EDI action plan so that these matters remain central to all we do.
• Raise awareness to international students of the financial support available to them, following the implementation of a new international student hardship fund and supporting them with their housing concerns..
• Embedding our services and staff much more across the campuses, aiming to establish, with the University's help, an SU Hub on City Campus.
• Increase our engagement with mature students and commuting students, providing more daytimes activities.
• Increase the number of academic societies.
• Continuing to provide accessible ways for students on professional courses to engage with us.
• Continue to have a positive staff culture where all staff are welcoming to students, where their contribution is valued and rewarded, and they feel genuine job satisfaction.
• Seeking creative and appropriate additional sources of revenue, including external bookings in the Hangar, media sales, and external partnerships.

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant. This is to ensure we continue to maximise our impact and can maintain our services in a financial environment where costs continue to rise or remain high, as well as to develop as an organisation to meet the needs of our increasingly diverse student body. A key promise in our new strategic framework is to be visible and relevant to more and more of our members; to be proactive and not wait for them to come to us. This requires significant outreach work and creativity from what is a very small team (now less than 20 core staff), whilst doing what we can to minimise financial risk, ensure we are future proof, and maintain healthy reserves. This is not going to be easy.

We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to maximise the benefit of contracts and reduce costs wherever possible. We feel strongly that there is a need to strategically review the Union's funding, space, and facilities on St John's campus and other campuses (especially City Campus), to build on good student satisfaction levels and to support the University's aims around recruitment, retention, and progression. When we surveyed our members in May 2024, they told us that we are not visible enough outside of St Johns campus - we must do our best to address this within our current team and resources.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

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

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

The Union is a democratic organisation, with the ultimate decision making power being its membership through Student Council, which is the sovereign body. Student Council agrees the Policy of the Union, discusses wider and national issues that affect students at Worcester, guides strategic campaigns, represents the voice of students, and makes, appeals and amends the Bye-Laws, jointly with Trustees. Student Council continued to hold the officers accountable for their actions this year through a number of virtual meeting and 2 out of four were quorate (meaning some votes then needed to be conducted over email post meeting).

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities.The Union also receives IT Services from the University through an Operating Model. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union believes this that this support is an integral part of the University structure and strategic plans and of significant value to the overall student experience.

The Union believes it has continued to demonstrate its value and impact in facilitating opportunities and communities for students, providing students with a voice, and continuously improving the experience at Worcester. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, ensuring memories of their time at University.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. As mentioned above, the Union implemented a new 5-year Strategic Framework in Autumn 2023, following extensive consultation with students and staff during 2022/23. A new vision, mission, values, enablers, and organisational KPIs are part of the framework, alongside 5 key strategic themes which will underpin the work of the Union.

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

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union and their role. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters, as well as meets with the Chair and Deputy Chair at least once between full Board meetings to discuss current management priorities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union looks to external support and expertise when recruiting Lay Trustees, where this is affordable when recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. Considering the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The Union also maintains its own annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register. The register was reviewed during the academic year and areas deemed to be of heightened risk, as we emerged from the pandemic, are listed below, with associated actions to try and mitigate or annual.The number of heightened risk areas remained the same as in 2022/23 at 6 (with 5 of these continuing from 2022/23).

- (New - increased from medium to high risk) That the Union does not achieve an increase in in block grant received from the University but continues to rely heavily on its own commercial income. This was amended to high from medium risk as the block grant has remained static since 2021/22. The Union has a strong ongoing relationship with the University and regularly reports on impact but a static block grant and increased costs, particularly in relation to human resources, is placing significant strain on the organisation's finances. Quarterly finance meetings with the Pro Vice Chancellor Finance and Resources continue, where accounts and budgets are discussed, as well as challenges and developments. The Union is currently operating strict spending policies, saving costs where it can, and is seeking appropriate alternative income streams that do not breach existing sponsorship contracts, but this remains very challenging.

- The Union receives a cut in its annual block grant from the University as a result of low student recruitment (particularly in light of current inflationary rises to general costs and salaries): As above, the block grant has remained static since 2021/22 and the University continues to face recruitment challenges. The University has strategies in place for recruitment, retention and progression. The Union continues to implement cost saving measures where it can, as above.

- Union trading operations are not profitable as expected as a result of University or external influences: This remains a serious concern, affected by the ongoing national cost of living crisis and rises in the National Living Wage. Students' ability to spend is much reduced, whilst staff costs continue to rise. As above, the Union meets on a quarterly basis with the PVC (Finance and Resources) and attends the University's Audit Committee each November following the production of annual accounts. Monthly accounts are shared with the University Executive and Trustee Board. The Union continues to implement cost saving measures where it can and look into alternative income streams that are appropriate, as above. Monthly meetings take place with Venue staff and senior managers and efforts continue to increase external bookings in the venue to pre pandemic levels and to ensure student events are as cost sensitive as possible to entice students in. The Union occupies a University building, with outlets run by the University's caterers, which limits the ability to diversify operations and independent income. It is also in conversation with the University about how to affordably update and decorate/refurbish the venue to encourage more students to use the space.

- The Union suffers a significant fall in income through a lack of sponsorship contracts: Monthly meetings are held with key sponsorship partners, including Tramps and Dominoes. The principal contract with Tramps remains half that of pre pandemic levels. The contract with Dominos remains stable and at previous levels. Contracts are renegotiated in a timely manner by Union management and the Trustee Board and University kept informed of any concerns around renewal or a reduction of income from any agreement. Opportunities are sought for additional income (as per risks above and bearing in mind limitations placed by our principal contract) where possible and best practice sought from the sector.

STRUCTURE, GOVERNANCE AND MANAGEMENT

- The Union and its staff are adversely affected by negative developments with pension provider/s, namely SUSS: Communication has been maintained with SUSS Trustees, and NUS. AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. Latest AGM (March 2024) confirmed continuingly low levels of funding although it had improved slightly (now 53% funded) under the fiduciary management of Schroders. The recovery period for the scheme currently ends on 1st May 2037. Many Unions are now investigating the cost of their S75 to pull out of the scheme, including the principal employer, NUS UK, which may well cause increased risk for those Unions left in. Some Unions have already left or are in the process of doing so, a handful of which had a large stake in the scheme. The Union enquired into its S75 debit figure in January 2024, and this was c.£370k, which is not affordable. Next valuation is in June 2025 (in June 2022, the scheme was £134m in deficit).

- That staff morale and retention are negatively affected by perceived low pay, reward, and advancement opportunities within the Student's Union structure. Particularly in the context of the 'Great Resignation' post Covid, increasing expectations by employees, and the cost-of-living crisis (including current inflationary increases on wages) This risk was added in 2022/23: The Trustee Board are consulted on strategic issues relating to staff pay and reward, including annual cost of living rises, increments that go beyond individual pay scales, and organisational change. An external pay and reward review was undertaken in Summer 2022 to provide a new organisational pay policy and framework to increase transparency and understanding of roles. Annual salary benchmarking exercise takes place with comparable roles in the region and similar sectors. Work is ongoing with the Board to continuously review and reflect upon non-pay benefits for staff. Staff are informed of the additional benefits of working for the SU aside from pay, including training and development, life insurance (whilst in service), EAP, Edenred discount childcare vouchers, and other discount vouchers. Core staff all have an annual Personal Development Plan, alongside their objectives.

Two new risks were added in November 2023, one relating to Freedom of Speech (in light of government legislation and new regulation from the Office for Students), and the other to data/IT breaches in relation to payroll (and how this data is currently backed up):

4.7 That the Union suffers reputational damage from an issue related to freedom of speech.
5.13 That the Union suffers from data or IT breaches, particularly in relation to SAGE payroll systems.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership. A benchmarking exercise was also undertaken using Croner Group data in April 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
A. Linforth - ended term of office June 2024
S. James - ended term of office November 2023
I. Price - ended term of office June 2024
M. Osborne - ended term of office March 2024
E. Boddice - ended term of office May 2024
E. Orme - appointed October 2023, ended term of office May 2024
T. Young - appointed October 2023
R. Williams - appointed October 2019, commenced second term in office October 2022
M. Brittain - appointed Oct 2018, commenced second term of office October 2021
E. Burke - appointed May 2023

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

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

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 26/11/24 and signed on its behalf by:

.....
Trustee

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's and groups affairs as at 31 July 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

o The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
o We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
o The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
o Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: 4/4/2025

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**607,300**	**-**	**607,300**	606,910
Charitable activities	5				
Student activities		**-**	**180,788**	**180,788**	163,293
Bar		**132,452**	**-**	**132,452**	126,699
Other trading activities	3	**83,042**	**-**	**83,042**	91,027
Investment income	4	**7,488**	**-**	**7,488**	3,154
Total		**830,282**	**180,788**	**1,011,070**	991,083
EXPENDITURE ON					
Raising funds	6	**96,439**	**-**	**96,439**	106,775
Charitable activities	7				
Representation		**106,442**	**-**	**106,442**	108,074
Advice and welfare		**83,215**	**-**	**83,215**	67,665
Student activities		**292,347**	**166,877**	**459,224**	474,231
Bar		**265,954**	**-**	**265,954**	272,042
Affiliations		**27,958**	**-**	**27,958**	25,179
Total		**872,355**	**166,877**	**1,039,232**	1,053,966
NET INCOME/(EXPENDITURE)		**(42,073)**	**13,911**	**(28,162)**	(62,883)
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**30,785**	**-**	**30,785**	(55,752)
Net movement in funds		**(11,288)**	**13,911**	**2,623**	(118,635)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(196,926)**	**197,039**	**113**	118,748
TOTAL FUNDS CARRIED FORWARD		**(208,214)**	**210,950**	**2,736**	113

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	12	**5,710**	-	**5,710**	11,485
CURRENT ASSETS					
Stocks	14	**5,350**	-	**5,350**	6,537
Debtors	15	**29,513**	-	**29,513**	19,582
Cash at bank and in hand		**150,795**	**210,950**	**361,745**	414,296
		185,658	**210,950**	**396,608**	440,415
CREDITORS					
Amounts falling due within one year	16	**(32,158)**	-	**(32,158)**	(40,569)
NET CURRENT ASSETS		**153,500**	**210,950**	**364,450**	399,846
TOTAL ASSETS LESS CURRENT LIABILITIES		**159,210**	**210,950**	**370,160**	411,331
PROVISIONS FOR LIABILITIES	17	**(367,424)**	-	**(367,424)**	(411,218)
NET ASSETS/(LIABILITIES)		**(208,214)**	**210,950**	**2,736**	113
FUNDS	18				
Unrestricted funds				**(208,214)**	(196,926)
Restricted funds				**210,950**	197,039
TOTAL FUNDS				**2,736**	113

The financial statements were approved by the Board of Trustees and authorised for issue on 26/11/24 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Charity Balance Sheet
31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
FIXED ASSETS					
Tangible assets	12	**5,710**	**-**	**5,710**	11,485
Investments	13	**1**	**-**	**1**	1
		5,711	**-**	**5,711**	11,486
CURRENT ASSETS					
Stocks	14	**5,350**	**-**	**5,350**	6,537
Debtors	15	**29,513**	**-**	**29,513**	19,582
Cash at bank and in hand		**150,795**	**210,950**	**361,745**	414,296
		185,658	**210,950**	**396,608**	440,415
CREDITORS					
Amounts falling due within one year	16	**(32,159)**	**-**	**(32,159)**	(40,570)
NET CURRENT ASSETS		**153,499**	**210,950**	**364,449**	399,845
TOTAL ASSETS LESS CURRENT LIABILITIES		**159,210**	**210,950**	**370,160**	411,331
PROVISIONS FOR LIABILITIES	17	**(367,424)**	**-**	**(367,424)**	(411,218)
NET ASSETS/(LIABILITIES)		**(208,214)**	**210,950**	**2,736**	113
FUNDS	18				
Unrestricted funds				**(208,214)**	(196,926)
Restricted funds				**210,950**	197,039
TOTAL FUNDS				**2,736**	113

The financial statements were approved by the Board of Trustees and authorised for issue on 26/11/24 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Consolidated Cash Flow Statement for the Year Ended 31 July 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	**(60,039)**	(83,508)
Net cash used in operating activities		**(60,039)**	(83,508)
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(2,656)
Interest received		**7,488**	3,154
Net cash provided by investing activities		**7,488**	498
Change in cash and cash equivalents in the reporting period		**(52,551)**	(83,010)
Cash and cash equivalents at the beginning of the reporting period		**414,296**	497,306
Cash and cash equivalents at the end of the reporting period		**361,745**	414,296

The notes form part of these financial statements

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(28,162)**	(62,883)
Adjustments for:		
Depreciation charges	**5,775**	5,554
Interest received	**(7,488)**	(3,154)
SUSS Pension deficit movements	**(13,009)**	(13,258)
Decrease in stocks	**1,187**	2,086
Increase in debtors	**(9,931)**	(16,221)
(Decrease)/increase in creditors	**(8,411)**	4,368
Net cash used in operations	**(60,039)**	(83,508)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.23	Cash flow	At 31.7.24
	£	£	£
Net cash			
Cash at bank and in hand	**414,296**	**(52,551)**	**361,745**
	414,296	**(52,551)**	**361,745**
Total	**414,296**	**(52,551)**	**361,745**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

Retail fixtures and fittings -	10 to 30% per annum straight line and 20% reducing balance
Administration fixtures & fittings -	20% per annum reducing balance
Improvements to premises -	10 to 20% per annum straight line and 20% reducing balance

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000

The 2022 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2037, increasing by 5% each year.

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2037, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Grants	600,000	600,000
Other grants	7,300	6,910
	607,300	606,910

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

	2024	2023
	£	£
University of Worcester	600,000	600,000

3. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Marketing	62,350	60,750
Other	119	705
NUS Extra	-	229
Commissions receivable	4,368	5,321
Varsity income	9,731	16,843
Events income	6,474	7,179
	83,042	91,027

4. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	7,488	3,154

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Student Activity			
Membership	Student activities	**180,788**	163,293
Bar	Bar	**132,452**	126,699
		313,240	289,992

6. RAISING FUNDS

Raising donations and legacies

	2024 £	2023 £
Staff costs	**85,083**	90,913
Marketing costs	**11,599**	13,920
	96,682	104,833

Other trading activities

	2024 £	2023 £
Purchases	**44**	1,255
Bad debts	**(287)**	687
	(243)	1,942
Aggregate amounts	**96,439**	106,775

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Representation	**-**	**106,442**	**106,442**
Advice and welfare	**65,473**	**17,742**	**83,215**
Student activities	**335,041**	**124,183**	**459,224**
Bar	**159,509**	**106,445**	**265,954**
Affiliations	**27,958**	**-**	**27,958**
	587,981	**354,812**	**942,793**

continued...

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**69,914**	**36,528**	**106,442**
Advice and welfare	**11,654**	**6,088**	**17,742**
Student activities	**81,570**	**42,613**	**124,183**
Bar	**69,918**	**36,527**	**106,445**
	233,056	**121,756**	**354,812**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2024	2023
	£	£
Trustees' salaries	**60,221**	63,306
Trustees' social security	**4,293**	4,864
	64,514	68,170

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

Trustees' expenses

	2024	2023
	£	£
Trustees' expenses	**-**	570

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	**575,058**	567,740
Social security costs	**41,842**	40,147
Other pension costs	**32,191**	31,019
	649,091	638,906

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

	2024	2023
Full time	**17**	21
Students - Semester only	**16**	15
	33	36

continued...

10. STAFF COSTS - continued

During the year one member of staff received employment benefits (excluding employers pension costs) between £60,000 and £70,000.

The key management personnel of the charity during the year ended 31 July 2024 comprised of the Chief Executive, Director of Finance, Director of Representation and Membership Services and the Venue and Events Manager.

The total amount paid, including Employers National Insurance and Pension, to the Key Management Personnel for the year ended 31July 2024 was £217,018 (2023: £181,477).

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	606,910	-	606,910
Charitable activities			
Student activities	-	163,293	163,293
Bar	126,699	-	126,699
Other trading activities	91,027	-	91,027
Investment income	3,154	-	3,154
Total	827,790	163,293	991,083
EXPENDITURE ON			
Raising funds	106,775	-	106,775
Charitable activities			
Representation	108,074	-	108,074
Advice and welfare	67,665	-	67,665
Student activities	318,733	155,498	474,231
Bar	272,042	-	272,042
Affiliations	25,179	-	25,179
Total	898,468	155,498	1,053,966
NET INCOME/(EXPENDITURE)	(70,678)	7,795	(62,883)
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(55,752)	-	(55,752)
Net movement in funds	(126,430)	7,795	(118,635)
RECONCILIATION OF FUNDS			
Total funds brought forward	(70,496)	189,244	118,748
TOTAL FUNDS CARRIED FORWARD	(196,926)	197,039	113

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2023 and 31 July 2024	**912,277**
DEPRECIATION	
At 1 August 2023	**900,792**
Charge for year	**5,775**
At 31 July 2024	**906,567**
NET BOOK VALUE	
At 31 July 2024	**5,710**
At 31 July 2023	11,485

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2023 and 31 July 2024	**1**
NET BOOK VALUE	
At 31 July 2024	**1**
At 31 July 2023	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2024 £	2023 £
Stocks	**5,350**	6,537

continued...

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group and Charity	2024	2023
	£	£
Trade debtors	11,477	17,883
Other debtors	1,699	1,699
VAT	961	-
Prepayments and accrued income	15,376	-
	29,513	19,582

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
Trade creditors	7,728	14,665	7,728	14,665
Taxation and social security	9,798	12,051	9,798	12,051
Other creditors	14,632	13,853	14,632	13,853
Inter company	-	-	1	1
	32,158	40,569	32,159	40,570

17. PROVISIONS FOR LIABILITIES

Group and Charity	2024	2023
	£	£
Provisions	367,424	411,218

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

Group and Charity	At 1.8.23	Net movement in funds	Transfers between funds	At 31.7.24
	£	£	£	£
Unrestricted funds				
General fund	214,292	(26,447)	(28,635)	159,210
Pension deficit	(411,218)	15,159	28,635	(367,424)
	(196,926)	(11,288)	-	(208,214)
Restricted funds				
Clubs and societies	197,039	13,911	-	210,950
TOTAL FUNDS	113	2,623	-	2,736

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	**830,282**	**(856,729)**	**-**	**(26,447)**
Pension deficit	**-**	**(15,626)**	**30,785**	**15,159**
	830,282	**(872,355)**	**30,785**	**(11,288)**
Restricted funds				
Clubs and societies	**180,788**	**(166,877)**	**-**	**13,911**
TOTAL FUNDS	**1,011,070**	**(1,039,232)**	**30,785**	**2,623**

Comparatives for movement in funds

Group and Charity	At 1.8.22 £	Net movement in funds £	Transfers between funds £	At 31.7.23 £
Unrestricted funds				
General fund	298,228	(56,666)	(27,270)	214,292
Pension deficit	(368,724)	(69,764)	27,270	(411,218)
	(70,496)	(126,430)	-	(196,926)
Restricted funds				
Clubs and societies	189,244	7,795	-	197,039
TOTAL FUNDS	118,748	(118,635)	-	113

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	827,790	(884,456)	-	(56,666)
Pension deficit	-	(14,012)	(55,752)	(69,764)
	827,790	(898,468)	(55,752)	(126,430)
Restricted funds				
Clubs and societies	163,293	(155,498)	-	7,795
TOTAL FUNDS	991,083	(1,053,966)	(55,752)	(118,635)

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	At 1.8.22 £	Net movement in funds £	Transfers between funds £	At 31.7.24 £
Unrestricted funds				
General fund	298,228	(83,113)	(55,905)	159,210
Pension deficit	(368,724)	(54,605)	55,905	(367,424)
	(70,496)	(137,718)	-	(208,214)
Restricted funds				
Clubs and societies	189,244	21,706	-	210,950
TOTAL FUNDS	118,748	(116,012)	-	2,736

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,658,072	(1,741,185)	-	(83,113)
Pension deficit	-	(29,638)	(24,967)	(54,605)
	1,658,072	(1,770,823)	(24,967)	(137,718)
Restricted funds				
Clubs and societies	344,081	(322,375)	-	21,706
TOTAL FUNDS	2,002,153	(2,093,198)	(24,967)	(116,012)

Clubs and societies - these funds represent income from the various student clubs and societies which is specifically to be spent on the fund or society to which it relates.

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000.

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

The following assumptions applied at 30 June 2022:

• Discount rate: Bank of England gilt curve + 1.5% pa, linearly changing over a term of 13 years to gilts curve + 0.25% pa.
• Pension increases: A model of each increase, allowing for insurers' relative pricing of different caps and collars..

The 2022 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit by 1 May 2037 and will increase by at least 5% each year.

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme of £5,038 pa. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The liability provided for in respect of the SUSS pension deficit amounted increased to £367,424 (2023: £411,218) at 31 July 2024 (see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2024 are disclosed in the staff costs note.

continued...

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2024 was £600,000 (2023: £600,000).

At the year end the total due to the Union from the University of Worcester was £9,125 (2023: £100).

At the year end the total due to the University of Worcester from the Union was £4,227 (2023: nil).

21. ULTIMATE CONTROLLING PARTY

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

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2024

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2024

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2023/24 academic year was another very busy and at times challenging one for Worcester Students' Union (WSU). The cost-of-living crisis and financial pressures continued to have a significant effect on our operations and staff, whilst we endeavoured to begin delivering on a new 5-year strategic framework. We also spent most of the year with only two elected Full Time Officers in post. The year did, however, see some excellent results and outcomes, of which the staff and officer team can be extremely proud. We continue to strive for excellent satisfaction rates amongst our members and to consistently defy our size in terms of impact and national reputation.

We hope this report gives a good insight into our key activities and outcomes in 2023/24, as well as into our ongoing challenges, and a flavour of our future plans. The report is laid out slightly differently to recent years and is done so according to the new Strategic Themes of the Union. An Annual Impact Report for the year will, also, be produced at the end of Semester 1 of 2024/25 and shared widely with the Union's members and stakeholders. It will contain photos and graphics to help showcase the year in an accessible way for students.

The Union remains grateful for the continued support from the University's Board of Governors and Senior Executive team. We are very keen to continue the good relationship where there is mutual support and scrutiny, with the common goal of an excellent student experience and the ongoing sustainability of the University. We maintain that Worcester students are very special.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE
Achievements and Performance
AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution, revised in 2020, following a comprehensive governance review, has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members.

Following extensive student and staff consultation, the Union finalised its new Strategic Framework 2023-28 over the summer of 2023, and introduced it to the student body and key stakeholders in Autumn 2023. An outline is as follows:

Vision Statement:

Delivering excellence, uniting diversity, and enriching student lives

Mission Statement:

To support, represent, and empower our students

Our 5 Key Strategic Themes:

1. Encouraging and supporting students to prioritise their wellbeing
2. Understanding students' financial realities and reflecting that in what we do
3. Empowering students to have their say
4. Making sure our diverse student body is represented
5. Building connected communities where students feel they belong

Full details of our key aims under the 5 themes and how we propose to fulfil them can be found here https://www.worcsu.com/yourunion/aboutwsu/strategy/

Our Values:

Being bold - we will try new things, be adaptable, and speak out when we need to. We will provide opportunities and activities that are worth students spending their time doing (if they're not, we won't do them!). We will create a great place for people to work, where they can see ideas become reality.

Honest communication - we will be open about what we can and can't achieve and what we do and don't do. And we will tell students what we are doing and keep them updated. We will make it clear to our students what we offer and that we are there for all of them.

Keeping it simple - we will avoid having unnecessary bureaucracy or barriers to students getting involved with us.
Developing people - this is hugely important to us. We will shape experiences and develop everyone who is involved in the SU - students and staff alike - so they try new things and gain new skills.

Representative - we will work very hard to ensure that all students at the University feel valued and represented by us.

Inclusive and Accessible - we will ensure that we think about our diverse student body in providing services, activities, and events. We will work to remove barriers and challenge ourselves not to make assumptions about students' wants and needs.

The Union also developed a revised set of KPIs against which to monitor performance and student satisfaction. These are grouped under the areas of:

- Satisfaction rates
- Student Engagement
- Feedback and Intelligence
- Support and Outreach
- Events, Campaigns, and Activities
- Commercial Performance

The strategic themes are mapped against these areas and a total of 16 KPIs are linked to them, with a range of measures, covering:
- Survey results - Course Experience Survey, National Student Survey, our own Insight Surveys, student consultations, Employee Engagement Surveys, Pulse Surveys.
- Engagement in our democratic and governance processes structures, including our Leadership Elections, student bodies, and Representation systems.
- The demographics of the students who are engaged with us (from data we receive from the University).
- Academic and wider student experience outcomes as a result of our engagement with students.
- Impact on students as a result of engaging with us.
- Help and Advice services ad engagement with those
- Major events
- Engagement across the campuses and on-line.

1. ENCOURAGING AND SUPPORT STUDENTS TO PRIORTISE THEIR WELLBEING

Key aims we have set underneath this are:
(i) We will be proactive in finding out what is worrying or concerning our students, without overburdening them
(ii) We will support students to access help and advice
(iii) We will facilitate extra-curricular opportunities that enhance students' wellbeing

HELP AND ADVICE SERVICE

Following the record case numbers across 2022/23, the Help & Advice Service continued to experience high case volumes in 2023/24, albeit slightly lower, with 427 student cases compared to 432. The service received 520 student contacts, comprising 397 confidential enquiry forms (76%) and 123 email or Welcome Desk enquiries (24%). Advisors conducted 473 appointments, either confidential 121s with students or attending University meetings/hearings with them.

September was the busiest month for the service, with 56 student cases opened, marking the highest number ever recorded in a single month. October to December saw a slight drop and then it averaged 43 cases per month from January to July; a prolonged period of consistently high case numbers when compared to previous years.

We saw a significant increase in Teams appointments, with 210 conducted online (44%). A further 190 were face-to-face (40%) and 73 telephone appointments (15%). Teams allows students to meet with advisors from any location, enabling commuters, partner students, those on placements, and those working to still access the service, which is very important to us.

Service headlines:
• The service supported 385 students (in 427 cases). Of these, 322 were students who had not previously used the service.
• Academic issues accounted for 64% of cases, consistent with previous years.
• 24% of the cases related to housing issues, a slight increase from 2022/23. The complexity of housing cases also rose significantly, with multiple appointments, additional support and follow-ups from advisors.
• The remaining 12% of cases related to finance, employment, consumer, and welfare issues.
• Postgraduate students comprised 20% of the total clients, down from 24% last academic year.

In addition to the core appointments service, the team:
- Administered the Safe Sex Express, in partnership with Worcester's NHS Integrated Sexual Health Service (WISH), providing students with free condoms, lubricant, and informational sheets, via collection or delivery. The Safe Sex Express webpages received just over 487 views, and 2,445 condoms were distributed to students.
- Delivered proactive, tailored introductory presentations about the Help and Advice Service to 36 different University cohorts. The service experienced an influx of enquiry forms following presentations and ongoing communications were maintained with academic staff. In total, 269 students (63%) came to the advice service this year after being referred by wellbeing and academic staff, marking a 35% increase from last year.
- Totalled 70 hours of outreach across all University sites. This encompassed the cohort presentations, pop-ups, and Campus Chats.
- Met with 7 university student support services and organised three 'multi-meets', providing a space for all student wellbeing/support teams across the University to share updates and discuss current or upcoming themes and trends. All involved felt this Union-initiated group was very welcome.
- Connected with 18 external organisations, building relationships and referral pathways to ensure quick access to support for students. These organisations all feature on the Union's advice webpages.
- Worked collaboratively with the University on the academic integrity process and policy. We supported the lead Academic Integrity Tutors and the Academic Registrar to review, revise and update the Academic Integrity Policy.
- Participated in a GenAI Working Group, offering feedback on students' understanding, opinions, and current use of GenAI, contributing to new "You can, you shouldn't, you mustn't" guidance for students on GenAI. The advisors also supported the Vice President Education in his blog for WonkHE, Students need to be co-pilots on the AI adventure | Wonkhe
- Worked with the University Personal Academic Tutor (PAT) Leads to deliver presentations to PATs, to raise awareness of the service and how it supports students, including information on external support.

Aims for the service in 2024/25 include:

• Following some cases this year, ensure all students at partner institutions can access our service with ease;
• Continue to increase the service's visibility and prioritise being physically and virtually present where and when students need us.
• Deliver campaigns to improve the student experience, on housing, safety, and wellbeing.

CONSENT

In Semester 1, the Vice President Student Activities, Issy Price, launched a campaign to encourage positive conversations around consent and respect within the University community, encouraging students to speak out against unacceptable behaviour and actions. Issy gained support from many University colleagues to deliver a week of activities, including workshops led by academics and expert guest speakers, pop-up information stalls across campus, and a social media campaign. Issy also appeared on BBC Radio Hereford & Worcester, with Dr Gill Harrop, Senior Lecturer in Forensic Psychology, who leads the University of Worcester's Bystander Intervention Programme, to discuss the aims of the week.

Issy then wrote a blog for WonkHE SUs- Students need support to have conversations about consent | Wonkhe, following which she was contacted by Advance HE, who were working on an e-Learning product aimed at HE sector staff to understand harassment and sexual misconduct (in light of impending OfS regulation in this area). Issy and the President, Al, met with the Product and Innovation Manager to give some input into the design of the product, which was a fantastic opportunity.

WELCOME DESK

Our Welcome Desk is the physical welcome point for students at the SU. From early September 2023, through to end June 2024, it responded to 2,430 enquiries. Of the total contacts, 70% were in person, 20% via email, and 10% through telephone calls, so it seems that students still like to speak to someone in person to resolve their query. In line with our monitoring of sales behind our bar and the need to save costs wherever possible, we continue to review patterns of usage to ensure we are operating the most cost-effective opening times. This may ultimately lead to reduced opening hours going forward.

SPORT AND SOCIETIES

Sport

The year ended with a total of 38 sports clubs, of which 30 were affiliated (had 12 members or more) and 1143 memberships (1198 the previous year) from 1090 students (1079 year). Important to note is that memberships bought through the University's Reach or Get Involved bursary schemes (Get Involved being for Level 4 students and Reach for Level 6 students) accounted for 48% of our overall memberships (68% last year when Reach & Get Involved covered Level 4, Level 5, and Level 6) with 16/38 clubs having over 50% of their memberships bought this way (33/38 last year).

BUCS (British Universities and Colleges) Competitions

By July 2024, we were placed in 60th position (out of 155 institutions) in the BUCS points rankings with 652.5 points. Wheelchair Basketball contributed 79 BUCS Points with a second successive BUCS National Championship title with a convincing 74-34 win over Nottingham at BUCS Big Wednesday.

There were league titles for Football Men's 1 (Midlands 3A), Hockey Women's 1 (Midlands 3A), and Tennis Men's 1 (Midlands 3A) who all achieved promotion to Midlands Tier 2. Rugby Women's 1 also secured the Midlands 1A league title to qualify for the Premier (North) Playoff, narrowly missing out on promotion following a loss to Liverpool Women's 1. In knockout competitions, Hockey Men's 1 qualified for the Midlands Conference Trophy final, coming up short against Nottingham Men's 7 to take home runners-up medals.

The Indoor Cricket teams saw national success this season to put Worcester on the map, with both Indoor Cricket Men's 1 and Indoor Cricket Women's 1 achieving clean sweep league victories in the Midlands A divisions, before qualifying for the National Championship Super 8's Finals. Indoor Cricket Men's 1 qualified for the National Championship final, coming home with silver medals after a defeat by Durham Men's 1. Indoor Cricket Women's 1 lost out to Durham Women's 1 in the National Championship semi-final, before avenging a group stage loss against Loughborough Women's 1 with a 3rd/4th place playoff victory against the same opposition to bring home National Championship bronze medals.

The BUCS Cricket success continued into the Outdoor Cricket season, where Men's 1 went undefeated to claim the Midlands 2B title and earn back-to-back promotions as they progress into Midlands 1A. Women's 1 also went undefeated as they claimed the Western 1A league title, qualifying for the Premier (South) Playoff. The squad came up just short against Bristol/UWE Women's 1, missing out on promotion and remain in Western 1A.

UW Sport continued to support 10 teams through the Performance Teams programme throughout 2023-24, removing development squads Basketball Men's 2 and Netball 2 from the programme. This support significantly contributed to the successes of Wheelchair Basketball, Football Men's 1, Rugby Women's 1, Cricket Men's 1, and Cricket Women's 1.

Netball 1 narrowly missed out on promotion to Premier (North) 2 following the implementation of the new division (based on 2021-24 BUCS Points tallies), so will remain in Midlands 1A. There were relegations for Basketball Men's 1 as they dropped to Midlands 1A after a tough season in Premier (North), while Basketball Women's 1 dropped to Midlands Tier 2 after a tricky year in Midlands 1A (despite making it to the National Trophy semi-final). Rugby Men's 1 narrowly missed out on back-to-back promotions with a 2nd place finish in Midlands 2A, while a strong season for Football Women's 1 saw them in contention for the league title before a 4th place finish in a competitive Midlands 2B league.

In addition to the BUCS Leagues & Knockouts, we were represented at numerous BUCS Events, sending student athletes to the Archery Indoor Regionals & Outdoor Championships, Athletics Indoor & Outdoor Championships, Badminton Nationals, Equestrian Regionals & National Finals, Karate Championships, Swimming Short Course & Long Course Championships, Trampolining Championships, Triathlon Championships, and Weightlifting & Powerlifting Championships.

Individual success came in Equestrian where Evie Hall was selected as an individual qualifier to ride in the Midlands Regionals, qualifying for the National Championship Finals where she finished 34th of 41 riders. In the Weightlifting & Powerlifting Championships, despite no SU Club existing in this sport, Hollie Biggerstaff represented Worcester and took home a National Championship Gold Medal.

This season has also seen significant individual engagement in English Universities' Sport trials and squads. A total of 21 students attended EUS trials in Basketball (Men's), Basketball (Women's), Football (Men's), Hockey (Men's), Hockey (Women's), Netball, Rugby 7s (Men's), and Rugby 7s (Women's). Seven students were selected to their respective EUS squads: Daniel Richards (Men's Hockey), Cassidy Jorritsma (Women's Hockey), Ciara Shackleton (Netball), Deneya Rowe, Eleanor Bonnett, Elin Beaver, and Xanthe Lord (all Women's Rugby 7s), while Louisa Walker (Netball) was named EUS Netball Head Coach.

Other competitive sport

We have also had great achievements amongst some of our non-BUCS clubs this year. All three clubs shortlisted for this year's Club of the Year at our Teamworc Awards were part of this group, and were nominated due to their development, the range of events they held, and because they embody what it is to be part of TeamWorc.

Aerial Fitness, who went on to win Club of the Year, organised their first-ever member showcase in The Hangar which drew members, friends, and family to watch them perform. They hosted a range of other activities and events throughout the year, such as candle and glass painting, a boxing session in aid of International Women's Day, a Halloween ball, and a Take Me Out night in The Hangar.

Cheerleading saw a 67% increase in membership and so created an additional Pom team, as well as an extra recreational session for non-competition members to try new skills. Despite not competing at Varsity this year, they still turned up in large numbers and were the literal cheerleaders of Varsity, also puttingon a brilliant showcase at the Worcester Wednesday events.

Dance also expanded this year by creating a Lyrical team. They had a record-breaking competition season, with every style winning a trophy. The club won 24 trophies in total- many of which were gold! The choreography is created by the Dance captains who are all volunteers and go above and beyond to teach their members the routine, lead rehearsals, and run class sessions for their non-competition members so that everyone gets the opportunity to dance.

Societies

By the end of the year, a total of 847 society memberships had been bought by 698 students. Of these, 50% were purchased through the University bursaries of Reach (111) and Get Involved (310) and 14 societies had 50% or more of their memberships bought this way.

We finished the year with 35 societies. We saw 10 new societies form this year in the Oriental Society, Professional Policing, Gaming, MedSoc, PENSA Worcester, RockSoc, Worcester SSAGO, Physiotherapy, Surgical Society and Physicians Associates.

Student Group Events

Our clubs and societies held a range of fantastic events across 2023/24, including CPD events, big event collaborations, and fundraisers (either for their student group or for charity).

Some of the CPD activities hosted by our academic societies, with a variety of guest speakers were:
- Education Enhancement - Paediatric First Aid Training and Mental health First Aid Training
- Paramedic Society - Becoming a Newly Qualified Paramedic and what to expect in interviews and inductions (talk)
- MedSoc - Public Health Lecture on why women face more knee injuries in sport
- Midwifery Society - International Day of the Midwife event

Student groups organised fabulous events, which really embody what #Teamworc is, such as:
- A Spooky Prom in October and a Take Me Out Night in The Hangar by Ariel Fitness, who were later awarded Charity Fundraising Student Group of the Year at the TeamWorc Awards.
- Uni Boob Team's Boobie Bingo Night in October for Breast cancer awareness (raising £359).
- Men's Cricket and Men's Football charity match for Movember.
- Dance hosted their (now annual) Strictly event as part of the RAG Week in November
- 'We're a committee...get us out of here' returned with more teams than ever before, raising £394.96.
- Poetry hosted a 24-hr read-a-thon for Colchester and Ipswich Hospital Charity, raising £710.
- Paramedic society and RAG - a 24-hr CPR-a-thon for West Midlands Air Ambulance, Cardiac Risk in the Young and to fund Student campaign for a defibs to be installed in the local area, raising £1,019.
- Men's and Women's Rugby collaborated to host a charity car wash for MacMillan (raising £180)
- ACS, Nigerian Society & Uni Boob Team collaborated on a Sip and Paint evening
- Christian Union and Music co-hosted Christmas carols
- Gaming Society, Dungeons and Dragons & Anime and Manga hosted a joint gaming night for RAG British Sign Language Society and Social Sports hosted a wheelchair basketball competition for Stand up 2 Cancer.
- Aerial Fitness, social sports and volleyball also came together to host a trip to Alton Towers.

Teamworc Points

A total of 22 student groups achieved TeamWorc Points accreditation throughout the year; 13 Sports Clubs and 9 Societies. Only the Paramedics Society achieved the Gold threshold (400 points), with an impressive 500 points, while Aerial Fitness, Cheerleading, Uni Boob Team, and Dance hit the 250-point Silver threshold. There were 17 student groups who reached the Bronze threshold (125 points)- Poetry, Netball, Women's Cricket, Nigerian Society, Men's Rugby, Archery, Women's Rugby, Women's Football, Anime & Manga, MedSoc, Gaming, Social Sports, Women's Hockey, Christian Union, Men's Cricket, Men's Football, and Book Club. Groups receive benefits for each level, including social media takeovers and photoshoots.

Give it A Go Week

The Vice President Student Activities encouraged student groups to facilitate events in January to encourage returning and new students to take part in extracurricular activities during their time at university, including clubs, societies, Networks, RAG (Raise and Give), and Volunteering. A total of 15 student groups took part and filming through the week was used as an episode of our #TeamWorc TV TeamWorc TV Episode One: Give it a Go Week (youtube.com)

Women's Gym Pathway

In 2022-23, the Vice President Student Activities (VPSA) worked with the Women's Network and the Sport Facilities team to establish a weekly Women's pathway session in the University gym. This was to enable self-identifying women to train in the gym without fear of intimidation, sexual harassment and the male gaze, which contributes to gym anxiety. The scheme continued in 2023/24 every Thursday. A total 26 women booked on to the 8-week course with 20 attending the first session. The programme saw some drop off from week to week but retained good numbers throughout the 8-week programme. The VPSA went along to one of the sessions where attendees shared their experience: Video | Facebook

Varsity 2024

We saw our annual Varsity against Gloucestershire back again, with 17 points on offer over 3 days of fixtures. A format change saw a much more compact schedule take place at only University-owned facilities, limiting spend on external venues due to financial constraints, limiting impact on academic schedules and SU staff resources, as well as keeping ticket prices for students as low as possible. Some of the clubs and students whose sport was no longer included in the line-up were naturally very disappointed but we did our best to explain the reasons and provide alternative ways for them to compete.

TeamWorc went to battle against TeamGlos in American Football, Badminton (Men's), Badminton (Women's), Basketball (Men's), Dance, Football (Men's), Football (Women's), Futsal (Women's), Hockey (Men's), Hockey (Women's), Netball, Rugby (Men's), Rugby (Women's), Tennis (Men's), Trampolining, Volleyball (Men's), and Volleyball (Women's). There were also showcase performances for Cheerleading (Pom) at the Football fixtures, and for Cheerleading (Stunt) at the Worcester Arena Evening session, as Glos Cheer were unable to compete.

Over the event, we engaged over 500 athletes from both institutions, with 972 tickets being sold by TeamWorc and just over 400 by TeamGlos. Highlights of an incredible three days include a dominant 6-0 clean sweep for TeamWorc at Oxstalls Arena Day, where Women's Hockey (4-0) and Men's Hockey (6-1) were dominant, and Men's Basketball then ended the day with a 94-65 win. After nail-biting wins for Women's Rugby (53-38) and Men's Rugby (25-22) at Oxstalls 4G Pitch Day, the score was 8-1 heading into a busy day of fixtures at Worcester St John's Campus and University of Worcester Arena, with just 9 points needed to clinch the Varsity title.

Early losses in Men's Volleyball (1-3) and Men's Badminton (0-8) saw TeamGlos claw back to 8-3, before a hard-fought 4-4 draw for Women's Badminton saw TeamWorc take the point on countback of games, with the overall 9-3 lead clinching a second successive Varsity title for TeamWorc and ensuring that the trophy would remain in Worcester. The TeamWorc squads did not take their foot off the gas, with a win in Women's Volleyball (3-0) followed by goals galore in front of a great crowd at St John's Campus 3G Pitch where Women's and Men' Football enjoying victories of 5-0 and 5-2 respectively. The Worcester Arena Evening session saw TeamGlos take the point in a closely contested Dance fixture, before Netball were unstoppable with a 57-18 win to end Varsity on a high with a 13-4 overall score. The capacity crowd roared as the trophy to 2023-24 Vice President Student Activities Isobel Price!

Varsity remains a huge highlight for a diverse range of Worcester students and we continued to use the event to raise awareness of issues and good causes. Varsity captains from both Union collaborated to produce their own #ShapeYourSport campaigns as part of the Vice Presidents' joint campaign centred around 'athlete activism'. We saw the clubs come together to raise money and promote awareness of Women in Sport (Netball), International Human Rights (Volleyball), Cancer Research UK (Men's Football), Belonging in Sport (Dance), and many other great campaigns which we nominated for a BUCS (British Universities and Colleges Sport) Digital Engagement Award. It was great to see students working together to jointly campaign on what they agreed was important to them and it certainly contributed to a very positive atmosphere throughout the competition.

We were extremely grateful to many University colleagues, particularly those in the Arena, Sport, and Estates and Facilities, for their support in enabling us to host more fixtures on campus and to ensure a vibrant few days for us all. Looking forward to Varsity 2025, more difficult decisions will need to be made to ensure the event remains as cost effective as possible for both Unions and for students.

RAG (Raise and Give)

Despite the ongoing cost of living pressures for students, our members still managed to raise a total of £15,631.77 for good causes across the year. Of this, £2,9861.21 went to the Union's nominated charity for the year (voted for by students) Behind the Smile. As well as those activities listed under Student Group Events section above:

- Midwifery society hosted a raffle during course induction for Becoming Families and Born Sleeping and raised £474.
- A group of Criminology students took initiative to run their own bake sale fundraiser for the Emergency Services Aid, raising £277.
- In March, for International Women's Day the Women's Network planned an Empowerment Week with various fundraisers for West Mercia Rape & Sexual Abuse Support Clinic, raising £212.
- Women's Cricket raised £738 across the year for the Teenage Cancer Trust, through the 2900 Squat challenge, a Malvern Hills Hike and a Quiz Takeover.
- Men's Cricket ran a charity match for Red for Ruth and raised £1,235.38.
- For Movember, in total £2,055.87 was raised across various events, some stand outs were the Men's Cricket and Men's Football Charity Football Match and Cheerleading's Bring a Boy session.

VOLUNTEERING

A total of this year 6924.75 volunteering hours were logged on the V-record by students across 2023/24, that is an 11.68% increase from 2022/23. We saw 5070.25 hours recorded by club and society members, 1602.75 hours by students completing community projects, 194.5 hours by course reps, 13 hours logged for student council and 35.5 hours logged by SU crew. There was over a 50% increase for three different activity types this year; community projects, course reps and SU crew. Each year we are also aware that, despite our ongoing encouragement, many students do not log their hours and so the real amount is likely to be much higher than this. We have also seen a significant amount of our students volunteer with The Hive, which has been a fantastic partnership, with great results.

We also worked with all our providers to ensure that their accounts and opportunities were up to date and to streamline our brokerage platform to be more accessible for students and stakeholders.

Awards

We were very proud of the RAG Team and the Paramedic Society for being shortlisted for the Collaboration of the Year award by the National Student Fundraising Association, With Lucy Fishwick the assistant Team Leader for the RAG Team also being shortlisted for the Above and Beyond award. At the time of writing, we were waiting for the outcome as the Awards due to the awards being postponed.

We also entered our Varsity Campaign, 'Shape Your Sport' into the Digital Engagement Award category at the BUCS annual awards as it saw fantastic collaboration to raise awareness of a number of good causes by students across the two institutions but it was, unfortunately, not shortlisted.

SAFETY AND WELLBEING IN THE HANGAR

The Hangar team of core and student staff work very hard to exceed our responsibilities as a venue used by students, staff, and members of the local community. Every year The Hangar renews its Best Bar None (BBN) accreditation, as part of our membership of the NUS Charity purchasing consortium. BBN is a national scheme that recognises and rewards responsible and safe premises that prioritise customer experience and wellbeing and contribute positively to the night-time economy.

This year saw our best year ever and whilst we maintained our Gold BBN accreditation for the 7th consecutive year, we also achieved the following accolades at the NUS National Trade Awards held in July 2024, attended by scores of Unions:

- Came 2nd place nationally for SUs for our BBN score;
- Won the Impactful Collaboration Award (for our work with the International Experience Team in hosting a diverse range of cultural events for students)
- Won the Student Input and Feedback Award (for the work of one of our Bar Team Leaders, Ella Page, in creating a new cocktail menu)
- Won the Customer Safety and Comfort Award (for the team's commitment to creating a safe and welcoming environment).

This meant we won all 3 categories in which we were nominated; an astounding achievement which was then picked up by the local press.

In terms of the commercial performance of the Hangar, sales during Welcome Week 2023/24 were below those of 2022/23, although the events we hosted proved very popular with students. The trend of students not drinking alcohol, and spending much less in the bar then continued into the academic year. Cumulative sales by the end of October matched the prior year and continued until May at which point sales began to decline. Throughout the year sales were highest on Tuesdays and Wednesdays, the weekly quiz proving very popular, with Friday still good but considerably lower than previous years.

As detailed in sections 4 and 5 below, we had numerous student-led events, and it was a very good year for student participation, even if this was not reflected in sales. Many of the cultural events we hosted also, by their nature, did not create bar sales but formed a very important part of the work of the SU as a place for students to come and feel at home.

Overall bar takings were £133.1k compared to £139.1k in 2022/23. External events began to show signs of improvement following the COVID drop-off. As most of our students continued to return home at the weekends, we actively promoted the Hangar as a venue on Saturday nights for community hire. Throughout the summer the venue was the evening venue for the University Summer School (MLA) activities. The pool tables within the bar again proved very popular and is now an important new revenue stream, whilst the offer of free table tennis, darts and X-Box saw more students utilising the space during the afternoons.

With revenue declining the focus on saving costs was a major factor throughout 2023/24. During early 2024 an exercise was undertaken to analyse revenue by hour to see if a change to our opening hours would be beneficial. The decision taken was to open an hour later and close an hour earlier (unless it was busy) as the cost of opening for these hours was on average more than the revenue being taken. We did not receive any negative feedback following this change and further changes may be considered in 2024/25 if nightly takings do not improve.

The bar and Hangar space are in need of investment but a lack of funds means this is not currently possible. We have been working with our external suppliers to improve the number of TVs within the space. We will have new screens installed in Summer '24, plus existing screens updated at the cost of the supplier.

We remain limited in terms of our ability to innovate and extend our offer due to the space we occupy and other factors such as the University's catering contract. We continue to discuss our challenges with the University at quarterly finance meetings. As a place for students to meet and enjoy themselves, the Hangar had a successful year. We have catered to the changing student demographic as best we can and we remain buoyed by levels of student engagement.

We continue to maintain sponsorship contracts with Tramps Nightclub and Dominoes as key partners, although these have not recovered to pre-Covid levels in terms of overall value. Our media pack offers competitive rates to advertisers (which don't breach our existing contracts) and we are linked in with the national NUS trading consortium to achieve good value wherever possible.

2. UNDERSTANDING STUDENTS' FINANCIAL REALITIES AND REFLECTING THAT IN WHAT WE DO

Key aims underneath this:

(i) We will keep the cost to students of getting involved with our activities and services to a minimum wherever and however we can
(ii) We will support students in their efforts towards employability and make it clear how getting involved with the SU develops them as people and as leaders
(iii) We will work with the University to ensure value for money across their services and facilities

COST OF LIVING SUPPORT

Community Cupboard

The cost of living remained a significant concern for the Officer team for 2023/24 and they were keen to continue offering the Community Cupboard scheme and Breakfast clubs that commenced in 2022/23. In Semester 1, we noticed an increasing demand as the weeks went by and some days the cupboard needed restocking several times. This was in tandem with reducing donations, which presented a challenge (September only received £8 worth of donations). December, however, saw this pick up following a drive for supplies across the University and in the local community, in partnership with the Local Foodbank. Supplies were then split 50:50.

Over the year, we received a total of 1,308 donations, which equated to £1,223.44 (£762 by the end of the first Semester). We were delighted that the outgoing PVC (Students) forewent a leaving gift and instead asked staff to contribute to the Community Cupboard. This raised £300 in April 2024, most of which has been saved for supplies for Semester 1 on 2024/25. The Union has also applied to the National Lottery Community Fund to support the initiative for a further two years but, at the time of writing, we await news on the application.

Breakfast Club was relaunched in November 2023, and 3 sessions were hosted prior to the Christmas break at City Campus, the Medical School, and inside the Union. Despite our plans, more breakfast club sessions could not take place in Semester 2, largely due to the President needing to take on more duties around Academic Representation following the departure of the Vie President Education. The sessions were a great way to talk to students so we are very keen to revitalise the initiative in 24/25.

International Students' Hardship Fund

One of the President's key manifesto aims was to work with the University to implement the above, following research they conducted that revealed most Universities provided some form of hardship fund for international students. The current Access to Learning Fund (ALF) applies to home students solely and we have seen increasing numbers of international students at Worcester in recent years. Some of these students, in reality, face hardship and financial difficulties during their course of study. Following several meetings, including liaison with the Director of International Recruitment and the PVC (Communications and External Affairs), a paper was presented to University Executive Board and approved, with a new scheme to be implemented in the 2024/25 academic year.

Sport Recycling Kit Programme

The Vice President Student Activities was passionate this year that no student should be unable to take part in physical activity and sport due to a lack of equipment or appropriate clothing. There was an increase in uptake across the year in recreational sport sessions, which was really positive but we heard reports of students taking part with the wrong footwear, for example. To help tackle this and with the support of colleagues from University Sport, she established a new recycling programme for sports kit that could be donated by any student, staff or the local community. This is being delivered from the Sport Centre and we are hoping the scheme will continue to grow.

Period Dignity

Amended from the period 'poverty' campaign of the previous year to better reflect the aim of the campaign, the Union continued its partnership with a sustainable feminine hygiene company, 'Hey Girls', to distribute sustainable, quality, free products to both students and the wider community, as 'a community partner'. We linked in with Worcester Cathedral and the Hive, and even sent packages to 3 individuals in the community following referrals from Hey Girls.

In addition to making products available in bathrooms and our 'Caught Short Bags' (emergency packages of single-use products), we trialled a Period Dignity Order scheme. This allowed students to order personalised packages of products, with a focus on the reusable products including period pants, reusable pads, and cups. We received 102 orders and distributed 230 packs of pads/liners and 190 packets of tampons throughout the year. Student feedback show they remain very grateful for this service.

PRICE BENCHMARKING, RESEARCH AND STUDENT CONSULTATION

The Union is committed in its strategic aims to providing good value for our students. To this end, The Hangar conducted a benchmarking exercise with 5 of our main bar competitors in the local area (including Wetherspoons). Of course, not all venues sold exactly the same products, so we compared products that had a similar specification. The findings revealed thar the Hangar was cheaper than most other outlets for the vast majority of our products, including soft drinks. The Wetherspoons' buying model (of bulk-buying kegs that are nearing the end of their 'shelf-life') meant that they sell cheaper draughts and one pub had a short-term offer of £2 pints, which we would not move to (and assume this was to deplete stock).

We have consulted with students throughout the year on our events and ideas. This included the Winter Ball, a potential Summer Ball and how we priced and located that (eventually we had to cancel plans due to a lack of student interest), our loyalty card concept (to be implemented in September 2024), and one of our bar team, Ella, won the Student Feedback and Input Award at the end of year NUS Trade Awards for her input into our cocktail menu.

Loyalty Card

To support the affordability for students of using our venue and to support commercial engagement, we spent the academic year researching and planning an SU Loyalty Card for implementation in September 2024. Part of this was partaking in some external research (at a discounted rate with other Unions) conducted by Alterline into students' commercial and buying habits. The card will ensure a joined-up approach with the other areas and activities of the Union and ongoing student input.

STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest time into training students for various roles, as well as to directly employ students as Assistants for Graphic Design, the Welcome Desk, The Hangar Bar, and Security. Numbers attending training across the year for paid and voluntary student roles were as follows:

o Sports and Societies' committee training conference - 158 attendees (106 Sports Clubs & 52 Societies)
o Student Network committee training - 6 out of 12 committee members attended training
o New student staff training -10
o Department Rep training - 22 out of 22 Reps
o Course Rep training - 100% of our 339 Course Reps downloaded their training module and we are confident that most of those students completed it, although some stated they had not.
o Elections -30-minute bookable slots were offered to prospective candidates. In total, 9 students attended, 7 of whom went on to run in the elections.

Over the year, a total of 21 students were employed with us, 6 of whom continued with us from the previous year) supporting The Hangar, our Welcome Desk, and marketing functions, working a total of 5730 hours and earning just under £70,000. We increased student staff pay in year in line with the government rises in the Living Wage, and we do not operate any age differential between pay. We also had 2 student Green Impact Project Assistants over the year who were paid by the University but who supported us with our sustainability efforts. A total of 15 student staff were recognised over the year for excellent work for the Union. Over the year we received 112 applications for student staff roles and the 'Work for Us' page on our website had 1.956 views from 1st September 2023 to 31st July 2024.

The Union continues to support students through the job application process, with a new Employability and Careers section introduced on our website, https://www.worcsu.com/helpandadvice/employability/ hosting our revised Employability Guide.

Our Elections candidates were debriefed post elections on the transferable skills they had gained, and the employability skills symbols used in our new Guide were added to online training modules for sports and society committee training so they could see how they aligned to their new roles and responsibilities. The Student Voice Conference also had a session on the Guide and drop-in sessions were made available.

Our student-friendly Employability Guide can be found here:
https://www.worcsu.com/pageassets/helpandadvice/employability/WSU_Employability_Guide_2023.pdf.

3. EMPOWERING STUDENTS TO HAVE THEIR SAY

Key aims:
(i) We will support students to engage in things that affect them and wider society
(ii) We will go out to where students are and not wait for them to come to us, being present and listening to their experiences
(iii) We will emphasise our independence from the University, ensuring we challenge them based on our students' feedback and experiences, whilst continually demonstrating to students how and where we will represent them.

OUTREACH

It is more important than ever for the Union to represent all students and to be visible across the University estate. This isn't always easy to manage and we have more work to do on this in 2024/25 but over the course of Semester 1 we delivered:
o Officer inductions to 46 during Induction week
o 7 Campus Chats
o 3 Officer Breakfast Clubs
o 53% of visits were to Lakeside, Riverside, Severn, and City Campuses (including Jenny Lind) and 47% to different locations on St John's campus.
o Topics included Academic Representation, RAG, Sports and Society promotion, Volunteering, Housing, Academic Misconduct, cost of living.
o Help and Advice introduced drop-ins and flexible appointments (late and early), appointments at City Campus, as well as co-ordinating 'multi-meets' with University welfare services to share information, and they also secured quiet spaces for students on campus to call student services/the Union if they were in need.

Semester 2 was as follows:
o 30 hours of outreach by the Help and Advice Service
o 36 Presentations to different cohorts about the Help and Advice Service and other opportunities in the SU
o 9 Campus Chats/pop ups
o 9 shared outreach sessions with external support services
o 6 shared outreach sessions with University services

FEEDBACK AND INTELLIGENCE

The Union is committed to being proactive in finding out what is worrying or concerning students, without burdening them. To this end, it gathers feedback and intelligence from across its services, activities and interactions with members centrally, to inform evidence-based campaigns and initiatives.

Our analysis of this work revealed the following:
- Most feedback was logged in January and February
- 33% of feedback received related to academic or education matters
- A quarter of feedback related to the Union itself
- Both housing and finance matters accounted for 13% of the total feedback
- 8% of feedback was around University services and 4% about safety matters.
- 63% of the matters logged impacted the whole University community
- 8% impacted international students and another 8% those from under-represented groups

As a result of the above:

- Help & Advice worked with University staff to clarify the Academic Integrity process for students.
- The Union worked closely with the International Experience and Accommodation Teams to support international students arriving on campus into their accommodation with enhanced inductions.

- From Semester 2, presentations were offered out to all Heads of Schools to ensure student and academics were aware of the Union and the services/opportunities open to them, particularly Help and Advice. This proved very popular and delivered to 36 cohorts.
- The Union supported Course and Department Reps in gathering and presenting student feedback to the University during discussions surrounding the removal of Progress Week
- The Help & Advice Services' priority campaign for 2024/25 will be on safety, particularly around scams targeted at students and international students including work scams (commission-based selling) and essay mills. The Help and Advice services are also running a Safety Fair in October 2024 for a second year and will run an information campaign on the Mitigating Circumstances process.
- Voter apathy will be included in 2024/25 Elections planning
- Even more focus on outreach in 2024/25.

ACADEMIC REPRESENTATION (AR)

Throughout 2023/24 the Union continued to work closely with the University, through the joint Academic Representation Oversight Group (AROG) to deliver the AR scheme and to monitor outcomes Reps engaged well throughout the year, and we had an impressive 105 Course Rep Journals submitted, detailing their work and impacts; a huge increase of 98% on the previous year (53). A snapshot of matters addressed by Reps include:
- car parking concerns on city campus;
- better alignment of learning materials across joint honours disciplines;
- better social space in the café at City campus with books and games, as well as extending evening hours and a more inviting café environment within the Worcester Business School.

Across the year, we had 22 out of 25 Department Rep positions filled, with all appointees undergoing training. Of the 22 Department Reps, 8 were placement students (36%), which highlights strong engagement from vocational courses. Reps engaged fantastically in discussions at councils and various forums and demonstrated an impressive dedication to the role. Despite repeated recruitment efforts, Department Rep positions for Midwifery and CPD, Geography and the Environment, and Psychology PG Taught remained vacant and will be prioritised in 2024/25.

We continued to celebrate the hard work of Course and Department Reps through the 'Rep of the Month' scheme, with some months having several winners due to the high calibre of nominations. In total we awarded Rep of the Month to 21 outstanding Course and Department Reps across all schools, with the students receiving certificates, social media coverage, and £5 Amazon vouchers. Course and Department Reps of the Year were then presented at the annual Teamworc Awards in May.

Through the Rep Accreditation Scheme, 21 reps received Bronze, Silver or Gold Accreditation. Over double the number of Reps received Gold compared to the previous year, again demonstrating their commitment to the role. Awards were presented at a Rep Celebration Event which concluded the Student Voice Conference in April.

Student Voice Conference

The SU held a Student Voice Conference at the end of April, consisting of a series of talks, workshops and bite-size learning opportunities facilitated by SU and University staff, as well as an external speaker, as follows:

- Let's talk leadership
- Employability & Generative A.I.
- Networking, Sustainability & Employability (Including CV/LinkedIn checks and free headshots)
- Equality, Diversity and Inclusion in HEI's - external speaker

We received 65 RSVPs for the conference with approximately 45 students attending and engaging throughout the day, which ended with a lovely Rep celebration in The Hangar.

Rep Forums

These continued as an important way for students and staff to come together, discuss specific topics, and agree actions. A slightly different approach was taken in Semester 1, with Course and Department Reps having overlapping sessions across one day, with the following discussed:

- Library drop off at St John's
- The appropriateness of rooms and spaces for some courses
- Parking issues and permit availability
- Timetabling issues
- Blackboard
- Group work and group marking

Semester 2 then saw another different approach to vary how we engage students, and 9 school-based Forums took place across one week. An additional catch up for the two newly recruited Medical School Course Reps was then held, meaning all 10 schools were engaged. Where possible, Academic Representation Co-ordinators (ARCs) from each school or institute attended as did the Provost. Overall, 51 attendees across 9 forums. We had received 163 RSVP responses for these forums (90 of which were 'Yes' RSVPs), showing many more Reps engaged with our communications but were perhaps unable to attend on the day.

Key matters discussed included effective communication and the use of technology within the AR system, prayer spaces on different campuses, Rep training, maintaining effective boundaries (particularly when Reps are approached regarding non-academic matters), and March in-takes.

Rep Testimonials

Reps have told us the following this year about their experiences:

"Being course rep has been absolutely brilliant and I'm so glad I stepped up to do it. It not only let me take leadership of my group but allowed me to form a closer bond with my peers and form great friendships with them.... Stand up and speak up for your peers and yourselves. It's an amazing opportunity, and you'd be surprised at what you can achieve."

"The role of course representative has provided me with employability skills that have improved my study and career prospects for the future; I am now off to do a Masters wahay! The student to module leader communication developed my skills massively as a learner and a leader; improving my abilities to be empathetic and understanding towards my peers in their final year. The Student Union and other student representatives have been really supportive, being easily contactable if at any point further information was needed. I highly recommend anyone thinking about putting themselves forward for the role to go for it!"

"The SU has given me opportunities to grow throughout my university experience. I have been course and department rep and working with the SU has been a pleasure. I've personally seen the hard work and dedication they put into helping students. I'll always remember the help the SU have done for me."

"Being a student rep... has been amazing for my confidence and professional development."

Satisfaction with the Academic Representation System

A key measure for us is, naturally, satisfaction with the Academic Representation (AR) system amongst the student body. We were pleased with the results from the key surveys that take place annually, helping us to understand students' views on how their academic interests are represented by the Union.

The National Student Survey (NSS) and University Course Experience Survey (CES) results for this academic year were as follows:

National Student Survey (NSS):

Q25 How well does the Student's Union represent students' academic interests?
Overall University: 76.5% (sector average 73%, our score in 2023 was 75%)

The Union is positioned 37th out of 147 Unions nationally in the Universities' compiled NSS rankings (for Q25- 37th/148 in 2023, and for the previous Q26 - 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

Course Experience Survey (CES):

Overall satisfaction with Academic Representation System - **85%**

Q.5.3 - I know who my Course Rep is:
Overall University: 82% (-2% from 2022/23)

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: **84%** (+4% on 2022/23)

Q14 - How well does the Students' Union represent academic interests:
Overall University: **84%** (+4% on 2022/23)

Pizza with a PVC
Following student feedback at the All Student Meeting in February 2023, that they would like increased visibility of the University's senior leadership team, the Union worked with the PVC (Students), Dr Tim Jones to establish Pizza with a PVC. Students could come along and ask questions, whilst grab a quick slice of the ever-favourite food. There were then a further session with the PVC (Academics), Lisa Stansbie and Sally Moyle. Whilst the numbers of students attending these meets was relatively small, some key topics were discussed and action promised, such as parking, international hardship, catering, and building a community feel on campus.

STUDENT COUNCIL

Student Council, the highest student body in our democratic structure, had another busy and productive year, with some good debate. We filled 77% of the available positions (20 out of 26). This was 86% the year before. Some councillors again struggled with time and other commitments and were unable attend meetings and so by the end of the year, 2 of the 4 meetings had reached quoracy. We will be looking to rearrange the times of the meetings going forward.

Student Council had standing agenda items for each meeting as follows:
• Officer annual objectives and reports
• Update from Sub Councils - Welfare and Inclusion, Education, and what became known as Student Activities (formerly Teamworc) Councils
• Updates from Executive Committee and Trustee Board
• Update from AROG (Academic Representation Oversight Group)
• Live Policies and Ideas
• Current Student Issues
• Menu Diversity and campus catering was added from October 2023 as a standing item on the agenda due to the volume of student comments and concerns raised about this.

In addition to the above, key areas of discussion over the course of the year were around:
• Facilities and support for students on City and Jenny Lind
• Multi faith rooms across the campuses
• Student mental health
• Issues with transport for students on nursing placement during the train strikes
• Issues with Reasonable Adjustment Plans (RAPs) not being actioned for students

• Availability of free period products across campus
• Language clubs for international students to help them understand slang, idioms, and informal English
• The Union's Leadership Elections and All Student Meeting
• Channels for students to report racism or discrimination
• NUS Conference and Liberation Conference
• Honorary Life Memberships
• Supporting the Gypsies, Travellers, Roma, Showman & Boaters (GTRSB) Pledge
• 10 motions went to the Council, 8 of which were passed, some with amendments:
o Separate All Gender and Disabled Toilets - to work with the University
o Incorrect Terminology - to work with the University to create a guide for academics and staff on appropriate terminology
o Email name change - to work with University IT and Registry to ensure students can easily change their email address if they change their names.
o Teamworc Council name change - became Student Activities Council to reflect the Union's Officer structure
o Increase the number of academic representatives on Student Council - from 2 (one per college) to 10 (one per School/Institute)
o Continuing Recording Lectures - to work with the University to ensure implementation. This was to reflect students' studying needs and desire to revisit lectures and discussions within, as well as being linked to issues with Reasonable Adjustment Plans (RAPs) not always being considered properly.
o Race Equality Week - to mandate the Union to recognise the week and ensure the University were involved.
o Accommodation references for international students - to work with the University to seek appropriate guarantor arrangements for private rentals. This was amended to include home students who are estranged or who have no access to a guarantor but who have stayed in University accommodation.

The 2 policies that were not passed were:

• To commit the Union to providing mandatory basic life support and first aid training for committee members. It was agreed this could not be mandatory and would be costly for the Union but was felt to be a positive skill for all students. The Union agreed to investigate the feasibility of such training for the academic year 2024/25, in collaboration with the University.
• To mandate the Union to protect Progress Week in the University calendar and ensure no future change to arrangements around Progress Weeks without student consultation. This policy was submitted to a meeting which was not quorate, and the subsequent email resolution also did not reach quoracy.

The Union is reviewing what is termed 'Policy' versus actions and tasks for the 2024/25 academic year as it was felt by management that some of the policies passed across the 2023/24 year were not technically policies but more 'asks' from students and actions for Officers to follow up.

SUB COUNCILS OF STUDENT COUNCIL

Education Council

This year, Education Councillors were consulted on a range of topics and debated a number of policies through the sub-council, including:
• Policy submissions:
o Student choice for examinations
o Continuing Recording Lectures
o Increase to Academic Representation membership on Student Council
o Progress Week Protection Policy
• Discussion topics: Personal Academic Tutors (PATs), Reasonable Adjustment Plans (RAPs), Timetabling
• Artificial Intelligence Workshop delivered by Helen Hope, Deputy Head of School, Sport & Exercise Science

The average attendance rate across all four Education Council meetings was 48%, with meetings often failing to meet quorum. Consequently, a key priority for the Students' Union next year will be to emphasize the importance of these meetings and encourage higher attendance rates.

Welfare and Inclusion Council

Matters covered by this Sub-Council across 2023/24:

- Policy submissions:
  - All Gender/ Disabled Toilet Separation Policy
  - Incorrect Terminology Policy
  - Email name change
  - Race Equality Week Policy
  - Action for Accessibility
  - Guarantor for International students Policy
  - Inclusive period policy
- Discussion topics: Sustainability, Hangar/SU Spaces, and accessible Elections.
- EDI Forum with senior Police and local Hate Crime Officers
- Artificial Intelligence Workshop delivered by Helen Hope, Deputy Head of School, Sport & Exercise Science

The average attendance was 8 councillors per meeting across all four Welfare & Inclusion Councils this year, which is approx. 66% turnout, with one meeting failing to meet quorum.

ACHIEVEMENT AND PERFORMANCE

Welfare & Inclusion Council feedback on Leadership Elections

One of our core aims in our Leadership Elections this year was to seek to improve our election candidate diversity. This follows our elections in 2022-23 where:
(a) no international students run as a candidate
(b) our candidates who defined as male/female/non-binary in 2022-23 did not reflect our large proportion of female students.
(c) of the candidates we received demographic data for in 2022-23 (which was not all candidates), all defined as white students.

December's meeting of Welfare & Inclusion Council was asked a set of questions to help gain feedback from underrepresented groups on their feelings and thoughts surrounding democracy and elections. This was gathered via an anonymous polling platform to ensure participants felt comfortable to be open and honest.

The feedback was insightful and thought-provoking, with comments centring around the following barriers to engagement:

- Language barriers - understanding the terminology and speaking to other students.
- Feeling judged or lacking confidence.
- Time commitment (of running a campaign).
- Financial barrier (cost of running a campaign).
- Mistrust in the principles of a free and fair election.
- Lack of existing representation.

This feedback was subsequently incorporated in our planning processes, resulting in an enhanced and extended set of inclusivity initiatives for the Leadership Elections 2024.

Student Activities Council

Previously named TeamWorc Council, meetings were held in October, November, February and April. The first sub council meeting introduced club and society committee members to the Student Council structure and members voted in our Student Activity Reps to Student Council. Throughout the year, we gathered feedback from members on SU spaces, Celebration Week, the process of recruiting committee members, and Varsity. They also benefitted from then session delivered by Helen Hope on Artificial Intelligence workshop to attendees.

Two policy motions were submitted across the year. The first asked for the Students' Union to integrate Basic Life Support and/or First Aid training into Committee Training to help committee members to respond if a medical emergency occurred during a student group session. The policy was unanimously approved and was passed to Student Council.

The second motion looked at implementing "non-monetary societies" in which societies wouldn't require a membership fee for students to be a part of. The Vice President Student Activities explaining the reasons why student groups have memberships and (in many cases small) fees. There was much discussion amongst the sub council members and the majority of voted against the proposal, due to potential implications, so it did not progress to Student Council.

ACHIEVEMENT AND PERFORMANCE

EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, continued to meet each month to monitor the Officers' objectives/campaigns and progress against active SU Policies, as well as to discuss student ideas (submitted via the Ideas Forum), student issues, and key projects (including those in collaboration with University). They also approved 11 new societies and 2 new clubs throughout the year. Matters attended to over the course of the year by the Committee included:

Active Policies/Student Ideas (via Ideas Forum):
- Addressing use of incorrect terminology by lecturers
- Progress of University Mental Health Policy
- 24 hours access to Elizabeth Garrett Anderson building /CCTV
- Ability for students to change their name and email across University systems
- Accessible Toilets on campus
- Module withdrawal procedures

Other emerging student matters included:
- Cost of Living
- Progress Week
- Matters raised from Pizza with the PVC
- Catering on Campus
- City Campus and Jenny Lind (facilities and atmosphere)
- International Student Hardship
- Accommodation costs (and other issues related to housing)
- Reasonable Adjustment Plans (and issues related to these for students)
- Network committee bursaries
- Placement issues for nursing issues (including transport during rail strikes)
- Artificial Intelligence (and emerging issues amongst a particular cohort)
- Researching grants to support work of SU
- Middle East Conflict
- Dudley Campus developments
- NUS affiliation and reform
- Students' Choice Awards
- General Election

UNION LEADERSHIP ELECTIONS

The Union's Leadership Elections took place in the last week of February and saw 5 students stand for the 3 positions, with the Vice President Education post uncontested (albeit students had the option to Re-Open Nominations). We initially had 8 candidates standing but 3 of them dropped out of the process, citing time and personal pressures. Anecdotally this as also the case at many other SUs nationally. We reduced the campaigning period even further this year to try and minimise pressure on the candidates and to better accommodate any students on professional courses but some felt the prospect was still too onerous or off-putting. We are still seeing issues around confidence in students, and this is something that is, again, being experienced nationally,

We were delighted to have the highest number of nominations through our 'Recommend a Friend' scheme, whereby students could be recommended by others as a potential candidate. This year we received 120 (in comparison to 73 last year, which was also record breaking) and many conversations took place with those recommended as a result. Many of them were first or second years who decided not to stand this year but seemed very keen to do so in future years.

ACHIEVEMENT AND PERFORMANCE

A total of 3,210 votes were cast by 1,162 individual voters, (compared to 3,100 votes by 1,101 students in 2023) representing 13.9% of the student population (the sector average remains between 10 and 15%). We also had increased engagement in voting from students from the School of Nursing and Midwifery, which was one of our key aims.

The elections once again enjoyed a very positive atmosphere and the following candidates were successfully elected as the Union's Executive for 2024/25:

SU President - Ruttuja Mane (School of Psychology)
Vice President Education - Elliot Atkinson (School of Humanities)
Vice President Student Activities - Jack Lambert (Worcester Business School)

The Union worked hard to increase diversity in the Leadership Elections. Of the candidates, 60% described their ethnicity as Mixed/Multiple Ethnicity, Asian (Indian) or Any Other Ethnicity (20% in 2023). The President elect is the first international student to be elected into this position for the Union (albeit we have had international student Vice Presidents in the past). All candidates were between 18 and 21, 40% of whom defined their sexual orientation as Bisexual or Gay/Lesbian and 40% considered themselves to have a specific learning disability, other disability, or long-term health condition.

We, also, consulted our Welfare and Inclusion Council on the elections process in December 2023, and their feedback was extremely useful. As a result, measures put in place to try and reduce as many barriers as possible to engagement included:

- A new International Students Guide on the Candidate Hub section of our website, to support any international students considering running with information about support, visas, and overcoming language barriers with a glossary of key terms.
- Wellbeing training as part of candidate training delivered by our Academic and Welfare Advisors.
- A dedicated candidate wellbeing space in the SU building to encourage breaks and down-time.
- A quiet campaigning hour.
- The results night taking place the day after the voting closed to give everyone space to decompress.
- Candidate wellbeing and debrief event (bowling) before the results night, which they all loved!

Following our initiatives, we featured in the NUS's SU Elections 2024 report as a case study for good practice around candidate and staff wellbeing. NUS were the Returning Officer for our Elections (and for 115 other SU elections nationally in Spring and 34 in Autumn 2023). The University's Director of Access and Inclusion was, again, our Deputy Returning Officer, for which we remain very grateful.

Looking forward to the 2025 Leadership Election, we want to:

- Build on the above initiatives and engagement of Welfare and Inclusion Council
- Explore more support for students with disabilities
- Review engagement across the Schools
- Increase the engagement of mature students

ALL STUDENT MEETING

We held our annual All Student Meeting in February, providing a review of Union activities during the 2022/23 academic year and details of our new Strategic Framework 2023-28. We also shared the Union's 2022/23 accounts and gave an overview of our affiliations.

We only had 19 students attend and so did not reach quoracy but those who attended were highly engaged and asked questions around:
• The Union's finances and bar operation
• The contract with sports kit supplier, Kukri (which is a contract the University holds)

ACHIEVEMENT AND PERFORMANCE

- Home Varsity
- Course Reps
- Teamworc Awards
- Teamworc Points
- A Varsity for societies
- Why certain student groups affiliate to religious organisations
- Multi-faith prayer space on the University campuses

ENGAGEMENT WITH LOCAL AND NATIONAL POLITICS AND IN THE WIDER HE SECTOR

The Union staff and Officers contributed to the following over the year:
- The Vice President Education wrote to MP Robin Walker and Universities Minister, Robert Halfon, regarding the rhetoric around 'rip-off degrees'. Robert Halfon sent a detailed letter in response, offering reassurance that plans to cap degrees in Arts and Humanities etc. would not have a negative impact.
- The OfS consultation on their new strategic priorities.
- OfS and NUS consultations on Freedom of Speech legislation.
- Two articles in WonkHE - Students need support to have conversations about consent | Wonkhe
And Students need to be co-pilots on the AI adventure | Wonkhe.
- The President also attended the Student Council equivalent (Accountability Panel) of another Union as an external contributor.
- The Union's Chief Executive co-ordinates and chairs a working group of senior leads from SUs nationally and BUCS (British Universities and Colleges Sport) to increase the voice of Unions and to amend the governance structure of BUCS to recognise the role many SUs play in HE Sport.
- The Union's Chief Executive and Director and Finance and Commercial were asked to join a national task and finish group organised by BUCS to look at creating a new model for calculating member affiliations/subscriptions.
- The Union's Chief Executive was invited to join the Executive of FACE (Forum for Access and Continuing Education) to increase links between FACE and SUs nationally.
- The Union featured in the NUS's SU Elections 2024 report as a case study for good practice around candidate and staff wellbeing.

The Union now has a strong record of engagement in national and local democracy, as well as other areas of the HE sector. We are confident this will continue in 2024/25.

4. MAKING SURE OUR DIVERSE BODY IS REPRESENTED

Key aims:
(i) We will understand and learn about the diversity of our students so we can support and represent them
(ii) We will ensure Equity, Diversity, and Inclusion (EDI) is central to all we do, working to an informed action plan each year and keeping our members updated
(iii) We will deliver activities and events that are accessible and that appeal to different students

STUDENT NETWORKS

Following some mixed engagement in 2022/23 with Networks, and lots of discussion with University, the Union restructured Networks over the summer period and agreed, through AROG and the PVC Students, that Chairs and Vice Chairs would receive bursaries in 2023/24. This was to reflect the representative nature of their role, in line with Department Reps, and to encourage engagement as students are more and more reticent to commit to voluntary roles.

We reduced the Networks to 7; for Disabled Students', LGBTQ+ Students', Women's, International Students', Commuters Students, Race Equality, and Mature, Parents & Carers Networks. The removal of Networks was addressed through alternative initiatives (e.g. the Sustainability Network through paid Green Impact Project Assistants). All Networks a Chair appointed and 4 of the 7 also had a Vice Chair in position.

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Highlights of their activities over the year include:
- The Disabled Students' Network's charity basketball event and 'A little Less conversation, More Action Please' Campaign (including collaborating with other student groups), whereby staff were encouraged to use text-to-speech software for half a day. The Network also submitted 3 policies to Welfare & Inclusion Council related to all gender/ disabled toilet separation, incorrect terminology, and accessible communications.

- The Race Equality Network hosted Race Equality Week, which encompassed a range of events, on-line and in person. This included microaggression training, a Culture and Race Workshop, and a Community Dialogue attended by external organisations and University management. Unfortunately, the Network's planned 'Equality Walk' and evening celebration during the week had to be cancelled due to inclement weather There was then a wrap-up event the following week, reflecting on the week and making future commitments. The Union continues to liaise with external stakeholders following the Community Dialogue to engage students more with activities and projects in the local community.

- February was LGBTQ+ History month and the LGBTQ+ Network celebrated by hosting a Valentines Ball for any student to come to celebrate an evening of love and friendship. The theme was 'Flamboyant Fancy' so students dressed to impress, shared a slice of pizza together, and danced the night away.

- The Women's Network hosted a craft-a-thon, a bake sale, a nighttime safety stall, and a guest speaker from the West Mercia Rape and Sexual Abuse Centre.

- The International Student Network supported students with learning UK slang.

EQUALITY, DIVERSITY AND INCLUSION (EDI)

The Union is very proud of the continued efforts it has made in respect of EDI, as a fundamental consideration in our services and operations. Our internal EDI Working Group, again, met monthly and had representation from across the organisation, as well as linking in with the Union's Welfare and Inclusion Council. The group monitored progress against a comprehensive action plan and an end of year report was published in May 2024. Our Anti-Racism statement was also updated. Both can be found here https://www.worcsu.com/yourunion/aboutwsu/equalityanddiversity/

The action plan for 2023/24 covered the following areas:

- Recognition of cultural events and festivals, including our events in the Hangar
- Race Equality and LGBTQ+ engagement in Sport
- Accessibility of the SU's spaces, services, and communications
- The experience of neurodiverse students on campus
- University policy around and facilities for religious observance
- Ethnic diversity of elections candidates
- EDI training for staff and students
- International students' hardship fund
- Gender neutral toilet facilities
- Creation of a #Teamworc EDI video
- Support from external organisations in staff, policy, and service development

In terms of the training, development and awareness raising, the Union facilitated the following:

- Race Awareness training for our core staff team, delivered by Mission Diverse (https://missiondiverse.org/).
- Delivered EDI training to our Club, Society, and Network Committees.

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- Neurodiversity training for core staff and managers, from an external charity, I Am Paying Attention (https://www.iampayingattention.co.uk/) sharing the sessions cost with 2 other Unions.
- An EDI Forum, with the local West Mercia Police Chief Inspector, where students and staff asked questions on the Police's current approach to and priorities around EDI.
- Supported the Race Equality Network to run a range of events for Race Equality Week 2024 in February. This included Microaggressions Training, a Culture and Race Workshop, and a Community Dialogue attended by external organisations and University management.
- The SU took part in Race Equality Matters' 5 Day Challenge https://www.raceequalitymatters.com/5-day-challenge/ , sharing information each day. As part of this, throughout the week staff and students contributed to the Big Promise, expressing their commitments to race equity. This was made into a lovely poster that is on permanent display in the SU.
- Took part in our Disabled Students' Network Text2Speech Day in February, to raise awareness of non-verbal communication methods.
- The Union's Chief Executive was a facilitator at a session organised by the University in preparation for submitting their new Access and Participation Plan (APP), supporting discussions on how the University can prioritise and support race equity.
- Facilitated students' (paid) involvement (paid) in focus groups, contributing ideas on what they felt should be included in the APP.
- The Chief Executive co-ordinated the creation of an on-line forum (via the National Union of Students) for leaders of Students' Unions nationally to share ideas and best practice around race equity.

In terms of our internal processes and commitments as a Union:
- We worked with the University to ensure that Chairs and Vice Chairs of our Student Networks received a bursary for their work for the first time, in line with Department Reps, to reflect the representative nature of their role.
- Had specific EDI objectives around our annual Leadership Elections, to remove barriers to engagement and to increase the diversity of candidates.
- We continued to run our recruitment processes for core and student staff in a transparent and inclusive way, being proactive in encouraging applications from people based on skills and competencies (and not prioritising experience) and explaining who we are as an organisation and our EDI commitments
- Upheld our zero-tolerance approach to all forms of discrimination and harassment within #Teamworc. We spent time educating students on the impact of certain conduct and supporting students to be active bystanders. We continued to promote the need for students to look out for each other and embrace difference. We had a very good year, with very few incidents within our student groups.
- We reviewed our EDI Policy and Anti-Racism statement.
- Introduced a suite of updated and, in some cases new, policies in our Employee Handbook related to 'Special and Other Leave'. This was to further support our staff to balance their work life with their private life and public duties.
- Reviewed our Bye Laws and processes to remove barriers to engagement, with comprehensive updates prepared for implementation in 2024/25.

In relation to the Union's services for members we:

- We held a diverse programme of events and celebrations in The Hangar marking Diwali, Nigerian Independence, Onam Festival, Black History Month, Chinese New Year, and hosted a Break the Fast station during Ramadan. We also facilitated an Afrobeats Night, Christmas Winter Ball, Bollywood Night, LGBTQ+ Valentines Ball, and a global quiz hosted by the International Experience Team.
- The Hangar team had monthly meetings with the University's International Team to ensure great collaboration and won a national award for their efforts in this respect.
- Increased the accessibility of our Help and Advice service further, offering more flexible appointment times and drop-in sessions, developing our advice enquiry forms to allow for enlarged text and yellow paper print versions, and having text to speech and language translation available on our ipad.
- Translated our Teamworc Awards running order into braille and developed braille menus for use in The Hangar from September 2024. We, also, had braille stickers placed at the bottom of the stairs in the venue.

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- Supported several international students with issues they had experienced on course placements and reported these to the University. These were taken very seriously and followed up with the Chief Nursing Officer and Freedom to Speak up Guardian in the NHS Acute Hospital Trust and reported to the Nursing and Midwifery Council (NMC). We were very heartened by the University's response in this matter.
- Other issues related to transport to placements (with ongoing train strikes) were also raised by student Reps and resulted in a new working group related to placements being established by the University to tackle the problem, of which the SU President is a member.
- Worked hard to encourage the University to create a Hardship Fund that is accessible to our international students, presenting research conducted by the President of provision at other Universities.
- Created a working group with colleagues from the University's International Experience Team and Sport department, to increase engagement of international students in all forms of sport at Worcester. This resulted in a small increase in the diversity of students engaged with BUCS sports teams but many more students engaged with recreational sport, which the group promoted.
- Continue to assess demographic data biannually of the members who are engaged with our activities as Reps, volunteers, and club, society, and network members. Our aim is to address where our engaged students do not reflect (or exceed) the University overall population data.
- Raised the need for more accessible toilets across campus with the University, and new signage is now being installed. The University will be adding a map to MyDay to show where the accessible toilets, baby change facilities, and gender-neutral toilets can be found on campus.
- Worked with the University on improving prayer facilities and spaces across the campuses, which is still being worked on.
- Worked with the University's Disability Service on supporting students with neurodivergence as part of their induction, facilitating bespoke activities for students.
- We consulted with students when organising major events such as Celebration Week on what they wanted to see and accessibility, including financially.

Going forward in 2024/25, in summary the Union aims to:
- Facilitate further bystander and micro-aggressions training for the student body.
- Continue to strive to increase the diversity of students engaging with our annual Leadership Elections.
- Develop a Neurodiversity Policy for the organisation (following the training this year).
- Deliver a Race Equality Week in 2025, in partnership with the University and community stakeholders.
- Continue to learn from best practice in the sector, as well as seek external expertise, to ensure our processes and procedures are as inclusive and effective as possible.
- Update our calendar of cultural events for 2024/25, working with University colleagues and continue the great relationship we have with the International Experience Team.
- Work to ensure we have more diversity within the memberships of our sports clubs, societies, networks, Rep cohorts and volunteers, and supporting our student groups to be informed and inclusive.
- Continue to scrutinise our space/building, liaising with University Estates on improvements we believe are needed.

The Hangar

As detailed above, the Hangar held a very diverse programme of events and celebrations across the year marking Diwali, Nigerian Independence, Onam Festival, Black History Month, Chinese New Year (with an amazing dragon in attendance!), as well as hosting a Break the Fast station during Ramadan. It also hosted an Afrobeats Night, the Christmas Winter Ball, a Bollywood Night, the LGBTQ+ Valentines Ball, and a global quiz hosted by the International Experience Team. The team won the Impactful Collaboration Award in the national NUS Trade Awards for this and their excellent collaboration with the University's International Experience Team. In addition to this, the Hangar team supported students to host the highest number of student-led events ever, at 96. Of these, 91 were run by clubs, societies, and Networks, and 5 were RAG Team events.

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5. BUILDING CONNECTED COMMUNITIES WHERE STUDENTS FEEL THEY BELONG

Key aims:

(i) We will be highly visible to our student body and be a 'home from home' through physical and online spaces
(ii) We will help and enable students to build communities that benefit them and their University experience
(iii) We will provide environments for students to have positive interactions with each other and learn new things

INDUCTION TALKS

The Union delivered more induction talks in 2023/24 than in the previous year, up from 39 to 46. We noted that many schools seemed to be doing bigger induction talks, combining levels or courses, so the number of students receiving these induction talks most likely also increased on previous years.

The Officers presented talks to students across every school, including the new Medical School. They fed back that University staff were supportive of the talks, often highlighting their importance, and prompting questions from their students, which was great.

School	2022	2023	
School of Psychology	2	4	+2
Three Counties School of Nursing and Midwifery	5	7	+2
Institute of Education	7	10	+3
Worcester Business School	4	3	-1
School of Arts	2	4	+2
School of Humanities	3	5	+2
School of Science and the Environment	3	3	=
Allied Health and Community	6	6	=
School of Sport and Exercise Science	7	2	-5
Three Counties Medical School	-	1	+1
Research School	-	1	+1
TOTAL	**39**	**46**	**+7**

In addition to the Officer inductions above, in Semester 2, SU Induction presentations were offered out via all Heads of School to ensure student and academics were aware of the Union and the services and opportunities open to them, particularly the Help and Advice Service. This proved very popular and was delivered to 36 cohorts.

WELCOME FESTIVAL

The Union worked with the University to create what we hope was a lovely welcome or return for students. We held the Big Worcester Welcome on arrivals Saturday, with lots of stalls located outside the Union about Union, University and external services. The Monday saw the Welcome Fair, which had to be moved indoors to the Sports Hall last minute due to inclement weather, but which nevertheless, had great attendance with 2,800 students recorded. Again, students could get all sorts of information about how to join student groups, access services within the Union and University, and get involved with local organisations. The day was vibrant (with a great Reggae band entertaining us) and everyone pulled together to make it a success, despite the incessant rain!

The rest of the week included the Colour Mile and a Rec Sport Day, a Society Pick N Mix, a Safety and a Volunteering Fair, alongside students' academic inductions. This was alongside a comprehensive and diverse evening events programme.

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TEA DANCE

In December, the Union hosted the very popular Tea Dance for some lovely senior citizens from the local community. It has become an annual event in the Union which Active Hereford and Worcester help to promote, and a real highlight of the calendar. Students from the Saints Dance Society and Christian Union gave band performances during the afternoon, and student volunteers were on hand to dance with attendees to the band and to a local singing duo, Two4One. A raffle was drawn with prizes, Christmas chocolates, and crafts. The day provided a chance for great intergenerational fun, with bags of laughter and merriment - it really is a very special event.

CELEBRATION WEEK

Teamworc Awards

The TeamWorc Awards are the Union's chance to say a big thank you and well done to everyone in the TeamWorc community for all their amazing achievements throughout the year. This year's awards took place in mid-May, with 145 students and VIPs in attendance in The Hangar. It really felt like everyone had an amazing time. The deserving winners of this year's TeamWorc Awards were as follows:

o Athlete of the Year - Alice Hopkins (Blind Football)
o Changemaker for Equality, Diversity, and Inclusion - Christian Wilson (Disabled Students' Network)
o Changemaker for Student Experience - The Progress Week Collective (Department Reps)
o Charity Fundraising Student Group of the Year - Aerial Fitness
o Course Rep of the Year - Luke Marshall-Watkin (Computing)
o Department Rep - Oliver Nightingale (Occupational Therapy, Physiotherapy, and Nutritional Therapy)
o Event of the Year - 24-hour CPR Training Marathon (Paramedic Society and RAG)
o Outstanding Contribution to the Community - Amy Shadbolt (Women's Hockey)
o Network Campaign of the Year - Race Equality Week (Race Equality Network)
o Network Committee Member of the Year - Harriet Lawrence (Women's Network)
o Network of the Year - Race Equality Network
o New Society of the Year - Medsoc
o Society Committee Member of the Year - Benji Robison (Paramedic Society)
o Sports Club Committee Member of the Year - Megan Ince (Dance)
o Society of the Year - UniBoob Team
o Sports Team of the Year - Men's Cricket
o Sports Club of the Year - Aerial Fitness

You can see some nice photos here:
https://www.worcsu.com/barandevents/celebrationweek/teamworcawards/

In addition to the Teamworc Awards, the WorcStar initiative continued to celebrate students who go above and beyond to enhance the student experience. We gave around 30 WorcStars (badges and certificates) to students from networks, clubs, and societies with nominations coming from Union staff and Officers, as well as other students. We also gave WorcStars to some staff members in the University across the year whom we felt had really gone the extra mile for us and for students. This included staff in Estates (cleaning), Student Services, Sport, and the International Experience Team who all seemed delighted!

Students' Choice Awards

We received a total of 385 nominations from students for the above, and the winners - decided by a student panel - were as follows:

- Outstanding Lecturer Award - Michael Wheatley (School of Humanities)
- Extra Mile Award for Support Staff - Mark Harwood-Browne (Disability Advisor, Student Services)
- Award for Exceptional Personal Academic Tutor - Elizabeth Russell (Institute of Education)
- Sustainability Award - Mike Wheeler (School of Science and the Environment)
- ARC (Academic Representation Co-ordinator) of the Year - Amy Johnson (School of Psychology)
- Provost Award for Excellence - Kaytie Holdstock (Institute of Education)

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MARKETING AND COMMUNICATION

Throughout 2023-24, the Union continued to communicate to students across a range of platforms, including social media, physical and digital displays, direct email, and face-to-face promotion.

Significant levels of promotion were given to three of the SU's major events during the year; Welcome Festival, the Leadership Elections, and Varsity, with high levels of engagement both online and in-person. Along with regular, ongoing promotion (including a weekly email to the student body) of SU services, campaigns, and events, several campaigns saw a particular focus. These included the Community Cupboard and cost-of-living support, Help & Advice and the launch of Myth Buster Mondays, the Consent campaign, Refreshers and Give it a Go Week, and the Insights survey in May, which is detailed further down in this report.

Marketing and social media content for The Hangar saw promotion of major events such as Welcome Festival, the Winter Ball, Refreshers, and a variety of student-led events. There was also continued promotion of the weekly line-up, newly introduced products and drinks, non-alcoholic offerings, value for money and The Hangar's position as one of the cheapest venues in Worcester. During Semester Two, management of The Hangar Instagram was given to a member of student staff to help boost engagement by creating a more student friendly platform.

Social Media

The majority of social media platforms have continued to see steady increases in engagement. Both the Union and Hangar Instagram saw far more content posted than in previous years, with growth in new followers, impressions, and engagement, surpassing the SU and Hangar Facebook pages.

Platform	Followers	Impressions	Engagements
SU Facebook	9,034	547,833	13,356
Hangar Facebook	1,521	64,054	937
SU Instagram	5,251	827,212	26,768
Hangar Instagram	2,049	265,564	9,465
TikTok*	1,009	11,003	326

Number of followers, impressions, and engagements for SU and Hangar social media in 2023-24 academic year up to the end of July. *Metrics for TikTok are from February 2024 to July 2024.

Website

Website use and engagement has remained at levels consistent with previous years, despite a fall in the overall number of students at the University. There are significant increases in both use and engagement at notable times during the academic year; Welcome Festival, the Leadership Elections, and club and society elections. The Sports & Societies and Help & Advice pages remain the most accessed areas of the website across the year. September, October, February, and April are the busiest months, with between 59,000 and 64,000 pages views by between 6,000 and 8,500 users. The total number of page views over the year was 424,347 by 56,621 users.

SUSTAINABILITY

The Union achieved re-accreditation under the Responsible Futures (RF) scheme following our 2024 submission, with our classification pending. Our sustainability efforts were supported by a Green Impact Project Assistant, funded by the University, who earned a Gold mark in the University's Green Impact Award for her contributions towards improving student engagement in sustainability.
Over the year, despite having very limited resource to dedicate to this area, we collaborated with students and the University's Sustainability Team to:

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• Deliver a range of activities for Go Green Week and host Repair Cafés at St John's Campus.
• Create a new sustainability and logo.
• Raise awareness of sustainability issues within the team through a staff sustainability board and a 'Make it Green' event.
• Widen the participation of our Sustainability Committee and create an internal sustainability strategy in line with our earlier commitment to the SDG accord.
• Support the University's Director of Sustainability to launch a new Sustainability Hub at St John's campus, offering students opportunities to learn how to sew, build terrariums, and take care of plants.
• Collaborate with Hey Girls to provide sustainable period products to students.
• Support the Allotment and Gardening Society and ensure all clubs and societies received sustainability training to encourage pro-environmental behaviours.
• Review the criteria for sustainability points towards the Team Worc Award to ensure students are properly recognised for their efforts towards the natural world.
• Come in top 25 institutions nationally with our response rate for SOS-UK Sustainability Survey.

STAFF DEVELOPMENT

Staff learning, development, and wellbeing is very important to the Union. We continued to hold fortnightly team meetings (chaired by different members of the team) to aid teamwork and communication, as well as staff breakfasts as more relaxed group activity, as well as half day strategic meetings. A 'Star of the Month' was announced at staff meetings for great work, which came with a little trophy that was passed between 'Stars'! We updated our student staff newsletter, written by the Welcome Desk Assistants for the wider student staff team, to help keep student staff informed of what was going on in the Union. We arranged out of office activities, such as a Sip and Paint, and down time when major events were taking place, such as the Euros.

Student staff were all inducted into their roles and have places on the Union's Staff Consultative Forum and Health and Safety Committee. Several student staff received recognition throughout the year for great work (through an on-line nomination process) and received a letter and shopping voucher.

Union staff and Officers undertook learning and development over the year, as well as being encouraged to get involved in projects outside of their immediate area of work to widen their knowledge and develop new skills. Courses and learning undertaken over the year included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, First Aid. Neurodiversity training, UJS (Union of Jewish Students) Antisemitism Training, and Race Awareness training. As well as these, staff and Officers attended many of the annual conferences and events, including NUS Strategic Exchange, Membership Services Conference, SOS-UK (Students Organising for Sustainability) Sustainability Summit, SU Digital, BUCS Conference, NUS Conference, The NUS Trade Show, and Lead and Change.

Core staff had their Personal Performance Appraisals (PPA) held and objectives set, which fed into the Union's operational plan. Staff also have a Personal Development Plan that sits alongside their PPA and all follow a 121 template that was implemented in year to ensure they monitored progress against objectives, recorded successes and challenges, and actions from each 121. This seems to be very popular amongst staff and helps them to reflect on their achievements on a regular basis.

In the background, despite resource challenges, it was an extremely busy year and a vast amount of work was done to update our Employee Handbook and HR processes, including:
o Creating an updated PPA/PDP/121 template and process
o Revising our travel, expenses, compassionate leave, and sick policies
o Introducing a suite of new Special and Other leave polices
o Starting the process of reviewing our Maternity, Paternity, and Parental Leave policy
o Updating our information for current and prospective employees on our non-pay staff benefits
o Reviewing and updating our Health and Safety Policy

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o Updating our core staff contracts
o Updating our Student Staff Handbook and contract
o Liaising with Staff Savvy, our on-line HR portal provider, to iron out problems and further embed the system into the organisation
o Researching potential HR retainer services to support the Union with HR matters. We concluded this was not affordable at this time but, as a result of the process, we began using the Rradar service provided through our insurance with Endsleigh, much more fully.
o Attending webinars and free external workshops to keep abreast of developments in employment legislation and amending our processes as necessary.
o Maintaining contact with a network of HR staff in SUs nationally, through NUS and sharing best practice.

OVERALL PERFORMANCE AND STUDENT SATISFACTION

National Student Survey (NSS):

Q25 How well does the Student's Union represent students' academic interests?
Overall University: 76.5% (sector average 73%, our score in 2023 was 75%)

The Union is positioned 37th out of 147 Unions nationally in the Universities' compiled NSS rankings (for Q25 - 37th/148 in 2023, and for the previous Q26 - 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).
The Union is also positioned 3rd in the 'cathedral' group of the 12 Providers against which the University benchmarks itself:

NSS 2024	Students' Union
University of Worcester	3
Bath Spa University	9
Birmingham City University	10
Buckinghamshire New University	1
Canterbury Christ Church University	5
Coventry University	4
Liverpool Hope University	2
Staffordshire University	8
University of Chester	6
University of Northampton	7
University of the West of England	12
University of Wolverhampton	11

The Union saw scores go up in all B2 optional questions (which traditionally score much lower than the compulsory questions):

B2 - Students' Union - Overall score 37% (31% in 2023) We do not get sector averages for these questions.
o B.2.1. The Students' Union had had a positive impact on my sense of belonging to the university or college - 38% (33% in 2023)

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o B.2. 2. The Students' Union has had a positive impact on the local community = 41% (34% in 2023)
o B.2.3. The Students' Union has helped me develop useful life skills = 32% (25% in 2023).

Course Experience Survey (CES):

Overall satisfaction with Academic Representation System - 85%

Q.5.3 - I know who my Course Rep is:
Overall University: **82%** (-2% from 2022/23)

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: **84%** (+4% on 2022/23)

Q14 - How well does the Students' Union represent academic interests:
Overall University: **84%** (+4% on 2022/23)

An additional question was asked in 2023, at our request, and we are grateful for the University adding this question in as the NSS no longer asks students about their general satisfaction with the Union. The following was asked:

o **How satisfied are you with your Students' Union** - score was **87%**

WSU Insights Survey

In May, the Union have recently surveyed our members on how they feel we are doing against our new strategic framework. We had 434 responses, which is not as high as we were hoping for, but we know that students do get survey fatigue. We are in the process of drilling down into the results but some headlines include:

o Most respondents were 1st year undergraduates.
o Most respondents were students on professional courses, attending St Johns campus.
o 79% of respondents agreed or strongly agreed that the SU and its range of services supported the health and wellbeing of students.
o 74% agreed or strongly agreed that fulfilling student roles within the SU helps students' employability.
o 74% agreed or strongly agreed that the SU prioritises EDI
o 75% agreed or strongly agreed that the SU provides easy and accessible ways for students to give feedback and suggestions
o 76% agreed or strongly agreed that the SU is good at communicating what it does
o 78% agreed or strongly agreed that the SU has a positive impact on University life.
Most other areas scored in the mid-high 70s but the lowest score was our visible presence away from St John's, which was at 71%. We have been doing much more outreach this year but have struggled with the current resource levels we have. Whilst we embed our strategic framework, we feel this is a reasonable start but will, obviously be looking to increase these scores year on year throughout its life cycle. When we are facing financial and resource restraints, this is not easy but we will continue to strive for excellence and to fulfil our organisational vision.

Some very pleasing free text comments included:
'The SU has helped me find the people who have made my university experience 10x better than it could have been without all the things the SU does'.
'Participating in events in The Hangar have been some of the most memorable times at university'.
'The feeling of belonging directly at the start of the first semester was a valuable experience'.
'The SU was very welcoming when I first started at the university and a very important part of creating a friendly atmosphere'.
'Being part of a sports club and society helped me meet a wide range of friends'.

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'I appreciate being able to have my say in things like elections'.
'Creating safe and relaxing spaces for students to de-stress'.
'The SU has given me opportunities to grow throughout my university experience'.
'I have had the opportunity to be a student rep, which has been amazing for my confidence and professional development'.
'I think the SU does a fantastic job on all levels advocating for student voice'.
'I feel seen.'

The word cloud below is created from the positive comments fed back by students:

We also asked students what they would like us to see from us in the future to be the best SU and had several free-text responses, that can be summarised as students wanting:
- more visible presence of the Union across the campuses
- more support for international students, mature students, and neurodiverse students, and
- more daytime events.

The Union will work to address this as it develops its operational plan for 2024/25.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £1,011,070 (2023: £991,083). Total expenditure of £1,039,232 (2023: £1,053,966) on all the students' services we provide, which left a deficit for the year of £28,162 (2023 deficit £62,883).

The General Fund balance at the year end stood at £159,210 (2023: £214,292).

Restricted funds, which represent monies raised by the Union's various clubs and societies were £210,950 (2023: £197,039).

FINANCIAL REVIEW

Reserves policy

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

The level of reserves needed at any one time was reviewed again in-year by the Trustee Board and was agreed to be 3 months' operating costs (as defined by the annual budgeted organisational expenditure), known as the 'operating reserve'. The Board is acutely aware that forecasting and modelling a realistic budget for the 2024/25 academic year, the Union is likely to fall below its reserves levels in 2024/25 for 2-3 months in the Summer of 2025. The Union's reserves policy states that action needs to be taken if this is the case for more than 6 months, at which point the Trustees should ask the management to formulate a recovery plan for the Board's approval. The Union has also communicated this to the University.

As mentioned throughout this report, the senior management are highly sensitive to the financial situation facing the Union and already have cost-saving measures and regular contract negotiations in place. Staff positions are reviewed routinely when a member of the team leaves the organisation and, in the current circumstances, particular emphasis is placed on whether the remaining team could realistically consume any extra work.

Reserves in excess of the required reserves are held as 'free reserves' or 'designated reserves', in accordance with the Trustee Board. If there are surplus funds available above the minimum level, the Committee should plan to utilise these within three years.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

Operationally, some of the immediate priorities of the 2024/25 officer and staff team are:

• Continuing work to support students during the cost-of-living crisis, retaining the Community Cupboard extending Breakfast Clubs, and implementing a new Kitchen Korner to help students with domestic equipment.
• Maintaining our annual EDI action plan so that these matters remain central to all we do.
• Raise awareness to international students of the financial support available to them, following the implementation of a new international student hardship fund and supporting them with their housing concerns..
• Embedding our services and staff much more across the campuses, aiming to establish, with the University's help, an SU Hub on City Campus.
• Increase our engagement with mature students and commuting students, providing more daytimes activities.
• Increase the number of academic societies.
• Continuing to provide accessible ways for students on professional courses to engage with us.
• Continue to have a positive staff culture where all staff are welcoming to students, where their contribution is valued and rewarded, and they feel genuine job satisfaction.
• Seeking creative and appropriate additional sources of revenue, including external bookings in the Hangar, media sales, and external partnerships.

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant. This is to ensure we continue to maximise our impact and can maintain our services in a financial environment where costs continue to rise or remain high, as well as to develop as an organisation to meet the needs of our increasingly diverse student body. A key promise in our new strategic framework is to be visible and relevant to more and more of our members; to be proactive and not wait for them to come to us. This requires significant outreach work and creativity from what is a very small team (now less than 20 core staff), whilst doing what we can to minimise financial risk, ensure we are future proof, and maintain healthy reserves. This is not going to be easy.

We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to maximise the benefit of contracts and reduce costs wherever possible. We feel strongly that there is a need to strategically review the Union's funding, space, and facilities on St John's campus and other campuses (especially City Campus), to build on good student satisfaction levels and to support the University's aims around recruitment, retention, and progression. When we surveyed our members in May 2024, they told us that we are not visible enough outside of St Johns campus - we must do our best to address this within our current team and resources.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

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

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

The Union is a democratic organisation, with the ultimate decision making power being its membership through Student Council, which is the sovereign body. Student Council agrees the Policy of the Union, discusses wider and national issues that affect students at Worcester, guides strategic campaigns, represents the voice of students, and makes, appeals and amends the Bye-Laws, jointly with Trustees. Student Council continued to hold the officers accountable for their actions this year through a number of virtual meeting and 2 out of four were quorate (meaning some votes then needed to be conducted over email post meeting).

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities.The Union also receives IT Services from the University through an Operating Model. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union believes this that this support is an integral part of the University structure and strategic plans and of significant value to the overall student experience.

The Union believes it has continued to demonstrate its value and impact in facilitating opportunities and communities for students, providing students with a voice, and continuously improving the experience at Worcester. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, ensuring memories of their time at University.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. As mentioned above, the Union implemented a new 5-year Strategic Framework in Autumn 2023, following extensive consultation with students and staff during 2022/23. A new vision, mission, values, enablers, and organisational KPIs are part of the framework, alongside 5 key strategic themes which will underpin the work of the Union.

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

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union and their role. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters, as well as meets with the Chair and Deputy Chair at least once between full Board meetings to discuss current management priorities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union looks to external support and expertise when recruiting Lay Trustees, where this is affordable when recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. Considering the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The Union also maintains its own annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register. The register was reviewed during the academic year and areas deemed to be of heightened risk, as we emerged from the pandemic, are listed below, with associated actions to try and mitigate or annual.The number of heightened risk areas remained the same as in 2022/23 at 6 (with 5 of these continuing from 2022/23).

- (New - increased from medium to high risk) That the Union does not achieve an increase in in block grant received from the University but continues to rely heavily on its own commercial income. This was amended to high from medium risk as the block grant has remained static since 2021/22. The Union has a strong ongoing relationship with the University and regularly reports on impact but a static block grant and increased costs, particularly in relation to human resources, is placing significant strain on the organisation's finances. Quarterly finance meetings with the Pro Vice Chancellor Finance and Resources continue, where accounts and budgets are discussed, as well as challenges and developments. The Union is currently operating strict spending policies, saving costs where it can, and is seeking appropriate alternative income streams that do not breach existing sponsorship contracts, but this remains very challenging.

- The Union receives a cut in its annual block grant from the University as a result of low student recruitment (particularly in light of current inflationary rises to general costs and salaries): As above, the block grant has remained static since 2021/22 and the University continues to face recruitment challenges. The University has strategies in place for recruitment, retention and progression. The Union continues to implement cost saving measures where it can, as above.

- Union trading operations are not profitable as expected as a result of University or external influences: This remains a serious concern, affected by the ongoing national cost of living crisis and rises in the National Living Wage. Students' ability to spend is much reduced, whilst staff costs continue to rise. As above, the Union meets on a quarterly basis with the PVC (Finance and Resources) and attends the University's Audit Committee each November following the production of annual accounts. Monthly accounts are shared with the University Executive and Trustee Board. The Union continues to implement cost saving measures where it can and look into alternative income streams that are appropriate, as above. Monthly meetings take place with Venue staff and senior managers and efforts continue to increase external bookings in the venue to pre pandemic levels and to ensure student events are as cost sensitive as possible to entice students in. The Union occupies a University building, with outlets run by the University's caterers, which limits the ability to diversify operations and independent income. It is also in conversation with the University about how to affordably update and decorate/refurbish the venue to encourage more students to use the space.

- The Union suffers a significant fall in income through a lack of sponsorship contracts: Monthly meetings are held with key sponsorship partners, including Tramps and Dominoes. The principal contract with Tramps remains half that of pre pandemic levels. The contract with Dominos remains stable and at previous levels. Contracts are renegotiated in a timely manner by Union management and the Trustee Board and University kept informed of any concerns around renewal or a reduction of income from any agreement. Opportunities are sought for additional income (as per risks above and bearing in mind limitations placed by our principal contract) where possible and best practice sought from the sector.

STRUCTURE, GOVERNANCE AND MANAGEMENT

- The Union and its staff are adversely affected by negative developments with pension provider/s, namely SUSS: Communication has been maintained with SUSS Trustees, and NUS. AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. Latest AGM (March 2024) confirmed continuingly low levels of funding although it had improved slightly (now 53% funded) under the fiduciary management of Schroders. The recovery period for the scheme currently ends on 1st May 2037. Many Unions are now investigating the cost of their S75 to pull out of the scheme, including the principal employer, NUS UK, which may well cause increased risk for those Unions left in. Some Unions have already left or are in the process of doing so, a handful of which had a large stake in the scheme. The Union enquired into its S75 debit figure in January 2024, and this was c.£370k, which is not affordable. Next valuation is in June 2025 (in June 2022, the scheme was £134m in deficit).

- That staff morale and retention are negatively affected by perceived low pay, reward, and advancement opportunities within the Student's Union structure. Particularly in the context of the 'Great Resignation' post Covid, increasing expectations by employees, and the cost-of-living crisis (including current inflationary increases on wages) This risk was added in 2022/23: The Trustee Board are consulted on strategic issues relating to staff pay and reward, including annual cost of living rises, increments that go beyond individual pay scales, and organisational change. An external pay and reward review was undertaken in Summer 2022 to provide a new organisational pay policy and framework to increase transparency and understanding of roles. Annual salary benchmarking exercise takes place with comparable roles in the region and similar sectors. Work is ongoing with the Board to continuously review and reflect upon non-pay benefits for staff. Staff are informed of the additional benefits of working for the SU aside from pay, including training and development, life insurance (whilst in service), EAP, Edenred discount childcare vouchers, and other discount vouchers. Core staff all have an annual Personal Development Plan, alongside their objectives.

Two new risks were added in November 2023, one relating to Freedom of Speech (in light of government legislation and new regulation from the Office for Students), and the other to data/IT breaches in relation to payroll (and how this data is currently backed up):

4.7 That the Union suffers reputational damage from an issue related to freedom of speech.
5.13 That the Union suffers from data or IT breaches, particularly in relation to SAGE payroll systems.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership. A benchmarking exercise was also undertaken using Croner Group data in April 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
A. Linforth - ended term of office June 2024
S. James - ended term of office November 2023
I. Price - ended term of office June 2024
M. Osborne - ended term of office March 2024
E. Boddice - ended term of office May 2024
E. Orme - appointed October 2023, ended term of office May 2024
T. Young - appointed October 2023
R. Williams - appointed October 2019, commenced second term in office October 2022
M. Brittain - appointed Oct 2018, commenced second term of office October 2021
E. Burke - appointed May 2023

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

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

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 26/11/24 and signed on its behalf by:

.....
Trustee

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's and groups affairs as at 31 July 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

o The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
o We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
o The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
o Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: 4/4/2025

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**607,300**	**-**	**607,300**	606,910
Charitable activities	5				
Student activities		**-**	**180,788**	**180,788**	163,293
Bar		**132,452**	**-**	**132,452**	126,699
Other trading activities	3	**83,042**	**-**	**83,042**	91,027
Investment income	4	**7,488**	**-**	**7,488**	3,154
Total		**830,282**	**180,788**	**1,011,070**	991,083
EXPENDITURE ON					
Raising funds	6	**96,439**	**-**	**96,439**	106,775
Charitable activities	7				
Representation		**106,442**	**-**	**106,442**	108,074
Advice and welfare		**83,215**	**-**	**83,215**	67,665
Student activities		**292,347**	**166,877**	**459,224**	474,231
Bar		**265,954**	**-**	**265,954**	272,042
Affiliations		**27,958**	**-**	**27,958**	25,179
Total		**872,355**	**166,877**	**1,039,232**	1,053,966
NET INCOME/(EXPENDITURE)		**(42,073)**	**13,911**	**(28,162)**	(62,883)
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**30,785**	**-**	**30,785**	(55,752)
Net movement in funds		**(11,288)**	**13,911**	**2,623**	(118,635)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(196,926)**	**197,039**	**113**	118,748
TOTAL FUNDS CARRIED FORWARD		**(208,214)**	**210,950**	**2,736**	113

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	12	**5,710**	-	**5,710**	11,485
CURRENT ASSETS					
Stocks	14	**5,350**	-	**5,350**	6,537
Debtors	15	**29,513**	-	**29,513**	19,582
Cash at bank and in hand		**150,795**	**210,950**	**361,745**	414,296
		185,658	**210,950**	**396,608**	440,415
CREDITORS					
Amounts falling due within one year	16	**(32,158)**	-	**(32,158)**	(40,569)
NET CURRENT ASSETS		**153,500**	**210,950**	**364,450**	399,846
TOTAL ASSETS LESS CURRENT LIABILITIES		**159,210**	**210,950**	**370,160**	411,331
PROVISIONS FOR LIABILITIES	17	**(367,424)**	-	**(367,424)**	(411,218)
NET ASSETS/(LIABILITIES)		**(208,214)**	**210,950**	**2,736**	113
FUNDS	18				
Unrestricted funds				**(208,214)**	(196,926)
Restricted funds				**210,950**	197,039
TOTAL FUNDS				**2,736**	113

The financial statements were approved by the Board of Trustees and authorised for issue on 26/11/24 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Charity Balance Sheet
31 July 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
FIXED ASSETS					
Tangible assets	12	**5,710**	**-**	**5,710**	11,485
Investments	13	**1**	**-**	**1**	1
		5,711	**-**	**5,711**	11,486
CURRENT ASSETS					
Stocks	14	**5,350**	**-**	**5,350**	6,537
Debtors	15	**29,513**	**-**	**29,513**	19,582
Cash at bank and in hand		**150,795**	**210,950**	**361,745**	414,296
		185,658	**210,950**	**396,608**	440,415
CREDITORS					
Amounts falling due within one year	16	**(32,159)**	**-**	**(32,159)**	(40,570)
NET CURRENT ASSETS		**153,499**	**210,950**	**364,449**	399,845
TOTAL ASSETS LESS CURRENT LIABILITIES		**159,210**	**210,950**	**370,160**	411,331
PROVISIONS FOR LIABILITIES	17	**(367,424)**	**-**	**(367,424)**	(411,218)
NET ASSETS/(LIABILITIES)		**(208,214)**	**210,950**	**2,736**	113
FUNDS	18				
Unrestricted funds				**(208,214)**	(196,926)
Restricted funds				**210,950**	197,039
TOTAL FUNDS				**2,736**	113

The financial statements were approved by the Board of Trustees and authorised for issue on 26/11/24 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Consolidated Cash Flow Statement for the Year Ended 31 July 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	**(60,039)**	(83,508)
Net cash used in operating activities		**(60,039)**	(83,508)
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(2,656)
Interest received		**7,488**	3,154
Net cash provided by investing activities		**7,488**	498
Change in cash and cash equivalents in the reporting period		**(52,551)**	(83,010)
Cash and cash equivalents at the beginning of the reporting period		**414,296**	497,306
Cash and cash equivalents at the end of the reporting period		**361,745**	414,296

The notes form part of these financial statements

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(28,162)**	(62,883)
Adjustments for:		
Depreciation charges	**5,775**	5,554
Interest received	**(7,488)**	(3,154)
SUSS Pension deficit movements	**(13,009)**	(13,258)
Decrease in stocks	**1,187**	2,086
Increase in debtors	**(9,931)**	(16,221)
(Decrease)/increase in creditors	**(8,411)**	4,368
Net cash used in operations	**(60,039)**	(83,508)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.23	Cash flow	At 31.7.24
	£	£	£
Net cash			
Cash at bank and in hand	**414,296**	**(52,551)**	**361,745**
	414,296	**(52,551)**	**361,745**
Total	**414,296**	**(52,551)**	**361,745**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

Retail fixtures and fittings -	10 to 30% per annum straight line and 20% reducing balance
Administration fixtures & fittings -	20% per annum reducing balance
Improvements to premises -	10 to 20% per annum straight line and 20% reducing balance

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000

The 2022 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2037, increasing by 5% each year.

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2037, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Grants	600,000	600,000
Other grants	7,300	6,910
	607,300	606,910

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

	2024	2023
	£	£
University of Worcester	600,000	600,000

3. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Marketing	62,350	60,750
Other	119	705
NUS Extra	-	229
Commissions receivable	4,368	5,321
Varsity income	9,731	16,843
Events income	6,474	7,179
	83,042	91,027

4. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	7,488	3,154

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Student Activity			
Membership	Student activities	**180,788**	163,293
Bar	Bar	**132,452**	126,699
		313,240	289,992

6. RAISING FUNDS

Raising donations and legacies

	2024 £	2023 £
Staff costs	**85,083**	90,913
Marketing costs	**11,599**	13,920
	96,682	104,833

Other trading activities

	2024 £	2023 £
Purchases	**44**	1,255
Bad debts	**(287)**	687
	(243)	1,942
Aggregate amounts	**96,439**	106,775

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Representation	**-**	**106,442**	**106,442**
Advice and welfare	**65,473**	**17,742**	**83,215**
Student activities	**335,041**	**124,183**	**459,224**
Bar	**159,509**	**106,445**	**265,954**
Affiliations	**27,958**	**-**	**27,958**
	587,981	**354,812**	**942,793**

continued...

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**69,914**	**36,528**	**106,442**
Advice and welfare	**11,654**	**6,088**	**17,742**
Student activities	**81,570**	**42,613**	**124,183**
Bar	**69,918**	**36,527**	**106,445**
	233,056	**121,756**	**354,812**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2024	2023
	£	£
Trustees' salaries	**60,221**	63,306
Trustees' social security	**4,293**	4,864
	64,514	68,170

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

Trustees' expenses

	2024	2023
	£	£
Trustees' expenses	**-**	570

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	**575,058**	567,740
Social security costs	**41,842**	40,147
Other pension costs	**32,191**	31,019
	649,091	638,906

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

	2024	2023
Full time	**17**	21
Students - Semester only	**16**	15
	33	36

continued...

10. STAFF COSTS - continued

During the year one member of staff received employment benefits (excluding employers pension costs) between £60,000 and £70,000.

The key management personnel of the charity during the year ended 31 July 2024 comprised of the Chief Executive, Director of Finance, Director of Representation and Membership Services and the Venue and Events Manager.

The total amount paid, including Employers National Insurance and Pension, to the Key Management Personnel for the year ended 31July 2024 was £217,018 (2023: £181,477).

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	606,910	-	606,910
Charitable activities			
Student activities	-	163,293	163,293
Bar	126,699	-	126,699
Other trading activities	91,027	-	91,027
Investment income	3,154	-	3,154
Total	827,790	163,293	991,083
EXPENDITURE ON			
Raising funds	106,775	-	106,775
Charitable activities			
Representation	108,074	-	108,074
Advice and welfare	67,665	-	67,665
Student activities	318,733	155,498	474,231
Bar	272,042	-	272,042
Affiliations	25,179	-	25,179
Total	898,468	155,498	1,053,966
NET INCOME/(EXPENDITURE)	(70,678)	7,795	(62,883)
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(55,752)	-	(55,752)
Net movement in funds	(126,430)	7,795	(118,635)
RECONCILIATION OF FUNDS			
Total funds brought forward	(70,496)	189,244	118,748
TOTAL FUNDS CARRIED FORWARD	(196,926)	197,039	113

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2023 and 31 July 2024	**912,277**
DEPRECIATION	
At 1 August 2023	**900,792**
Charge for year	**5,775**
At 31 July 2024	**906,567**
NET BOOK VALUE	
At 31 July 2024	**5,710**
At 31 July 2023	11,485

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2023 and 31 July 2024	**1**
NET BOOK VALUE	
At 31 July 2024	**1**
At 31 July 2023	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2024 £	2023 £
Stocks	**5,350**	6,537

continued...

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group and Charity	2024	2023
	£	£
Trade debtors	11,477	17,883
Other debtors	1,699	1,699
VAT	961	-
Prepayments and accrued income	15,376	-
	29,513	19,582

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
Trade creditors	7,728	14,665	7,728	14,665
Taxation and social security	9,798	12,051	9,798	12,051
Other creditors	14,632	13,853	14,632	13,853
Inter company	-	-	1	1
	32,158	40,569	32,159	40,570

17. PROVISIONS FOR LIABILITIES

Group and Charity	2024	2023
	£	£
Provisions	367,424	411,218

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

Group and Charity	At 1.8.23	Net movement in funds	Transfers between funds	At 31.7.24
	£	£	£	£
Unrestricted funds				
General fund	214,292	(26,447)	(28,635)	159,210
Pension deficit	(411,218)	15,159	28,635	(367,424)
	(196,926)	(11,288)	-	(208,214)
Restricted funds				
Clubs and societies	197,039	13,911	-	210,950
TOTAL FUNDS	113	2,623	-	2,736

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	**830,282**	**(856,729)**	**-**	**(26,447)**
Pension deficit	**-**	**(15,626)**	**30,785**	**15,159**
	830,282	**(872,355)**	**30,785**	**(11,288)**
Restricted funds				
Clubs and societies	**180,788**	**(166,877)**	**-**	**13,911**
TOTAL FUNDS	**1,011,070**	**(1,039,232)**	**30,785**	**2,623**

Comparatives for movement in funds

Group and Charity	At 1.8.22 £	Net movement in funds £	Transfers between funds £	At 31.7.23 £
Unrestricted funds				
General fund	298,228	(56,666)	(27,270)	214,292
Pension deficit	(368,724)	(69,764)	27,270	(411,218)
	(70,496)	(126,430)	-	(196,926)
Restricted funds				
Clubs and societies	189,244	7,795	-	197,039
TOTAL FUNDS	118,748	(118,635)	-	113

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	827,790	(884,456)	-	(56,666)
Pension deficit	-	(14,012)	(55,752)	(69,764)
	827,790	(898,468)	(55,752)	(126,430)
Restricted funds				
Clubs and societies	163,293	(155,498)	-	7,795
TOTAL FUNDS	991,083	(1,053,966)	(55,752)	(118,635)

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	At 1.8.22 £	Net movement in funds £	Transfers between funds £	At 31.7.24 £
Unrestricted funds				
General fund	298,228	(83,113)	(55,905)	159,210
Pension deficit	(368,724)	(54,605)	55,905	(367,424)
	(70,496)	(137,718)	-	(208,214)
Restricted funds				
Clubs and societies	189,244	21,706	-	210,950
TOTAL FUNDS	118,748	(116,012)	-	2,736

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,658,072	(1,741,185)	-	(83,113)
Pension deficit	-	(29,638)	(24,967)	(54,605)
	1,658,072	(1,770,823)	(24,967)	(137,718)
Restricted funds				
Clubs and societies	344,081	(322,375)	-	21,706
TOTAL FUNDS	2,002,153	(2,093,198)	(24,967)	(116,012)

Clubs and societies - these funds represent income from the various student clubs and societies which is specifically to be spent on the fund or society to which it relates.

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000.

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

The following assumptions applied at 30 June 2022:

• Discount rate: Bank of England gilt curve + 1.5% pa, linearly changing over a term of 13 years to gilts curve + 0.25% pa.
• Pension increases: A model of each increase, allowing for insurers' relative pricing of different caps and collars..

The 2022 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit by 1 May 2037 and will increase by at least 5% each year.

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme of £5,038 pa. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The liability provided for in respect of the SUSS pension deficit amounted increased to £367,424 (2023: £411,218) at 31 July 2024 (see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2024 are disclosed in the staff costs note.

continued...

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2024 was £600,000 (2023: £600,000).

At the year end the total due to the Union from the University of Worcester was £9,125 (2023: £100).

At the year end the total due to the University of Worcester from the Union was £4,227 (2023: nil).

21. ULTIMATE CONTROLLING PARTY

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

KNOX CROPPER
chartered accountants

Worcester Students' Union

Audit Findings Report

Year Ended
31st July 2024

Worcester Students' Union
Audit Findings Report for the year ended 31st July 2024

The Board of Trustees

Worcester Students' Union

23rd September 2024

Dear Trustees

Audit findings for the year ended 31st July 2024

This Audit Findings Report highlights the significant findings arising from the audit and sets out the key matters which we are required to formally report to those charged with governance in accordance with International Standard on Auditing (UK) 260.

As you will appreciate, our audit procedures are designed primarily to enable us to form an opinion on the accounts as a whole. Our procedures include such tests of the accounting records and internal control systems as are, in our opinion, necessary for audit purposes. Consequently, whilst our procedures may identify certain weaknesses which may exist, the audit procedures in themselves should not be relied upon to reveal all the weaknesses which may exist in the system.

This report has been prepared for your sole use and we assume no responsibility to any other party in respect of its contents. The report should not be disclosed to any third party without our prior written consent.

This report is not exhaustive and deals with only the more significant matters which came to our attention during the audit. Other matters of lesser significance have been discussed with the relevant staff during the course of our audit work.

In conclusion we would like to take this opportunity of expressing our appreciation to all your staff, particularly Rob, for his assistance and co-operation during the course of our audit. If you have any queries on any of the points in this letter, please do not hesitate to contact us.

Yours Sincerely

Knox Cropper LLP

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Audit Overview

General

The purpose of our audit is to gather sufficient evidence to allow us to conclude that the transactions and balances disclosed in the accounts are unlikely to be materially misstated, to establish that disclosures reflected in the accounts comply with the requirements of legislation and relevant accounting standards, to assess whether the accounting policies adopted are appropriate and consistently applied and to assess whether judgements exercised and estimates made in the preparation of the accounts are fair and reasonable.

Audit Report

We confirm that we have completed the audit to our satisfaction and intend to issue an unqualified audit opinion on the Financial Statements. This means that we have no material reservations over the figures or information disclosed in the financial statements.

The wording of our audit report is in accordance with the standard text for unqualified audit reports prescribed by the Financial Reporting Council. Our report also includes a section which is specific to this audit setting out our response to the risk of material misstatement in respect of irregularities arising from non-compliance with laws and regulations, including fraud.

Estimates and Judgments

The estimates and judgments made by management affecting the financial statements are the SUSS pension deficit provision, depreciation, accruals and prepayments.

We have concluded that management have exercised judgments and calculated estimates in a fair and reasonable way.

Accounting Policies and Disclosures

The accounting policies which have been adopted in the financial statements are in accordance with Generally Accepted Accounting Practice and are, in all material respects, appropriate to the organisation's operations and in compliance with FRS 102 and the Charity SORP 2019.

Adequate consideration was given to the potential impact of changes in legislation and accounting standards which arose during the year. No significant changes arose during the current year which affected the financial statements and therefore the form and content of the accounts are consistent with the preceding year.

Professional Ethics and Independence

We confirm our compliance with the Ethical Standard issued by the Financial Reporting Council.

We confirm that we have not carried out any non-audit work which could impair our independence and there are no other matters in relation to our audit engagement which we consider should be brought to your attention.

Other Audit Matters

In accordance with UK auditing standards, we confirm the following matters in relation to our audit of the financial statements:

a) We have not identified or been made aware of any incidents of fraud or suspected fraud. We would emphasise that our work as auditor is not intended to identify any instances of fraud of a non-material nature and should not be relied upon for this purpose.
b) We have not identified or been made aware of any incidents of non-compliance with laws and regulations which could have a material impact on the financial statements.
c) We have not identified or been made aware of any related party transactions other than matters which have been disclosed in the financial statements.
d) We have received all requested third-party confirmations which represent an essential element of our audit evidence.
e) Apart from the matters set out in this report, there were no significant matters discussed with management during the audit which we are required to bring to your attention. There were no significant disagreements with management or any limitations placed on the scope of our work. No significant difficulties were encountered during the audit.

Materiality and Audit Adjustments

Materiality

Materiality is used both to plan the nature and extent of audit testing and to evaluate the effect of misstatement. In accordance with ISA (UK) 260 'Communication with those charged with governance', we are obliged to include details in this report of all unadjusted errors which are below materiality unless they are clearly trivial. Whilst our audit procedures are designed to identify misstatements which are material to our audit opinion, we also report to those charged with governance and management any uncorrected misstatements of lower value errors to the extent that our audit identifies these.

Omissions or misstatements are regarded as material if they would reasonably influence the users of the financial statements. The assessment of what is material is a matter of professional judgement.

Our assessment of materiality the year ended 31st July 2024 was calculated as follows:

	£	**Explanation**
Overall Materiality for the Financial Statements	12,146	Accounts materially misstated where total errors exceed this value
Performance Materiality	9,110	Work performed to capture individual errors at this level.
Triviality Level	607	Unadjusted errors above this level are reported.

Audit Adjustments

There were no material adjustments made to the financial statements arising from our audit work.

We confirm that no misstatements were detected during the audit which remain uncorrected in the financial statements other than matters which are both individually and cumulatively clearly trivial.

Key Audit Risks and Conclusions

The following schedule sets out the key risks which we identified as part of our audit planning. It sets out our approach to ensuring that these risks did not give rise to any material misstatement in the financial statements and our audit findings.

	Risk	Audit Approach	Audit Findings
1	**Completeness of Income** Completeness of income is always considered high risk and audit procedures need to be devised to address this risk.	We carried out testing on the various income streams and the controls around them. We also performed analytical procedures for testing income trends.	We are satisfied following the review of income documentation and analytical procedures that income is not materially mis-stated within the accounts.
2	**Classification of income** Income received by the Charity could be subject to restrictions and therefore income may need to be treated as restricted income.	We will review the underlying documentation supporting income to ascertain whether restrictions apply, and if applicable, review expenditure from these funds to ascertain whether the imposed restrictions are being adhered to.	This was tested as part of our income testing. Appears to be fairly stated in the accounts.
3	**Payroll costs** Payroll expenditure is a substantial part of total expenditure therefore this is an area, which although not a high risk area, will be thoroughly reviewed due to its materiality.	We performed a proof in total on the payroll costs by agreeing the payroll reports to the accounts. We will also perform substantive testing on a sample of employees, including checking contracts of employment.	There were no issues noted during our audit testing. Payroll expenditure appears to be fairly stated in the accounts.

4	**VAT** Risk that VAT has been incorrectly accounted for.	During our income and expenditure testing we will perform substantive tests, which will include checking the accuracy and the treatment of the VAT recorded.	We did not find any issues during our audit work. However, we have included a point in the internal control matters section below recommending that a VAT review is considered.
5	**SUSS Pension deficit provision** The assumptions and calculations used may be inappropriate and may cause a material misstatement.	Check the calculations and assumptions used for the pension deficit provision.	The assumptions used for the SUSS pension deficit calculation are appropriate and the calculation performed has been agreed. The SUSS pension deficit liability appears to be fairly stated in the accounts.
6	**Management Override of Controls** This represents a key risk for all organisations and we are required to specifically check to ensure that there is no evidence of management override during the year.	We checked that controls were applied consistently throughout the year and reviewed a sample of journal adjustments to ensure they are valid.	We did not find any instances where management had overridden controls.
7	**Related party transactions** Identification of all related party transactions conducted throughout the year.	We reviewed and assessed the controls in place to identify and disclose related party transactions and looked out for related party transactions during our review of the accounting records.	This was tested as part of our income and expenditure testing. We requested that related party declaration forms were completed by all trustees and senior management. No issues noted were noted.

Internal Control Observations and Recommendations

We are required to report to you, in writing, significant deficiencies in the internal controls and the internal control environment that we have identified during the course of our audit. These matters are limited to those which we have concluded are of sufficient importance to be reported to you. Our audit cannot necessarily be expected to disclose all deficiencies in the system and, as a result, the matters reported may not be the only ones which exist.

We have categorised the internal control deficiencies using a colour-scale rating system. The key to which is as follows:

Control weakness is not significant but we recommend that it be addressed to comply with good practice	
Control weakness is serious and needs to be addressed	
Control weakness is of critical importance and needs to be addressed as a priority	

Matters Brought Forward from the Previous Year

Risk Rating		Observation	Recommendation	Management Response
	1	**VAT Review** We did not find any issues in relation to VAT during our audit and the Union appears to be adhering to its current methodology. However, the Union has not had a VAT review for a few years. VAT in the charity sector is complex and any changes to the Union's activities or changes in VAT regulations could impact on the VAT compliance of the Union.	**Last year** Given the complex nature of VAT within the charity sector, we recommend that the Union considers having a VAT review undertaken. We understand that the University undertook a review of the VAT of the Union a couple of years ago and concluded that the irrecoverable VAT was under the de-minimis limit. However, this should be calculated and confirmed every quarter when the VAT return is submitted.	

Current year
This point is still valid for the current year.

Matters Arising in the Current Year

Risk Rating	Observation	Recommendation	Management Response
	We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.		

Emerging Issues

Proposed changes to Financial Reporting

The Charity SORP and Financial Reporting Standard 102 (FRS 102), on which the SORP is based, are both in the process of being updated, with changes expected to be implemented for accounting periods beginning on or after 1 January 2026. On 29 September 2023, the FRC published a project update on its periodic review of FRS 102. The proposed changes reflect changes which have been made to International Financial Reporting Standards and include:

a) a requirement for all leases, with limited exceptions, to be capitalised, requiring the asset and the lease liability to be accounted for in the Balance Sheet.
b) a revised criteria for the recognition of goods and services based on a five-step model which may have implications for the recognition of grants and contracts

The update to the Charity SORP is following the same timetable as it is required to incorporate all the changes made to FRS 102. However, it is also likely to implement a number of additional changes, reflecting feedback from a wide range of stakeholders. Changes are likely to include:

a) a requirement for larger charities to include sustainability reporting in their Annual Report
b) a simplified reporting regime for smaller charities.

Companies House Reform

The Economic Crime and Corporate Transparency Act, which became law on 26 October 2023, has introduced significant changes to the way Companies House will operate, changing its role from a passive recipient of information to an active gatekeeper, charged with ensuring that information held on the register is valid and accurate.

Some changes are due to be implemented from 4 March 2024 but the majority of changes will not be implemented for at least a year because many of the provisions require secondary legislation and Companies House will need to increase its resources and establish new systems and processes.

The principal changes are set out below:

a) Identification Checks - Directors, persons with significant control and those filing returns on behalf of the company will all have to have their identities verified.

b) Filing information and documentation with Companies House - Following implementation, all filing with Companies House must be carried out by an authorised company official whose identity has been verified or by an Authorised Corporate Services Provider.
c) Directors and Members - Companies will no longer be permitted to have corporate shareholders unless all the directors of the corporate entity are natural persons whose identities have been verified. Companies will no longer be required to keep a register of directors as the record held by Companies House will be the sole verified listing of directors.
d) Company Registered Address - In future, following implementation, company registered addresses must be able to physically receive letters and documents with the expectation that they will come to the attention of an authorised person acting on behalf of the company. As a result, PO Box addresses will no longer be acceptable. Companies must also register an e-mail address, although this will not be available for public view. New companies will have to provide this on formation. Existing companies will need to provide it on their next Confirmation Statement following implementation.
e) Statutory Accounts - There will be a gradual transition, over a period of two to three years, requiring all statutory accounts to be filed using software. Companies House are currently working with software providers to facilitate the filing of more complex accounts.
f) Companies House Role - Companies House will have a statutory responsibility to monitor and check company information to ensure that it is valid and accurate with the objective of disrupting economic crime and preventing abuse of the register.

Letter of Representation

International auditing standards require us to obtain, from the trustees, a number of specific representations and also confirmation of any other material representation given to us during the course of our audit which forms part of our audit evidence. The representations should be made on the basis of enquiries of management and staff with relevant knowledge and expertise.

The following is the full list of representations which we will require to be formally provided to us in a letter, signed on behalf of the trustees, prior to signing our audit report.

Confirmation of Responsibilities

1. We have fulfilled our responsibilities as trustees under the Companies Act 2006/Charities Act 2011 ("the Act") for preparing financial statements which give a true and fair view in accordance with the financial reporting framework (FRS 102 and the Charity SORP).

2. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and Trustees' meetings, have been made available to you. We have given you unrestricted access to persons within the charity in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.

3. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:
    - so far as each Trustee is aware, there is no relevant audit information of which you as auditors are 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 you are aware of that information.

Estimates and Judgments

4. We confirm that the methods, significant assumptions and source data used by us in making accounting estimates, and their disclosure in the financial statements, are appropriate and in compliance with the recognition, measurement and disclosure requirements of FRS 102.

5. We confirm that all known actual or possible litigation and claims, the implication of which should be considered when preparing the financial statements, have been disclosed to you and have been accounted for and disclosed in accordance with FRS102 and the Act.

Post Balance Sheet Events and Commitments

6. We confirm that there have been no events since the balance sheet date which necessitate revision of the figures in the financial statements, or inclusion of a note thereto, other than those matters which have already been disclosed or included in the financial statements.

7. We confirm that the charity has not contracted for any capital expenditure other than as disclosed in the financial statements.

8. We confirm that we have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Related Parties

9. We confirm that we are aware of the definition of a related party as set out in FRS102 and the charity SORP.

10. We confirm that we have disclosed to you all related parties and related party transactions relevant to the charity and that we are not aware of further related party transactions other than those already disclosed in the financial statements in accordance with the requirements of FRS102 and the Act.

11. We confirm that the charity has not had, at any time during the year, an arrangement, transaction or agreement to provide credit facilities for trustees, nor to provide guarantees of any kind on behalf of the trustees, except as disclosed in the financial statements.

Laws, Regulations and Contractual Agreements

12. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its operations, non-compliance with which could affect the financial statements.

13. The charity has complied with all aspects of contractual and other agreements that could have a material effect on the financial statements in the event of non-compliance.

Internal Control and Fraud

14. We acknowledge our responsibility for the design and implementation of controls to prevent and detect fraud and we confirm that we have assessed the risk that the financial statements may be materially misstated as a result of fraud and that we have made this assessment available to you. We also confirm that, to the best of our knowledge and belief, there have been no significant deficiencies in internal control during the year.

15. We confirm that we have disclosed to you our knowledge of any actual or suspected instances of fraud involving management, employees with a significant role in internal control, and others where the fraud could have a material effect on the financial statements. We also confirm that we have disclosed to you our knowledge of any allegations of fraud or suspected fraud, affecting the financial statements, which have been communicated by employees, former employees, regulators or others.

Going Concern

16. We confirm that, having considered financial projections which reflect the charity's expectations and intentions for a period of at least twelve months from the date on which the financial statements are expected to be approved, in our opinion, the charity's financial statements should be prepared on the going concern basis.

Uncorrected Misstatements

17. We confirm that, in our opinion, the effects of any uncorrected misstatements which have been set out in the Audit Findings Report, are immaterial, both individually and in aggregate, to the financial statements as a whole.

Commentary on the Financial Statements

GENERAL

The consolidated accounts have been drawn up on the basis of generally accepted accounting principles (Charities SORP 2019 - FRS 102) and relevant legislation. The accounts consist of:

- The Report of the Trustees, which affords the trustees the opportunity to explain the Charity's objectives for the year and its achievements and in particular how it has delivered public benefit. It also allows them to comment on financial performance for the year and financial position at the year end as well as making a range of disclosures required either by law or by accounting standards.
- An Auditors' report, which explains the scope of the audit, the nature of the auditors' responsibilities and expresses the audit opinion.
- A consolidated Statement of Financial Activities, which analyses incoming resources and resources expended by the group arriving at a net result thereby providing a measure of financial performance.
- A consolidated Balance Sheet, which analyses the group's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A Balance Sheet, which analyses the Charity's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A consolidated Cash Flow Statement and notes, which analyses the group's movement in cash during the year.
- Notes to the accounts, which provide an indication of the accounting policies adopted and provide further analysis of the figures disclosed in the primary statements.

STATEMENT OF FINANCIAL ACTIVITIES

Net movement in total funds for the year showed a surplus of £2,623 in comparison to a deficit of £118,635 last year.

Total Income increased slightly from £991k to £1,011k. The increase in income is the result of the following:

1. Income from Student Activities increased from £163k last year to £181k this year. This income represents funds raised by the various clubs and societies of the Union. These funds can only be spent for the benefit of the club or society it was raised for, consequently, this income is restricted income.
2. Income from the bar increased from £127k to £132k.

3. Donations and legacies income (£607k) is in line with the previous year. The grant received from the University this year was the same as the previous year (£600k).
4. Other trading activities income of £83k has decreased slightly from £91k. Other trading activities income includes Advertising income, which is similar to last year. Varsity income decreased to £10k and Events income decreased slightly to £6k.
5. Investment income has increased from £3k to £7k, which is bank interest.

Expenditure for the year decreased from £1,054k to £1,039k. The main reasons for the decrease are explained below:

1. Student activities costs decreased from £474k to £459k. This is made up of restricted expenditure (from the clubs and societies self-raised funds) and unrestricted expenditure (expenditure by the Union). Restricted expenditure increased from £155k to £167k and unrestricted expenditure decreased from £319k to £292k.
2. Bar expenditure has decreased slightly from £272k to £266k.
3. Included within expenditure are wages, which have increased this year from £639k to £649k.
4. All other expenditure was broadly in line with the previous year.

The Student Union Superannuation Pension Scheme (SUSS) liability has decreased this year. The discount rate used stayed at 5%.

As a result of the above, the total unrestricted reserves at the disposition of the Charity have decreased by £11k. Unrestricted reserves, therefore, are now in deficit by £208k. Restricted reserves increased by £14k to £211k.

CONSOLIDATED BALANCE SHEET

Net book value of fixed assets has decreased from £11k to £6k. There were no additions and no disposals during the year. The depreciation charge for the year was £5.5k.

Net current assets, the principal balance sheet measure of short to medium term solvency, has decreased from £400k to £364k. There is a sound margin of solvency with unrestricted cash and bank balances alone being sufficient to cover Creditors by a factor of 4.7:1.

The stock figure of £5k relates to stocks held by the bar. This is a similar value to last year.

Debtors have increased from £20k to £30k. The increase relates to prepayments and accrued income.

Cash and bank balances have decreased from £414k to £362k. £352k of this was held in the Union's deposit account. The balance represents the current account and various floats held by the bar or in the safe.

Creditors have decreased slightly to £32k from £41k. Trade creditors have decreased to £8k from £15k. The balance is made up of Tax and social security of (£10k) and other creditors (£15k).

Provisions for liabilities' represents the calculated deficit funding contributions the Union must make in respect of the SUSS scheme. This has decreased from £411k to £367k. The decrease represents the unwinding of the discount, of £16k, less the actuarial gain of £31k and the contributions made to SUSS of £29k.

WORCESTER STUDENTS' UNION

England & Wales - Charity number 1145192

Accounts

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2023

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2023

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2022/23 academic year was extremely busy for Worcester Students' Union (WSU) and one that was defined by challenges in rising costs, staff turnover, and student engagement. It has been one of the most difficult years for some time as an organisation but was also marked by some real successes and things to be proud of. We continued efforts to re-engage students in our activities and opportunities following the lingering effects of the pandemic, and the outcomes were mixed; good engagement with the Hangar and student-led events but little spend by students when in our venue, good engagement in sports events but less so in our societies and Networks, and good engagement in academic representation, as well as in student consultation and our governance structures.

A key focus for the year was to consult students on what our focus should be for a new longer-term strategic framework. The key themes coming out of the student feedback will be touched upon later in this report in the section on our Future Plans. The Union is proud to have completed this important piece of work, despite an extensive operational plan to fulfil, staffing shortages throughout the year, and additional (at times unexpected) work required by external influences, including the regulatory body, such as (but not limited to) the TEF Student Submission and the APP Student Submission.

The Union remains grateful for the continued support from the University's Board of Governors and Senior Executive team. We are very keen to continue the good relationship where there is mutual support and scrutiny, with the common goal of an excellent student experience.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE
Achievements and Performance
AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution (revised in 2020, following a comprehensive governance review) has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. Whilst consulting our members on what our focus should be for a new strategic framework for the organisation, the Union continued to work to the Vision and Values approved by the Board in 2015/16:

Our Vision Statement:
Representing and supporting students to develop and achieve.

Our Values:

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

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

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

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

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

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

Our Operational Plan 2022/23, retained the following areas:
- Student Engagement and Satisfaction
- Representation and Networks
- Governance and Democracy
- Advice and Wellbeing
- Sports, Societies and Student-Led Services
- Equality, Diversity and Inclusion (EDI)
- Teamworc ACTION (volunteering)
- RAG (fundraising)
- People and Culture
- Sustainability
- Employability
- Finance and Commercial
- Health and Safety

The Union continued to monitor its progress against its Key Performance Indicators (KPIs) below, established in 2017/18. These will also be updated as part of the organisation's new strategic framework.

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

The Union aims for excellent satisfaction rates amongst our members and to consistently defy its size in terms of local impact and national reputation. This report will cover the key areas of focus and development under separate headings. An annual Impact Report for the year will, also, be produced later in Semester 1 of 2023/24 and shared widely with the Union's members and stakeholders.

1. ACADEMIC REPRESENTATION

Throughout 2022/23, there was continued focus on ensuring that the Academic Representation (AR) System continued to engage with students and impact their academic experience. We are proud of some of the results of that focus. The Union continued to work closely with the University, through the joint Academic Representation Oversight Group (AROG) to deliver the scheme and monitor outcomes. Ultimately, it was a successful year with 429 reps recruited (87 more than in 2021/22) and 92% of them being trained (compared to 74% of all Reps in 2021/22 and 56% during the pandemic).

Reps engaged well throughout the year, and we had some share their wins with us via Course Rep Journals. These included making changes to their cohort timetable and the module options available to students. A Course Rep in the College of Business, Psychology, and Sport drove forward the option to have English Literature as a major in second year, which was greatly appreciated by students and staff. Reps from Courses based on City Campus campaigned for better facilities and services to be offered on City Campus and several discussions resulted with senior University management, particularly, around upgrading the interior and facilities in Jenny Lind building. In the Institute of Education, a School Rep introduced a reward and recognition system as a way for students and staff to recognise the 'little wow' moments that occur every day.

We had 24 out of 29 School Reps in position during the 2022-23 academic year, all of whom undertook training. They engaged fantastically in discussions at councils and forums. Five of the School Reps volunteered to read over the University's Teaching Excellence Framework (TEF) submission, and feedback their thoughts. We were really impressed with their dedication to the role and their hard work.

Despite repeat attempts to recruit, the following School Rep positions were vacant in 2022-23:

- English, Media and Culture
- Social work and the Community
- Midwifery and CPD
- Marketing and Enterprise
- Sport, Management and Outdoor Education

We continued to run Course and School Rep of the Month, with a photo opportunity for all celebrated Reps when they collected their certificate and badges, which were posted on social media. We had School Reps of the month from all schools and saw Course Reps of the Month from Healthcare Management and Leadership, English Literature, Computing, SENDI, Business Management, Criminology, Paramedic Science and Adult Nursing. We then had Course and School Reps of the Year presented at the annual Teamworc Awards.

This year we introduced a new Rep Rewards Scheme and completely revised the criteria for these rewards, adjusting for varying demands of different courses and including a broader spectrum of engagement factors. We widened the scope of engagement activities, with the criteria for Course Reps to partake in 6 (Bronze), 10 (Silver) or 14 (Gold) activities to achieve the relevant award and School Reps to partake in 8 (Bronze), 12 (Silver) or 16 (Gold) activities to achieve the relevant award. The flexibility of the new system seemed to appeal to students and make it more accessible to placement, partner, and commuter students. In total, 36 awards were given out to Reps (compared with 10 awards in 2022 and 2021):

- Gold - 2 Course Reps and 3 School Reps
- Bronze - 17 Course Reps and 10 School Reps
- Silver - 1 Course Rep and 3 School Reps

We held a celebration event at the end of year at which we handed out the above award certificates. The students seemed delighted to attend, have their photo taken, and enjoy some free pizza and it was a highlight of the year for our Vice President Education to be able to thank them for their efforts.

Rep Fora and Conference

Two Course Rep Forums took place (one in Semester 1 and one in Semester 2), covering:
- Teaching Excellence Framework (TEF)
- PATS (Personal Academic Tutors)
- Mitigating Circumstances policy and students' experiences

Two School Rep Forums took place (again, one in Semester 1 and one in Semester 2). Topics included:
- Teaching Excellence Framework (TEF)
- PATS (Personal Academic Tutors) and other feedback from course reps
- Provost Q&A - The School Reps presented good questions to the provost surrounding graduation and timetabling
- Improving learning & communal spaces
- Cost of living

We held a Rep Conference on 20th January 2023, which 59 Reps registered to attend. Approximately 40 attended throughout the day, which is a big increase from last year's Repstival, and demonstrates that Reps are willing to engage in educational sessions. The feedback was overwhelmingly positive. We organised sessions aimed at enhancing the experience and skillsets of Reps with an opportunity to network between themselves and with external organisations such as NUS. We coordinated a diverse agenda with sessions run by internal staff and external organisations and individuals, covering:

- Decolonising the Curriculum
- Transphobia
- Introduction to National Union of Students
- TEF (Teaching Excellence Framework) round table discussion
- Sustainability in Education

The History of NUS session was particularly popular with students, having the highest turn out and with most students feeding back that they 'strongly agreed' the session had enhanced their knowledge around NUS. The TEF Roundtable Feedback was also a highly successful session with students, with feedback across all areas for the session being overwhelmingly positive. For the Sustainability session 100% of students either agreed or strongly agreed that they would like to see more events/workshops on the topic, providing comments that the speakers were "great" and "very engaging". The sessions on Transphobia Awareness and Decolonising the Curriculum also shared the positive reception, with one student suggesting the Transphobia Awareness workshop should be "presented to staff, especially middle to upper management" while another student described the Decolonising the Curriculum workshop as "a very interesting presentation which encouraged conversation and discussion."

Rep Testimonials

We asked Reps what they had gained from their involvement with the AR system and we got some very heartening comments back, including:

• 'At first I was worried I lacked the confidence to apply for the course rep role, so I'm hugely grateful to my course mate who encouraged me to go for it. It's been a brilliant opportunity which has really developed my confidence and communication. It has helped me to meet new people and feel more involved with the course through taking forwards feedback from my course mates and working with staff towards positive change. It was lovely to work as a team with my fellow reps and feel like we are making a difference so that everyone's university experience could be the best it could be.'
• 'Being the conduit between staff and students, feeding back student experience and Staff Student Liaison Committee meetings have been a chance to hone my listening and diplomacy skills.

Student Rep Demography

Equality, Diversity, and Inclusion is of huge importance to the Union, and we make a point of monitoring the demographic data of Reps each year to get a better understanding of the students involved in the system. Anonymised analysis provided by the Data Management Unit in November 2022 revealed that:
- More School Reps were 'non-white'* students compared with 2021/22 (one of our aims). There is still work to do to ensure this is the case for Course Reps (levels were similar to 2021/22).*This term is used purely to reflect the University data received, not because we deem this to be the best terminology to use.
- Course and School Reps are more likely to have a disability than the University population overall.
- Both Course and School Reps had a higher proportion of LGBT students than is reflected in the general population at Worcester (and numbers of LGBT students engaged as School Reps increased from 2021/22).
- School and Course Reps are more likely to have 'no religion' or be Christian than have any other religion.
- Reps who are mature students follow the overall proportion of mature students at the University
- Course Reps are split equally between Levels 4 to 6, whereas School Reps are much more likely to be Level 6 students (half of all School Reps) or Level 5 students.
- Course Reps and School Reps are evenly spread across quintiles 2-5 of POLAR 4 and less likely to be from quintile 0 and 1 (although more Course Reps proportionally are from quintile 1 than School Reps)
- Course Reps are quite evenly spread amongst IMG groups 0-5, whereas School Reps are much more likely to be from IMD groups 2-5.
- The majority of Course Reps and School Reps are female rather than male or other or prefer not to say (and the difference has increased from 2021/22).
- The overwhelming majority of Course and School Reps are home students.

Satisfaction with the Academic Representation System

A key measure for us is, naturally, satisfaction with the Academic Representation (AR) system amongst the student body. We were pleased with the results from the key surveys that take place annually, helping us to understand students' views on how their academic interests are represented by the Union. It is disappointing for us that that the surveys do not question students' satisfaction with more aspects of the Union (in the main survey for the NSS, rather than in optional questions) but, in terms of AR, we can gather some useful information and identify areas where we need to address satisfaction rates and focus efforts in the coming years.

The National Student Survey (NSS) and University Course Experience Survey (CES) results for this academic year were as follows:

- National Student Survey (NSS):
Q25 How well does the Student's Union represent students' academic interests?
Overall University: 75% (sector average 72%)
Last year, Q26 and **The students' union effectively represents my academic interests** was asked and the Union's score was 62% (against a sector average of 53%)

The Union was positioned 37th out of 148 Unions nationally in the University's compiled NSS rankings (for Q26- 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

- Course Experience Survey (CES)::
Q.5.3 - I know who my Course Rep is:
Overall University: +4% (on 2021/22) to 84%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: +14% to 80%

Q14 - (Changed question) How well does the Students' Union represent academic interests:
(For reference, for the previous question of 'Overall I am satisfied with the services provided by the Students' Union including advice, representation, societies, volunteering, entertainment and sport.' the overall University response came in at 69% satisfied).

1.2 TEF Student Written Submission
A rather unexpected and not insignificant piece of work this year was the Union's Submission for the TEF. We decided to submit via video with an associated transcript, rather than a written submission, and this was completed by the deadline in January 2023, despite having some staffing challenges at the time. As well as using existing data (from recent surveys and our internal intelligence and feedback log), we also gathered further evidence throughout Semester 1 through:

(i) A Speak Week
(ii) A Course Rep survey in November which they took to their peers
(iii) University Student Ambassadors supporting us to survey students
(iv) Utilising our student bodies, such as Welfare and Inclusion, TeamWorc, and Education Councils, as well as Student Council,
(v) Further focus groups

Areas of focus for us in the research and the ultimate submission were students' views on the quality of:
1) Course content and delivery
2) Assessment feedback (and how helpful it was)
3) The learning environment (and how supportive it was - including resources, PAT support, peer work etc.)

We were pleased with our submission and with the engagement with the University during the process and we have reflected to the OfS what a substantial piece of work this was for Unions (and Universities) during an extremely busy period in the academic year, especially bearing in mind the timescales given. We have received no feedback to date on our submission.

1.3 Access and Participation Plan (APP) Student Submission

Another piece of unexpected work from the OfS this year came in the form of the APP Student Submission, which came somewhat at the eleventh hour from the regulator and required completion by early July (at a period when we were inducting new officers and most of our students had already left for the year). We were pleased, however to be more involved in the development of the APP with the University, which was a very positive exercise (including being invited to a round table discussion). We worked closely with the Director of Access and Inclusion to engage students as best we could at the time and with the timescales given. We were asked to consult students on their perspectives on:

(i) How confident students are that they will be appropriately involved in the delivery and evaluation of the APP
(ii) Whether the University have identified the greatest risks to equality of opportunity in their EORR
(iii) The credibility of the intervention strategies outlined by the University to address these risks to equality of opportunity.

We engaged a small group of students in a discussion group with the Director of Access and Inclusion and gave them pre and post reading. The students were simply excellent - lucid, thoughtful, and impressive in their ideas and perspectives and their contributions were reflected in a variety of ways in the final APP. We are very keen that students continue to be involved in the monitoring and evaluation of the plan. The student contributors, also, expressed genuine gratitude for receiving payment from the University for their time with this piece of work. They fed back that this enabled them to be more honest in their contributions and that it felt more like co-production rather than being asked to give their views on a voluntary basis (which they said can create less confidence that their views and feedback will be genuinely taken on board).

2. STUDENT NETWORKS

Our Student Networks has their third year of operation and, unfortunately, we saw a decline once again in memberships. The year ended with total membership numbers of 144 (from 111 students), as compared with 243 last year and 275 in year 1 (2020/21). The only area of comparative (if slight) growth has been in the number of postgraduates joining their Network.

Network	No. of Memberships 2022/23	No. of Memberships 2021/22	-/+ difference between 22/23 and 21/22	Number of Memberships 2020/21
Race Equality Network	2	8	-5	31 (was BAME Network)
Commuter Students' Network	3	20	-17	18
Disabled Students' Network	11	15	-4	17
International Students' Network	11	21	-10	17
LGBTQ+ Students' Network	59	73	-14	73
Mature, Parents and Carers Network	13	17	-4	37
Postgraduate Students' Network	10	7	3	8
Sustainability Network	11	25	-14	24
The Widening Participation Network	3	8	-5	14
Women's Network	21	49	-28	36
Total memberships	144	243	-99	275

We also had more difficulty this year in filling committee positions (an experience that was replicated in other Unions who facilitate Networks). Following recruitment processes, 4 of the 10 Networks had all 3 core committee positions filled, with the Race Equity, Commuters, Disabled Students', Widening Participation, Sustainability, and Mature/Parents/Carers Networks all still having vacancies at the end of the year. All groups were given extra support across the year from the SU team to try and recruit members and facilitate activities. Every Network had at least bi-weekly meetings with the SU to support them with action plans, and each held Open Meetings for students. The Union also supported many of them to produce promotional videos to help boost their memberships.

We remain determined to try and resolve the low engagement in Networks and their committees and believe the volunteer nature of the committee roles are putting students getting involved as they are time poor. The Networks have an important representative function (as well as building social communities) and so we are moving to a system for 2023/24, where committee Chairs and Vice Chairs receive a bursary for their efforts, in a similar way to School Reps. We are hopeful that this will increase the impact the Networks can have on facilitating the student voice in a range areas.

Networks organised fabulous activities and events over the year (as well as supporting national awareness days, weeks, and months) including:

- British Sign Language Workshop (Disabled Students' Network), which led to the formation of a new BSL Society
- Joint coffee mornings between the LGBTQ+ and Postgraduate Networks
- International Students' Network:
    - o International Welcome Picnic
    - o Christmas Crafternoon
    - o International Get-together
    - o Walk around Worcester
    - o Handball session (with the Handball Club)
    - o Worked closely with the International Experience Team on various initiatives
    - o Won Network of the Year and the Chair won Network Committee Member of the Year at the Teamworc Awards 2023
- LGBTQ+ Network:
    - o Black History Month Karaoke night in collaboration with the Nigerian Society.
    - o Visited a local Primary school to raise awareness around gender identities.
    - o Collaborated with a local Worcester Football Club to also raise awareness around gender identities and sexuality.
    - o Year-long "Don't Presume Campaign" around not presuming people's genders and pronouns.
    - o Trans Right Protest in Worcester City Centre.
    - o Valentine's Ball - to provide a safe and inclusive place for everyone, but specifically those who identify as LGBTQ+
    - o With Aerial Fitness, hosted a Beat Week Crafternoon to raise funds for and awareness of eating disorders.

3. WELFARE AND INCLUSION COUNCIL

Together with representatives from faith and cultural student societies, the Networks come together to form the Welfare and Inclusion Council, one of the three sub-committee of Student Council. A total of 4 meetings were held across the year and, together, the group submitted 2 polices to Student Council:

- A Policy for the Union to lobby the University to allow students to be able to change their name on email systems to their preferred name after their name has been changed on SOLE/Blackboard.
- A Policy that asked the Union to work with the DDS to create a resource that would help staff and students use more inclusive language when talking about and talking to students with disabilities.

One of the key benefits of the Welfare and Inclusion Council is that one group can bring an issue or policy motion, which are discussed and, often, policy proposals are then amended to reflect the intersectional nature of the issue in question following the sharing of wider experiences.

4. STUDENT COUNCIL

Student Council, the highest student body in our democratic structure, had a busy year and we filled 86% of the available positions (22 out of 26). Councillors struggled at times with their other commitments to attend meetings, however, so by the end of the year, 3 of the 4 meetings had reached quoracy.

Student Council had standing items on the agenda for each meeting as follows:

- Officer annual objectives
- Officer reports

- Update from Sub Councils - Welfare and Inclusion, Education, and Teamworc Councils
- Updates from Executive Committee and Trustee Board
- Update from AROG (Academic Representation Oversight Group)
- Live Policies and Ideas
- City and Riverside Campuses

In addition to the above, key areas of discussion over the course of the year were around:

- The cost of living - costs of catering on campus, costs of commuting, Access to Learning Fund (and perceived barriers to applying), international student hardship
- Facilities and support for students on City and Riverside Campuses
- Feedback related to the TEF Student Written Submission
- Insight and feedback around the development of the Union's new, longer-term strategic framework
- 4 motions went to the Council, 3 of which were passed, 2 with amendments:
    - o Module withdrawal policy - to work with the University to create a transparent policy
    - o To work with the University the create a Mental Health policy (other aspects of this motion, including mandatory mental health training for staff were rejected)
    - o To work with the University to create a City Campus Development Board

5. EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, continued to meet consistently each month to discuss student ideas (submitted via the Ideas Forum), student issues, officer objectives, and key campaigns, and projects (including those in collaboration with University). They also approved 11 new societies and one new club throughout the year. Matters attended to over the course of the year by the Committee included:

Active Policies/Student Ideas (via Ideas Forum):
- Catering facilities for students on campus on a Saturday
- Improving social and study space and facilities for students in Jenny Lind and Charles Hastings
- A Women's Workout Hour in the gym
- Accessible Defibrillators on campus

Officer Campaigns/Objectives/emerging student matters:
- Cost of Living
- Gender Neutral facilities on campus
- Change Week
- Panel Discussions with University SMT / Pizza with the PVC
- Decolonising the Curriculum
- Recreational sport offer
- Rep Conference
- Teamworc TV
- Bursary scheme for Network committees
- Employability support for student committee members
- Mental Health support for students on healthcare courses (away from St John's)
- Personal Academic Tutoring
- Paramedic placements
- Engagement with local politicians and national developments e.g. APPG into cost of living for students
- International students' hardship and support
- Support for students during Ramadan
- Self-certification Mitigating Circumstances
- Catering on Riverside and City campuses

- Closure of Bredon building
- Matters related to NUS (report into Antisemitism, NUS Conference, Liberation Conference etc.)

Other:
- TEF Student Written Submission
- Timings of Welcome Week and Graduation 2023
- Dudley Campus development

6. SOCIETIES AND CLUBS

6.1 SOCIETIES

Memberships

By May 2023, a total of 804 society memberships had been bought by 669 students. Of these, 55% were purchased through Reach (225) and Get Involved (215) and 16 societies had 50% or more of their memberships bought this way.

We finished the year with 33 societies, with 21 reaching the 12-member requirement for affiliation. We saw 12 new societies form, including British Sign Language, Board games, Chess, Allotment and Gardening, Criminology, Psychology, The Cosy Soc, Book Club, Film, Biomedical Science, and Music.

Events

Societies hosted a range of great events across the year. We saw CPD events organised by our academic Socs including:

- Paramedics - 'Ask a paramedic' talk
- Education Enhancement - Paediatric First Aid Training and Mental health First Aid Training
- Biology - Next Generation Biologist talk.

Societies also engaged in fundraising, organising events like Knit N Knatter's Knit-a-thon, Psychology's W-Factor and the Uni Boob Teams Pen Y Fan Sponsored Hike with Cardiff's Uni Boob Team. Other highlights were the Nigerian Soc's Independence Day & 1st Anniversary Celebration, Spotlight and Loco's Halloween 'Scarefest', Poetry and Anime & Manga's 'Nerds Night In', Dungeons & Dragons' 'Tavern Night' and Christian Union's weekend away trip.

Awards

We had four student groups longlisted for the National Society and Volunteering Awards, two of which have gone on to make the shortlists. Loco Show Co were longlisted for the Wellbeing Award for all the work they have done towards their team Worc Untied accreditation, Debate Soc were longlisted for the Opportunities for All Award for their work to make debate inclusive for students with hearing impairments and the Paramedic Society and RAG Team were both longlisted and went on to win the Collaboration Award, for the 24-hr CPR-a-thon, which was fantastic. Members of the societies went with staff from the SU to receive their award at a ceremony in Reading in May.

6.2 SPORT

Memberships

The year ended with a total of 38 sports clubs, of which 34 were affiliated (had 12 members or more) and 1200 memberships (1275 the previous year) from 1079 students (1139 last year). Important to note is that memberships bought through the University's Reach or Get Involved bursary schemes (Get Involved being for Level 4 students only as the Reach scheme is phased out) accounted for 67.5% (50% last year when it was solely Reach) of our overall memberships with 33 clubs having over 50% (and even 100%) of their memberships bought this way.

As a point of interest, BUCS (British Universities and Colleges Sport) conducted research during the year and spoke to 2,334 students and 80 staff members across 140 institutions, producing a report, 'The impact of the cost-of-living situation on student engagement in higher education sport.' The findings revealed a clear effect on engagement, with 65%of students saying the situation had had a negative impact on their ability to take part in sport and physical activity. Students with a disability and Black /Black British student were the most negatively impacted. Of those institutions questioned, 61% had put on more free recreational sport opportunities and 58% more free, organised active wellbeing opportunities.

Of our 38 clubs, WorcHike, WorcSnow, eSports, and Yoga were unable to recruit a full committee to lead the clubs going into the 2023/24 academic year and so will be part of our 'Adopt a Club' campaign in September 2023.

We ended the year, once again in 64th position in BUCS (out of 149 institutions) and 566 points. Wheelchair Basketball were brilliant all year and claimed the BUCS National Championship title with a convincing 90-36 win over Cardiff Met at BUCS Big Wednesday. We were even contacted by Newcastle to tell us how sporting the team was in victory.

There were league titles for Men's Rugby 1 in Midlands 3A and Women's Futsal 1 in Midlands 2A, who both went undefeated to secure promotion. Men's Basketball 1 defeated Strathclyde 75-71 and UCLan 112-69 in their Premier Promotion Playoff fixtures, securing North Premier status for 2023-24. The BUCS success continued into the Outdoor Cricket season, where Men's Cricket 1 went undefeated to claim the Midlands 3B title and earn promotion into Tier 2.

UW Sport continued to support the Performance Teams throughout 2022-23, contributing to the aforementioned successes of Wheelchair Basketball, Men's Basketball 1, Men's Rugby 1 and Men's Cricket 1. Netball 1 and Women's Basketball 1 maintained their positions in Midlands 1A, while Women's Rugby 1 and Women's Cricket 1 both narrowly missed out on Premier Promotion Playoffs. Netball 2 endured a tough season but remained in Midlands 2A, while Men's Football 1, Women's Football 1 and Men's Basketball 2 unfortunately ended their seasons with relegation.

In addition to the BUCS leagues, we were represented at numerous BUCS events, sending student athletes to the Archery Regionals, Athletics Indoor & Outdoor Championships, Badminton Nationals, Cross County Championships, Equestrian Regionals, Fencing Regionals, Swimming Short Course Championships, Tennis Championships, Trampolining Championships, and Wheelchair Tennis Championships.

Events

We saw a range of events organised by sports clubs this year. Dance brought back their 'Strictly' event, with 5 couples battling for the Glitter Ball Trophy. They also took on Cheerleading in a charity football match which attracted a large crowd, raising over £320 for RAG. Both clubs ended the year with their annual summer showcase where friends and family came to The Hangar to watch their final year performances.

Men's Cricket challenged Men's Rugby to a charity football match and raised money in November for Movember. Women's Cricket, our winners of Sports Club of the Year, hosted a Darts Night in The Hangar, and well as a 24-hour cricket challenge which got people trying cricket for the first time. Women's Hockey and Men's Hockey collaborated a lot over the year to put on various fundraising events including Bonkers Bingo in The Hangar and Ultimate Frisbee arranged tournaments throughout the year. Aerial Fitness led a campaign for BEAT Week which included a guest speaker, yoga, a mindful walk, and a crafternoon. They raised £443, as well as awareness of eating disorders. Archery ran their first competition with a range of people taking part, which was certified to be incorporated into the County of Worcester Clout Champs. The event required a lot of organisation and helped to raise funds for the running of their club.

Awards

We were very proud to have a nomination shortlisted for a BUCS Award this year:

Team of the Year - Wheelchair Basketball - the award 'celebrates the competitive achievement of a student team competing in a BUCS or FISU competition that has excelled, been unbeaten, broken records or otherwise achieved ground-breaking success within their sport'. Our Wheelchair Basketball squad lost out to another strong nomination on the night, but we were so proud that their fantastic season continued to be recognised on the national scene

Varsity 2023

We saw our annual Varsity against Gloucestershire back again, with 23 points on offer over 8 days of fixtures. TeamWorc went to battle against TeamGlos in American Football, Athletics, Badminton (Men's), Badminton (Women's), Basketball (Men's), Cheerleading (Pom), Cheerleading (Stunt), Cricket (Men's), Dance, Equestrian, Football (Women's), Futsal (Women's), Hockey (Men's), Hockey (Women's), Netball, Rugby (Men's), Rugby (Women's), Swimming, Tennis, Trampolining, Volleyball (Men's), and Volleyball (Women's).

Across the two weeks, we engaged over 600 athletes and 2500 spectators from both institutions. Highlights of an incredible week of events include a dominant 8-0 victory in Women's Football, a narrow 21-14 win in Women's Rugby, and Gloucester Day. A busy day at Oxstalls Sports Park saw 8 fixtures take place, with historic victories in both our Men's and Women's Hockey, headlining a 6-2 score on the day for TeamWorc, This mean the score was tied at 9-9 heading into the flagship Worcester Arena Day.

Victories in Men's Basketball, Cheerleading (Pom), and Netball in the Arena clinched a 12-10 victory for TeamWorc in front of a jubilant crowd, with 2022-23 Vice President Student Activities Megan Lee lifting the trophy in front of the Worcester fans. In May, a weather-delayed Men's Cricket fixture was the opportunity to put the icing on the cake, but unfortunately TeamGlos took the point to conclude Varsity with a final score of 12-11. With so many close fixtures across multiple different sports, the Varsity title really could have gone either way, but the trophy will reside in Worcester until 2024.

6.3 TEAMWORC POINTS

The TeamWorc Points accreditation scheme had another successful year, rewarding sports clubs and societies that went the extra mile to deliver a great experience for their members and engage fully in the TeamWorc community. Clubs and societies were eligible to receive TeamWorc Points through different criteria, including volunteering, fundraising, and online engagement.

At the end of the year, sports clubs and societies with enough points were awarded TeamWorc Points accreditation at Bronze, Silver, or Gold level. In total, 12 received Bronze, 7 Silver, and 6 Gold:

Bronze: Sports - American Football, Archery, Lacrosse, Men's Cricket, Netball, and Women's Cricket

Societies - Debate, Knit N Knatter, Nigerian, Spotlight, Mindfulness, and Psychology

Silver: Sports - Cheerleading, Dance, Women's Football, and Women's Hockey
Societies - Education Enhancement, LOCO Show Co, and Uni Boob Team

Gold: Sports - Aerial Fitness and Men's Hockey
Societies - Anime & Manga, Biology, Paramedics, and Poetry

Successful clubs featured on the sports club & society board in the SU,had a photo shoot, and featured in social media takeovers.

6.4 SOCIETIES AND SPORTS ENGAGEMENT DEMOGRAPHICS

We receive anonymised data once a year from the University's Data Management Unit on the demographic data of those who engage with us in a variety of ways, including societies and sport. From this information, we know that we still have work to do in terms of engaging students who are black and brown, and those of who have a religion other than Christianity in societies and sport, as well as older students in sport. Societies and Sport have a higher proportion of students studying at Level 4 than any other level and there is a lower proportion of students from Polar groups 1-3 engaged in these groups. For sports clubs, there is a higher proportion of male students (+13% on female students) and we have seen a decline in the last couple of years, after a positive increase before the pandemic, in the number of females engaging in sport. Clubs and societies also have a higher proportion of home students and a lower proportion of international students than the University overall proportions.

The Union is acutely aware of this data and is determined to address it. A group formed at the instigation of the Union in Summer 2023, with colleagues from the International Experience and Sports departments at the University to work on how we can encourage more international students to engage in recreational and competitive sport. The Chief Executive of the Union is part of a group looking at the findings and recommendations from national research by the University of Wolverhampton commissioned by BUCS (British Universities and Colleges Sport) around Race Equity in Sport. She has also linked in with the founder of Nujum Sports, which supports the creation of Muslim Charters at sports clubs across the country, and engaging a more diverse group of students in sport and societies is a component of the Union's EDI action plan.

7. RAG (Raise and Give)

By the end of the academic year, students had raised a total of £16,607, of which £6,544 went to the Union's nominated charity for the year (voted for by students), Worcestershire Animal Rescue Shelter (WARS). It was not an easy thing for students to fundraise this year due to the enduring cost of living but students still very much enjoyed collaborating and coming together to run events and activities for good causes. The total raised was certainly boosted by the generous donation of £3,752 from the Course Experience and National Student Survey, with £1 given by the University for every student response. This was very gratefully received.

Some notable student-led activities that took place to raise the funds included:
- A 24hr CPR Marathon was held by the RAG Team and the Paramedic Society, training students and staff to spread awareness and train people on how to administer CPR, alongside a charity raffle. Money raised was split between Beat the Clock and Blood Bikes. This event was entered into the National Societies and Volunteering Awards (which received 340 nominations from over 50 institutions) and won the Collaboration Award, which was simply amazing news for everyone involved!
- Two of our Netballers, Megan Allen and Eryn Ward, ran 24 hours in 24 miles for Young Minds UK and raised £745.
- Women's and Men's Hockey held a charity Match against Gloucester, raising £121 for WARS.
- Saints and Sinners held a charity football match in which they raised £321 for WARS.

• Ultimate frisbee held two fundraisers, an alumni charity match and a 12-hour ultimate frisbee fundraiser. They raised money for four charities - Mind, Cancer Research, Motor Neurone Disease Association & Birmingham Women's & Children's Hospital.
• The new Psychology Society held a 'X Factor' styled event called W-Factor in The Hangar.
• RAG week saw 'We're a Committee Get Us Out of Here' event, a Movember Showcase and a big RAG raffle, all of which raised £701.
• Uni Boob raised £609 for Coppafeel! and visited clubs and societies session, raising awareness of how to check for breast cancer.
• The Winter Ball raised £265 for WARS.

8. TEAMWORC ACTION (Volunteering)

Engaging students in community volunteering remained fairly difficult, in line with recent years as students still face increasing demands on their time, as well as issues around the cost of living and choosing paid work as a necessity over volunteering. They still, however, donated many hours as volunteers in student group committees, as Reps and in supporting local projects. A total of 6294 hours were logged over the year (from 1ST July to 30th June). This is almost 400 more hours than in the previous academic year and we are also aware that many students did not log the hours they gave, despite persistent encouragement from the Union. Students' time was broken down as follows:
• 5436 hours as part of Club, Society, RAG, or Network Committees (86%)
• 697 hours as part of community projects (11%)
• 94 hours as Course Reps, Student Councillors (1.5%)
• 22 hours as SU Crew (0.5%)
• 45 hours as other volunteering (Teamworc ACTION Days, Student Trustee roles and other volunteering across the University) (1%)

Across the year, we continued to engage with local organisations, namely Worcester Canal and River Trust, Sanctuary Housing, and the Dementia Café and students got involved in 6 canal cleans, Buddy Bingo event at the local Sanctuary Care Home (hosted by our Uni Boob Team), and a Dementia Café walk at Worcester Country Park.

9. WELCOME FESTIVAL

Following the success of our 2021 Welcome Week, our programme of events was expanded in 2022 and renamed Welcome Festival. Whilst the death of the Queen enforced some last-minute changes to the line-up, we were still able to provide new and returning students with a range of events and activities during their first two weeks at Worcester. Early starter and commuter events took place in Union Square in the week prior to Welcome Festival, with BBQs, ice cream, music, games, circus skills, and bhangra lessons all on offer for students arriving on campus ahead of the main Welcome Festival period.

Once again, the Welcome Fair was held at City Campus and, following feedback from students and staff, was reduced from a two-day to a one-day event, With the support of the University and Boffy Arts and Events, City Campus was set-up with marquees and market stalls to host our clubs, societies, and Networks, along with key University services and commercial partners. Around 2,000 students attended the Fair and enjoyed a real festival atmosphere and true #TeamWorc welcome.

The Wednesday of Welcome Festival saw our Colour Run, raising money for our RAG Charity of the Year, Worcestershire Animal Rescue Shelter (WARS). The course was extended, with more paint throwing stations, 'super soakers', and a longer route around St John's campus, with a total of 96 students taking part.

The Hangar hosted a range of events throughout Welcome Festival, including the Welcome Party, Disco Binglow, Quiz Night, Worcester Wednesday, Live Music, and Karaoke Night.

REFRESHERS

Throughout Refreshers, we hosted a series of mini Club, Society, and Network Fairs in The Hangar to help struggling student groups to increase their visibility and recruit more members. The Friday then saw the return of the Rep Conference, hosted in The Hive. A number of Reps attended the Conference, with sessions on employability, diversity and sustainability.

10. CELEBRATION WEEK

Teamworc Awards

Our Celebration Week events took place in May and were, sadly, on a smaller scale than in recent years, due to budgetary constraints. Following on from student feedback from the Teamworc Awards in 2022, we decided to host the Teamworc Awards as a smaller event in The Hangar and limit it to those who were nominated for awards (from Clubs, Societies, Networks, RAG, and Academic Reps). We then planned to host a much larger End of Year Summer Ball, following requests for students, which any student could attend, widening the access to all to an end of year celebration and not limiting it to those students who were already engaged with us in some way. We were excited to be arranging a Summer Ball (like other institutions) for the first time.

As the year progressed, however, and the rising costs the organisation was facing, alongside the financial pressures facing students, the Summer Ball was deemed not financially viable, even it was a sell-out event. We would have been unable to break even due to the costs of hosting the event (off site) and because we were limited in how high we could set ticket prices, in order to enable students to attend. We made efforts to mitigate the costs and seek funding support but these were unsuccessful. This resulted in us cancelling the Ball and reimbursing ticket sales, which then led to student disappointment with the smaller scale of the Teamworc Awards, which still went ahead as planned, as they had been unable to attend either.

The Teamworc Awards night had a lovely atmosphere despite less students being able to attend, and it was a lovely way to mark the efforts and achievements of our members in a range of different areas. A full list of winners can be found here https://www.worcsu.com/whatson/celebrationweek/teamworcawards/

Students' Choice Awards

Nominations for the Students' Choice Awards opened in January 2023, and closed in mid-March. In total, 635 students engaged in the nominations process, compared to 689 nominations the year before. A full list of winners can be found at https://www.worcsu.com/whatson/celebrationweek/scas/ and they were celebrated, along with all others shortlisted, in an afternoon event in the Hangar in May.

ADVICE SUPPORT AND WELLBEING

11.1 HELP AND ADVICE SERVICE

Following 2021/22's record case numbers, the Help & Advice Service once again saw an increase in cases during 2022/23. May 2023 was the busiest month ever seen with 55 new student cases opened. This was followed closely by June's 52 cases, highlighting an ongoing, increased student awareness and need of this source of support.

The service has retained best practice learnt throughout the pandemic and whilst face to face appointments are the most common way of students accessing the service, they continue to appreciate the option to attend meetings virtually and we continue to operate flexibly now offering telephone appointments.

The Help and Advice team has changed throughout the academic year resulting in the service being covered by only one member of the team at points, which is likely to have affected capacity, appointment availability, and

appointment turnaround times. The service was back to operating with two advisors by July 2023.

Key headlines from the Service from 1st September 2022 until 31st August 2023:

• Supported 391 students with 432 cases, representing an increase of 1.6% more cases than the prior year. The highest monthly case load in 2021/22 was 50 cases - this was matched or exceeded in three of 2022/23's monthly figures.
• January to June were the busiest months this academic year in comparison to last year's January to March busy period. This shows that the service is remaining busier for longer periods of the academic year in comparison to previous years.
• 64% of cases were related to academic issues (76% in 2021/22)
• 21% of cases were housing issues (16% in 21/22)
• The remaining 15% were finance, employment, consumer or welfare related.
• 24% of the total clients were postgraduate students (19% last year and 16% in 2020/21)

Referrals

• 53% of all cases came from referrals from university staff/procedures (34% in 2021/22) with 21% of those referrals relating to academic integrity.
• 61 cases or 14% of cases were referred to the service via Course Reps / SU Staff / Networks / Officers and the SU Website (48 and 11% in 2021/22).

Campaigns

Think Before You Ink- Our annual multimedia campaign 'Don't Rent Yet (Think Before You Ink)' launched in October and was featured in WonkHE. Promotional campaign materials were supplemented by the Housing Fair, which ran on 17th January, in collaboration with University Accommodation Services and saw 200 students meet 40 accredited landlords. As a result of this campaign the H&A Housing webpages have received over 1500 page views and the service's contract checking service has also seen a significant increase in the number of students coming for checks.

Safe Sex Express- this is the scheme we run under Worcester's NHS Integrated Sexual Health service and allows us to provide free condoms to students. This year our safe sex express webpages received over 1200 page views, and we gave out 5107 condoms to students.

Period Dignity- amended from the period 'poverty' campaign of the previous year as it was felt period dignity better reflected the aim of the campaign, promoting respect, education, and equality. Towards the end of the year, the Union partnered with a sustainable feminine hygiene company, 'Hey Girls', to distribute sustainable, quality, free products to both students and the wider community. We have become a community partner meaning anyone who is struggling to access period products can drop into the SU and collect packages of products no questions asked. This year we have given out 75 packs of Pads/Liners and 75 packets of tampons.

Plans for Help & Advice Service in 2023-24:

The team will work towards some key goals for 2023/24, to elevate the quality and accessibility of our service:

• **Service Accessibility**: to ensure that every student can access our service with ease. We are actively working on strategies to remove barriers and make our support readily available to all our members.
• **Outreach:** to reach every corner of our diverse student body, we are introducing multi-site appointments, allowing us to extend our support network and connect with students wherever they are.
• **Enhanced User Experience**: to refine our service delivery to ensure expectations are clear and can be met and ensure that the interactions with us are seamless and valuable.

• **Revised Service Promises & Principles**: to take a close look at our service promises and principles, revising them to align with the evolving needs of our student body.
• **New Communication Initiatives**: to launch new communication and marketing initiatives, including:
• **Myth Buster Mondays**: Debunking common misconceptions and providing accurate information to keep our students informed.
• **Website Case Studies**: Sharing student stories and practical solutions through case studies on our website.
• **Social Media Takeovers**: Allowing students to hear directly from our team of advisors and Officers on various topics through our social media channels.
• **Web Page Revamp**: Redesigning our web pages to ensure our members can easily access the most up-to-date, relevant, and engaging information to support their time at Worcester.

12. WELCOME DESK

Our Welcome Desk is staffed by students and exists to ensure a friendly and accessible first encounter for students and visitors to the Union. From early September until May, we responded to 3,394 enquiries through the desk, up by 1,000 on 2021/22. Of our total contacts, 70% were in person, 23% via email, and 7% from telephone calls. Major events such as student arrivals, Varsity and Elections tended to see spikes in footfall:

Month	In Person Visitors	Telephone Calls	Emails
September	369	14	97
October	416	47	101
November	141	11	28
December	108	15	53
January	276	30	90
February	317	25	149
March	584	30	164
April	104	32	77
May	60	20	36

The most common type of queries were general (information about the University,where to find things, who to contact, services available, and directions), followed by club and society enquiries, club and society product sales (memberships and event tickets), and advice and support.

13. EQUALITY, DIVERSITY AND INCLUSION (EDI)

The Union is very proud of the continued efforts it has been making in respect of EDI, which we consider to be fundamental to our role and operations. Our internal EDI Working Group, chaired by the President (established last academic year), met monthly and had representation from across the organisation, as well as linking in with the Union's Welfare and Inclusion Council. The group monitored progress against a comprehensive action plan and some outcomes were as follows (which were summarised in an annual report and published here https://www.worcsu.com/yourunion/aboutwsu/equalityanddiversity/).

Training and development, education, and information:
- Delivered EDI training to our Club, Society, and Network Committees and offered EDI training to our student staff and the members of our club, society, and network committees.
- Liaised with colleagues from the University's disability service on how we can make our services and building more inclusive.
- Made with external diversity consultants/trainers to arrange ongoing staff training for core staff.
- Our Director of Representation and Membership Services attended Understanding and Disrupting Antisemitism in Students' Union training (externally facilitated).
- Updated the information on our website of support available to students if they experience antisemitism at the University.

- Our Chief Executive leads a group of SU CEO's who have undertaken Leadership in Race Equity training who have committed to stay in touch, hold each other to account on progress, and share good practice.
- Our Chief Executive is part of an external advisory group facilitated by BUCS (British Universities and Colleges Sport) that is following up on a report and recommendations from Race and Equality in Sport research, commissioned by BUCS in 2022, and conducted by the University of Wolverhampton. She is, also, working with BUCS on building a relationship with Nujum Sports - a charity dedicated to supporting Muslim athletes - and is arranging a visit for the Charity's founder to Worcester to meet our performance coaches.

Internal processes and commitments:
- Wrote and published our Anti-Racism Statement (with opportunities for our members to contribute)
- Race Equity was a standard item on monthly Senior Management Team meetings.
- Reviewed our recruitment processes for core and student staff, seeking advice from external consultants with expertise in recruitment and diversity. This means we have much more transparent processes, ensuring we make as much effort as possible to encourage applications from people based on skills and competencies (and not prioritising experience), and explaining who we are as an organisation and our EDI commitments.
- Overhauled our website through our management platform to make it more accessible to view and navigate.
- Developed our on-line communications (alt-text on Twitter) and marketing materials, as well as our internal emails to ensure they are more accessible (and inducting new staff on accessibility guidelines).
- Upheld our zero-tolerance approach to all forms of discrimination and harassment within #Teamworc. We addressed all reports of inappropriate behaviour amongst our student groups where students had contravened our Code of Conduct, invoked our disciplinary procedures and referred to the University processes where necessary, imposing sanctions, and facilitating education. We continued to promote the values and ethos of #Teamworc, of which we are very proud, and of the need for students to look out for and respect each other.
- Reviewed our EDI Policy.
- Worked with the University in the creation of their Access and Participation Plan (APP) and engaged students in consultation prior to finalising our APP Student Submission to the Office for Students.

Membership Services:
- Increased the accessibility of our Help and Advice service in terms of appointment times and locations, ensuring more promotion of the reasonable adjustments available to clients, and making plain English commitments.
- Assessed demographic data on at least an annual basis (usually bi-annually) of the members who are engaged with our activities (as Reps and volunteers, club, society, and network members) and working to address where our engaged students do not reflect (or exceed) the University overall population data.
- Monitored the demographics of the candidates in our Leadership Elections as above.
- Changed the name of our BAME Network to our Race Equity Network, in consultation with students.
- Maintained a cultural calendar and arranged events, publicity, and promotion around this.
- Our annual Varsity competition was themed #Proud2Play to promote all abilities and inclusion in Sport.
- Raised policies and practices around religious observance with the University.
- Raised the need for more gender-neutral facilities across campus with the University.
- Worked with the University's Disability Service on supporting students with neurodivergence as part of their induction, arranging bespoke activities.
- Improved the signage within the SU and the layout of welcome area (following recommendations from the University's Disability Service who audited our space).
- Commenced work on recommendations provided to us by a former student on how we can help make campus better for our members who are neurodivergent.
- Raised awareness around the use of pronouns.
- Worked with IT Services and Student Services on how we can enable students to change their name on SOLE and have that change reflected across all University IT platforms.

Going forward, we are committed to:

- Encouraging more of our student staff, student group members, and Trustees to complete Diversity training.
- Undergoing further race equity training as an organisation and working ensure we have more diversity within our staff team.
- Continuing to learn from others and from best practice in the sector to ensure our processes and procedures are as inclusive and effective as possible.
- Working with the University to develop their commitments to EDI, their APP, inclusion and cultural competency across campus.
- Reporting annually on progress against our EDI Policy and action plan.
- Working to implement Equality Impact Assessments for all major events and changes (we will seek more guidance on how to do this effectively and proportionally).
- Continuing to review and improve the accessibility of our Help and Advice Service in terms of audio accessibility, language, website content, bookings process, and how we support neurodiverse students.
- Working to ensure we have more diversity within the memberships of our sports clubs, societies, networks, Rep cohorts and volunteers, and supporting our student groups to be inclusive.
- Monitoring University progress in decolonising the curriculum and supporting religious observance.
- Continuing our accessibility work in terms of our space/building, liaising with University Estates on improvements we believe are needed, including for wheelchair users and those with physical impairments.
- Looking to source better, affordable, and accessible furniture for the welcome area of the SU.
- Setting targets for engagement in the Leadership Elections 2024.
- Working with the University to evaluate and monitor implementation of their Access and Participation Plan, and engage students in this process.
- Continuing to work with the University to ensure adequate prayer facilities and gender-neutral facilities across the University estate for our students.
- Continuing to raise the need for a hardship fund for international students.

Living and delivering on our EDI Policy will be an intrinsic part our new longer-term strategic framework, and will be reflected in our themes, aims, visions, values, and KPIs.

14. LOCAL AND NATIONAL DEMOCRACY AND POLITICS

14.1 UNION LEADERSHIP ELECTIONS

The Union's Leadership Elections took place in March and saw 7 students stand for the 3 positions, with the President post uncontested (and the candidate running for a second term in office). We were delighted to have the highest number of nominations through our 'Recommend a Friend' scheme, whereby students could be recommended by others as a potential candidate. This year we received 73 (in comparison to 60 last year) and many conversations took place with those recommended as a result. Many of them were first or second years who decided not to stand this year but seemed very keen to do so in future years.

A total of 3,100 votes were cast by 1,101 individual voters, representing 12% of the student population (the sector average is between 10 and 15%). This was a reduction on the percentage of students voting in 2022 (20%) and we believe a week of terrible weather did, sadly, play a part. We also less candidates standing, one of whom was out on placement. We were delighted to see a candidate from a professional course and have reflected on their experience and how we can work to ensure our elections evolve to be as accessible and equitable as possible for these students.

The elections had a great, positive atmosphere, with staff going out and talking to many, many students and learning about their experiences and raising awareness of the Union and its services and structure. The following candidates were successfully elected as the Union's Executive for 2023/24:

SU President - Al Linforth
Vice President Education - Gemma Allcott
Vice President Student Activities - Meg Lee

The Union continued working to increase the diversity of the elections, exploring ways to raise their profile and visibility, particularly within under. underrepresented groups. Our primary aim with this work is to ultimately improve our election candidate diversity as well as our voter diversity, making the union feel inclusive and reflective of our membership. We recognise this is a long-term goal and we would be looking to build on this work every year, with groundwork laid this year. Actions we took this year included:

- **Collecting Data:** We chose to again use NUS' Candidate Demographics Service, to alleviate our time resource on collecting this data and allow us access to comparisons across the movement.
- **Upskilling Staff**: Union staff were encouraged to read NUS Race Equity in SU Elections Guidance on and watch the NUS Elections Development Week - Diversifying Your Candidates resource.
- **Marketing Approach:** We prioritised ensuring our promotional and training material, and reflected the diversity of our student population. Our 'What is an officer' communications were based on a diversity of backgrounds and self-identifying groups. We looked at approaching promotion by using questions such as, 'Don't see yourself represented at WSU?', 'What do your leaders look like? Could you lead?' and 'Are you the missing piece?'. Unfortunately, due to resource challenges, we were unable to fully enact this plan and so will revisit next year. We used targeted emails to Networks to try to encourage engagement from nominations through to voting and again used the voter leader board approach, to encourage voter engagement.
- **Candidate Support & Aftercare**: We offered all interested students an opportunity to book confidential 121 sessions with SU staff to discuss the elections. We found these particularly useful for students considering running with additional needs or caring considerations, as they acted as a safe space to work through accessibility questions. We, also, talked to candidates after the elections to understand their experiences and capture their feedback and have some good ideas from this to take into 2023/24.

14.2 ALL STUDENT MEETING

We held our annual All Student Meeting in February, providing a review of Union activities during the 2021-22 academic year, an update on our priorities for the current year. Sadly, we only had 14 students attend and so did not reach quoracy but those who attended were highly engaged and asked questions or made suggestions around:

• The possibility of an open forum with the VC and more information about / contact with the leadership team of the University, such as Heads of School and PVCs. This was fed back to the senior management team and actioned through 'Pizza with the PVC' and we were also reassured of plans to develop more noticeboards across the campuses displaying senior staff and explaining their roles.
• An end of year sports event for students not in BUCS teams - we delivered this in May in our inaugural Home Varsity event
• The Spelling and Grammar policy of the Office for Students and how this disadvantages some students.
• Employability support for students.

14.3 ENGAGEMENT WITH LOCAL AND NATIONAL POLITICS

The Officers met with Robin Walker MP in November 2022, to discuss their concerns around the lack of financial support for students. Mr Walker agreed to write a letter to the Chancellor prior to the budget debate advocating for tailored financial support for students as a result. He also took their concerns to the APPG for Students Inquiry into the cost-of-living crisis on students, which the Union also fed into, of which he was a member. The Officers asked to meet Mr Walker again after the APPG report was published but this request was declined due to 'the high number of requests' for meetings being received at that time at the Constituency Office. They subsequently arranged a meeting with Labour Party Parliamentary Candidate for Worcester, Tom Collins, in May

to raise a range of issues affecting students, including the cost of living.

The Union and Officers also contributed to the following over the year:
- OfS consultation around harassment and sexual misconduct
- House of Lords Inquiry into the OfS
- OfS consultation on the National Student Survey (NSS)
- Worcestershire County Council Local Transport Plan consultation
- Department for Levelling Up, Housing and Communities consultation on Rental Reform

The Union has a proud recent history of engagement in national and local democracy and social issues and we are confident this will continue in 2023/24.

15. MARKETING AND COMMUNICATION

Throughout the year, the Union continued to communicate to students across a range of platforms, including social media, physical and digital displays, direct email, and face-to-face promotion.

Social Media
Following a general decrease in engagement during the 2021-22 academic year, social media began to see more positive results during 2022-23. Overall, there was an increase in engagement on SU Facebook and Instagram, as well as The Hangar Facebook and Instagram. The SU also launched a TikTok channel to ensure the Union continues to utilise the platforms most used by our members and to help showcase the student experience. Despite these positives, TeamWorc Facebook and Twitter continued to decrease in the number of followers along with declining engagement with content. As a result, TeamWorc Facebook and Twitter have been discontinued ahead of the 2023-24 academic year, allowing for increased and more focused content on the platforms most used by our students. Followers across out platforms were as follows:

	2021-22	**2022-23**	**Increase/decrease**
SU Facebook	8,900	9,000	+100
Hangar Facebook	1,400	1,500	+100
TeamWorc Facebook	2,800	2,800	0
SU Instagram	3,800	4,500	+700
Hangar Instagram	1,600	1,800	+200
Twitter	7,200	7,100	-100
TikTok	n/a	700	+700

Insights Consultation
One of the major marketing campaigns during the year was to promote the Insights survey; our consultation for our new longer-term strategic framework. The overarching theme of the promotional campaign was 'Tell Us How You Really Feel', encouraging students to provide honest feedback on their experiences at the University and SU. The campaign was prominent across all social media platforms for the first six weeks of semester two, with further promotion via targeted emails, and physical and digital displays. There were also significant levels of in-person outreach to promote the main survey and accompanying creative pop-ups. Over 900 responses were received from students, providing feedback on a wide range of experiences and concerns. Much of this feedback came from in-person promotion and direct conversations with students, highlighting the need to increase this aspect of marketing outreach.

16. STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest time into training students for various roles, as well as to directly employ students as Assistants for Graphic Design, Welcome Desk, Bar, and Security. Numbers attending **training for student roles** were as follows:

• Sports and Societies' committee training conference - 120 attendees
• Student Network committee training - 27 (24 in 2021/22)
• New student staff training - 12 (16 in 2021/22)
• School Rep training - 23 out of 23 Reps
• Course Rep training - 395 trained out of total number of 429 Course Reps listed on SOLE, representing 92% (compared with 75% of total number of Reps trained in 2021/22)
• Elections - 20 bookable slots were offered to prospective candidates. In total, 11 students attended, 7 of whom went on to run in the elections. Those who did not go on to stand were first- or second-year students who stated they were interested in running after their final year (we believe most were put forward by others in the 'recommendation' stage, which is very positive).

Over the year, an average of 20 students were employed with us each month supporting The Hangar, our Welcome Desk, and marketing functions, working a total of 6605 hours and earning £69,655. Following agreement by the Trustee Board in November 2022, the pay for student staff was increased from Minimum Wage to Living Wage. It was felt that not only were student staff suffering financial hardship during the cost-of-living crisis but also the disparity between pay, based on age, was unfair to younger staff undertaking the same roles.

The move to Living Wage in November 2022 at £9.50 per hour, and the subsequent increase in April 2023 to £10.42 per hour, cost the SU an additional £4.4k during the 22/23 financial year. The full year impact is expected to be close to £6k, due to the disproportionately higher number of hours worked in September and October. Whilst the increase cost to the SU is not inconsiderable, the increased benefit on student wellbeing was important to the Union and students told us it prevented them from having to seek additional employment to cope in times of very high costs of food and accommodation.

The Union continues to support students through the job application process, with bespoke on-line guides on how to complete application forms, as well as a 'Guide to Interviews and the World of Work. The 'Work with Us page of our website page the guide is hosted on received over 2,206 views across the year. We also make a point of providing feedback following all unsuccessful applications and interviews. Over the year, we received 51 applications for student staff roles.

17. THE HANGAR

Whilst the 2022/23 trading year was not affected by COVID the impact of bar closures in the previous two years had a material effect on students wanting to drink at the Hangar Bar. Welcome Week started well and engagement with students was high but spend per head from the start was below previous years, a trend witnessed across other Student Unions and public bars in general. Popular events during the Welcome Festival period included Binglow, Film Nights, Karaoke, Quiz and many cultural and educational events. Students were electing to enjoy the entertainment but were spending less.

Throughout the year the venue hosted numerous large events, including the Winter Ball, Celebration Week, along with the largest ever number of student-takeover nights. The student nights were popular and provided an opportunity for student groups to raise much needed funds for their own club or society as well as various charities and the student chosen RAG charity of the year, WARS. Student led functions are actively encouraged and help develop students' ability to organise events, budget, market them, and set realistic goals and expectations. Many of the events held were very successful for student engagement, even if bar takings were low. The overall evening attendance for the year was in excess of 12,000.

Overall, the bar takings from drink sales were £139.1k, compared to £175.7k in 2021/22 and £110.4k in 2020/21 (a year significantly affected by Covid). This represented a 21% reduction in prior year sales and below the budget set for the year. During the Welcome Festival and semester 1, although sales were down it was only by a few percentage points, but semester 2 was severely impacted by the cost of living crisis with a focus more on getting by and purchasing food rather than the consumption of drink (even non-alcoholic sales were down on prior year). With lower student attendance at events at weekends the venue staff made a fresh attempt at securing external bookings, and it is pleasing to note the revenue from external hire is on the increase and was £1.5k ahead of prior year. The annual school prom event was a huge success and showcases the University to local students.

During 2022/23 the Hangar venue was been adapted to encourage more students to utilise the space during the day. The addition of 2 dartboards (including 1 set for wheelchair users), a table tennis table, an additional pool table and X-Box console encouraged a more diverse range of students to use the space to relax and unwind between lectures. The additional TV screens acquired last year has allowed more visual events to be shown, as well as improving the use of electronic quizzes at student events and on the regular Quiz Tuesday.

Takings throughout the week are now more evenly spread. Karaoke on a Friday and Quiz on Tuesday remain the 2 most popular nights but students seem to be enjoying the quieter nights as well and whilst takings are down on every night the differential between a Monday and Friday is much decreased.

We remain limited in terms of our ability to innovate and extend our offer due to the space we occupy and the University's catering contract with Chartwells. We continue to discuss our challenges with the University at quarterly finance meetings. As a place for students to meet and enjoy themselves, the Hangar has had a very successful year but this has not been reflected in wet sales. We have catered to the changing student demographic as best we can and we remain buoyed by levels of student engagement.

We once again achieved Gold in Best Bar None and, this year, also received 2 awards. One was for Community and Enrichment for our tea dance, repair café, Go Green Week, Community Cupboard, Breakfast Club, and using the building as a warm hub during winter. The other was a Policy and Procedure Award for our pronouns, health and safety, EDI, and zero tolerance policies/procedures and how we train our staff in these.

18. SUSTAINABILITY

The Union achieved **Very Good in the Green Impact Students** Union (GISU) accreditation scheme following our 2023 submission, which is the second highest accreditation we can obtain. Over the year, we worked with students, the University's Sustainability Team and internally to achieve the following:

- Maintaining Responsible Futures accreditation, delivering Go Green Week (in partnership with the University) and hosting several Repair Cafés at St John's Campus.
- Achieving the 5th highest response rate in the country for the SOS-Sustainability Skills Survey, with 421 students taking part.
- Continuing the process of aligning all our work to the UN Sustainable Development Goals, aligning all our Bye Laws, our 2022-23 Operational Plan and now our EDI Action Plan.
- Increasing awareness of sustainability issues amongst the staff team including sharing information and best practice, allowing time for an educational but rewarding sustainability staff quiz and "15 minutes of Fairtrade Fun".
- Re-invigorating our internal SUstainability Committee, reviewing our organisational sustainability policy, implementing a Single Use Plastic Audit of the SU, and planting an Apple Tree on St John's Campus as part of the Thatcher's Community Orchard Project.
- Establishing a Community Cupboard which supports students and those in the community who may be struggling to afford essential items such as food due to increasing costs of living.
- Continuing to support students to set up societies that actively promote the environment. The Allotment and

Gardening Society was founded this year and saw relatively good engagement.
• Supporting our student groups to complete a Sustainability Checklist, which encourages committees and members to think about (and act on) how the operations of their groups could be better for the environment. These checklists resulted in groups sharing transport to events, holding meetings online, reusing materials, and using materials that are better for the environment (e.g. aerial fitness began using natural rosin when performing).

We also created a new page on our website this year detailing our credential around ESG (Environmental, Social, Governance), which can be found here https://www.worcsu.com/yourunion/aboutwsu/esg/. We point to this, as well as our section on EDI, in all our vacancy advertisements.

19. STAFF DEVELOPMENT

Staff learning, development, and wellbeing is very important to the Union. We continued to hold fortnightly team meetings (chaired by different members of the team) to aid teamwork and communication, as well as staff morning breakfasts as a more informal, relaxed group activity. We also introduced a new staff newsletter (to help keep student staff informed of what was going on in the Union), arranged activities out of the office, and down time when major national or international events were taking place, such as the World Cup.

Student staff were all inducted into their roles and had places on the Union's Staff Consultative Forum and Health and Safety Committee. Several student staff received recognition throughout the year for great work (through an on-line nomination process) and received a letter and shopping voucher. In Semester 2, 5 members of core staff received reward and recognition from the Senior Management Team for excellent work and contributions, and across the year, staff regularly thanked and praised each other on email, WhatsApp and Teams for good work, teamwork, and support. Examples of great teamwork over the year were Welcome Week, Elections, Varsity, and Celebration Week. The Staff Consultative Forum had a refresh and new members, as well as a new process for liaising with the Senior Management Team.

Union staff and Officers undertook learning and development over the year, as well as being encouraged to get involved in projects outside of their immediate area of work to widen their knowledge and develop new skills. Courses and learning undertaken included and attended courses over the year which included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, First Aid. Mental Health First Aid, 'Understanding and Disrupting Antisemitism in SUs, UJS (Union of Jewish Students) Antisemitism Training and Recruitment and Selection. As well as these, staff and Officers attended many of the annual conferences and events, including Strategic Conversation, Membership Services Conference, SOS-UK (Students Organising for Sustainability) Sustainability Summit, SU Digital, BUCS Conference, NUS Conference, The NUS Trade Show, and Lead and Change.

Core staff had their Personal Performance Appraisals held and objectives set, which fed into the Union's operational plan. All members of the team have at least one objectives around continuing professional development.

19.1 EMPLOYEE PULSE SURVEY 2022

In 2021 and 2022, the Union we commissioned NUS and Agenda Consulting to conduct the Employee Engagement Survey (EES) with our core and student staff team. The operational plans for 2021/22 and 2022/23 then included areas where staff felt there was room for improvement. Actions and initiatives that have come as a direct result of these surveys include commissioning an independent Pay and Reward Review (leading to a new pay framework and principles), reviewing and clarifying non-salary staff benefits and rewards, revising the Staff Consultative Forum, buying in Staff Savvy as a more central HR function, reviewing our recruitment and induction processes, creating a new staff newsletter, and more staff 'down time/days'.

Most organisations and Unions who take part in the EES conduct it once every two years and so this year we conducted a short, internal 'pulse' survey to the team to check progress on areas where we identified for more development and improvement in the 2022 survey. The surveys were different for student staff and core staff and specific questions were selected from the previous EES to cover the areas of:

Student staff (8 questions in total)	Core staff (12 questions in total)
- Getting a sense of personal achievement through the work - Receiving thanks and feedback for good work done - Being kept informed of what is happening elsewhere in the organisation - The organisation sharing information and enabling open and honest communication	- Receiving thanks and reward for good work done - Staff wellbeing and work life balance - Teamwork and co-operation between departments - Staff kindness and respect towards each other - Encouraging innovation - Attracting and retaining a diverse workforce - Sharing good practice and enabling learning and development - Creating a compelling vision for the organisation

In total, 6 student staff (out of 19) and 12 (out of 19) core staff filled in the survey. Overall, the results were positive and an improvement on the scores in these areas in 2022.

For student staff, all of them agreed or strongly agreed that they got a sense of personal achievement through work, received thanks and feedback for good work done, and that the organisation practiced open, honest communication and shares information. They either agreed or neither agreed or disagreed that they were kept informed of what is happening elsewhere in the organisation and so this is something we will be working on in 2023/24.

In the core staff survey, improvements (some marked) were seen in the following areas (staff agreeing/strongly agreeing):

• I receive a good service from other departments in the Union
• Colleagues trust and respect each other
• High standards are expected of all employees
• Innovation is encouraged (increased by 39%)
• The organisation works to attract, develop and retain people with diverse backgrounds
• I am rewarded fairly for the contribution I make (increased by 32%)
• The organisation cares about its employees

Responses agreement the same in the following:
• Knowledge and good practice is shared across the organisation to promote learning
• The leadership group creates a compelling vision

And, finally, agreement decreased in these areas:
• I am able to achieve a good work life balance (reduced by 5%)
• The organisation encourages me to learn and develop my potential

Some of the free text comments provided included:

- 'Staff engaged really well with students and candidates during the Elections'
- 'Career progression is limited'
- 'Everyone is so helpful and collaborative'
- 'Do less and do it more effectively'
- 'Workload can feel very big'
- Offer more training/learning opportunities
- Great place to work - staff care about their work but times when we need to work better as a team for students'
- 'Keep trying new things - rethinking could help save money'
- 'Period of high turnover but team have done a great job with lovely attitude to work and supporting each other'
- 'Doing good stuff around diversity and inclusion'
- 'Looking forward to creating new plan and vision'

Going forward, we will work with the Staff Consultative Forum on what staff think reward and recognition should look like, what they consider to be learning and development, and how we can improve our communication to our student staff. We are very keen that, as we don't have a large budget for formal training courses, we ensure that staff feel developed and upskilled from being an employee. The vast majority of staff who leave the organisation move on to more senior or skilled roles so we are confident that we foster professional learning but it is important to us that our employees recognise and feel this. The new strategic framework, which has been in development throughout 2022/23, will also be able to provide more clarity in terms of a compelling vision for the organisation.

20. OVERALL PERFORMANCE AND STUDENT SATISFACTION

With regards to the Union's 18 Key Performance Indicators (KPIs) set in 2017/18 (and up for review as parr of the longer-term strategic planning that is underway), the following was seen:
o improvements were seen in 7 areas,
o performance remained the same (or was not comparable) in 4 areas
o performance declined in 7 areas
o (NB some KPIs saw both an increase and a decline within them, depending on the range of measures for that KPI).
o 4 KPIs were no longer measurable in 2022/23 in the way they had been previously. This was mainly due to their being previously measured by responses in our annual Big Worc Survey which did not take place in 2023. This was due to our insight work taking priority and not wishing to 'over-survey' students).

No.	KPI	Performance up on 2021/22	Performance down on 2021/22	No longer measurable or stayed the same	Comments
1	Satisfaction with the Students' Union for our members increases year on year - target of 80% across the board	•			Performance up in CES Q14 and up in NSS Q25++Big Worc Survey not run in 2023
2	The percentage of the student body aware of the range of services run by the SU increases year on year			•	Big Worc Survey not run in 2023

3	The percentage of the student body filling in our Big Survey increases year on year		•	Big Worc Survey not run in 2023
4	The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year	•		Performance up in CES Q5.3 by 4%and Q 5.4 by 14 %13% in NSS Q25 (different question)++Big Worc Survey not run in 2023
5	The number of students voting in our Leadership Elections - target of 20% of membership		•	40% decrease on 2022 (and 12% of population - 20% in 2022)
6	The number of available positions in our governance structures are filled - target of at least 80%		•	86% of Student Council (SC) positions filled (100% in 2021/22)
7	The number of ideas submitted to the SU increases year on year		•	16 ideas (26 in 2021/22)
8	The number of students accessing our advice and support service increases year on year	•		2% increase in numbers of cases, individual students, and 9% increase in contacts
9	The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives	•		Safe sex express - engagement increased significantly, as did housing-related and cost-of-living campaigns.
10	The number of students who are members of an SU club or society increases year on year		•	Sports and societyand Network members decreased

11	The number of clubs and societies increases year on year - target of 60 societies and 50 clubs	•			Both up (Clubs by 1, Socs by 4)
12	Number of volunteering hours given by students increases year on year	•			More hours logged but by more students
13	The percentage of students saying that being involved with the SU enhanced their employability increases year on year			•	Big Worc Survey not run in 2023++++
14	Worcester sits in the top 50 in the BUCS League		•		64th out of 149 institutions with 566 points (61st in 2022
15	The number of students attending events in the Hangar increases year on year		•		Recorded attendees down 360 on 2021/22++Big Worc Survey not run in 2023
16	The SU achieves at least Silver Best Bar None accreditation each year	•		•	Retained Gold BBN and received 2 commendations for policies and procedures and community involvement
17	The profitability of SU commercial services and contracts increases year on year	•			Overall revenue down

18	The percentage of students feeling that SU events had a positive impact on their student experience increases year on year			•	Big Worc Survey not run in 2023
	TOTAL (NB some KPIs performed both up and down within their individual measures)	**7(10 in 2021/22)**	**7(10 in 2021/22)**	**4(6 in 2021/22)**	

20.1 NSS

Q25 How well does the Student's Union represent students' academic interests?

Overall University: 75% (sector average 72%)
Last year, Q26 and **The students' union effectively represents my academic interests** was asked and the Union's score was 62% (against a sector average of 53%)

The Union, unfortunately, saw scores go down in all B2 optional questions and will be taken into account in our longer-term and resource planning:
B.2.1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college= 33% (40% in 2021/22)
B.2. 2. The Students' Union (Association or Guild) has had a positive impact on the local community = 34% (45% in 2021/22)
B.2.3. The Students' Union (Association or Guild) has helped me develop useful life skills = 25% (33% in 2020/21)

The Union was positioned 37th out of 148 Unions nationally in the University's compiled NSS rankings (for Q26- 18th/149 in 2022, 19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

20.2 Course Experience Survey (CES):

Q.5.3 - I know who my Course Rep is:
Overall University: +4% (on 2021/22) to 84%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: +14% to 80%

Q14 - (Changed question) How well does the Students' Union represent academic interests:
(For reference, for the previous question of 'Overall I am satisfied with the services provided by the Students' Union including advice, representation, societies, volunteering, entertainment and sport.' the overall University response came in at 69% satisfied).

In terms of these surveys, as already mentioned in section 2, it remains frustrating that they no longer question students on their satisfaction with more aspects of the Union - in the main survey for the NSS, rather than in optional questions. The changing questions, also, make comparisons more difficult year on year. We feel the optional questions in the NSS need rephrasing to elicit more helpful information, and their optional nature give them a sense of lower importance or relevance. The surveys do, however, enable us to gather some useful information in relation to academic representation and identify areas where we need improve satisfaction rates and focus efforts going forward. Again, as mentioned in the report already, we did not run our annual Big Worc Survey in 2023, due to our insight work and not wishing to overburden students but we will create a new regular survey to seek views, test progress against our strategic plans, and ensure continuous service development.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £991,083 (2022: £1,028,790). Total expenditure of £1,053,966 (2022: £1,004,864) on all the students' services we provide, which left a deficit for the year of £62,883 (2022 surplus £23,925).

A new deficit funding agreement came into effect just after the year end in respect of the Student Union Superannuation Scheme. This has resulted in an actuarial loss on the scheme in the year of £55,752 (2022: nil). Once this is taken into account, the net reduction in funds this year was £118,635 (2022: increase in funds of £23,925).

The General Fund balance at the year end stood at £214,292 (2022: £298,228).

Restricted funds, which represent monies raised by the Union's various clubs and societies were £197,039 (2022: £189,244).

Reserves policy

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

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

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

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

As mentioned, during 2022/23, we undertook widespread consultation as part of the planning for a new longer-term strategic framework, through which revised core aims, mission, values and KPIs will be set. The Union commissioned the Insight Manager from Queen Mary's Students' Union in a consultancy capacity to ensure a robust but affordable process. The insight outreach work resulted in 493 responses from students to the main insights survey and a further 323 responses to a series of pop-up consultations and emoji check-ins. Students were purposefully not asked about the Students' Union in particular or isolation but about their whole University experience.

From the data and feedback received from students, which was deemed statistically robust, 5 overarching strategic challenges were pulled out by the consultant:

- Stress, feeling overwhelmed, and poor mental health
- Financial pressures
- Perceived differences between subsets of students and how they are prioritised by the Union and the University
- The need for the Union to hold the University to account
- Becoming the best possible Students' Union and making it easier to get involved with us

The Union now needs to ensure that it focuses its attention in these areas to reflect what students have told us. In consultation in 2021/22, with students involved in a range of fora, as well as through the Union's Big Worc Survey, we asked what areas they wanted us to prioritise going forward. A total of 378 students ranked theirs in the following order:

- 1st - Advice and Wellbeing
- 2nd - EDI (Equality, Diversity and Inclusion)
- 3rd - Clubs and Societies
- 4th - Student Representation (Student Council, Networks)
- 5th - Academic Reps (School and Course Reps)
- 6th - Employability
- 7th - Social Events and The Hangar
- 8th - Sustainability
- 9th - Teamworc ACTION - volunteering opportunities
- 10th - Involvement in national democracy / NUS

This will also be factored into our strategic planning process.

Operationally, some of the immediate priorities of the 2023/24 officer and staff team are:

• Continuing work to support students during the cost-of-living crisis.
• Making sure EDI is central to all we do and the activities and events we facilitate.
• Develop the Networks in a new structure in which the Committee members receive a financial bursary.
• Continue to work with the University to increase the financial support available from the University for international students.
• Deliver on recommendations from a former student on how to make our spaces more accessible for neurodiverse students.
• Making it easier for students to report problems with landlords and in private accommodation (particularly any landlords advertising on Studentpad).
• Working with the University to review our Mitigating Circumstances processes to include a provision for self-certification.
• Supporting the safety and sense of belonging of transgender and non-binary students.
• Increasing engagement of a more diverse range of students in Sport.
• Embracing students from the new Medical School and ensuring they feel part of the Union.

- Supporting and promoting the learning of British Sign Language by University students and staff.
- Ensuring students in under-represented groups feel heard by us and that we facilitate positive change for them.
- Increase the number of and engagement in general interest and academic societies.
- Rewarding students who volunteer as part of committees and supporting them to understand how this experience translates into the workplace.
- Revive the #NeverOK Consent campaign.
- Encouraging student groups to collaborate together to increase a sense of community and belonging to #Teamworc.
- Increasing our in-person outreach activities across the campuses.
- Continuing to provide accessible ways for students on professional courses to engage with us.
- Continue to have a positive staff culture where all staff are welcoming to students, where their contribution is valued and rewarded, and they feel genuine job satisfaction.
- Raising awareness amongst our members of the role of the OfS and of government legislation that affects them.
- Seeking creative and appropriate additional sources of revenue, including bookings within the Hangar space, media sales, and external partnerships.

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant, This is to ensure we continue to maximise our impact and are able to maintain our services in the current financial environment where costs continue to rise or remain high, as well as to develop as an organisation to meet the needs of our increasingly diverse student body. We aim to reach out to more and more of our members and make them feel the Union is relevant to them, whilst minimising financial risk to the Union and ensuring we are future proof and maintain healthy reserves. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible. We feel strongly that there is a need to strategically review the Union's funding, space, operations, and facilities on St John's campus and elsewhere to maintain and build on student satisfaction levels and to support the University's aims around recruitment, retention, and progression.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

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

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

The Union is a democratic organisation, with the ultimate decision making power being its membership through Student Council, which is the sovereign body. Student Council agrees the Policy of the Union, discusses wider and national issues that affect students at Worcester, guides strategic campaigns, represents the voice of students, and makes, appeals and amends the Bye-Laws, jointly with Trustees. Student Council continued to hold the officers accountable for their actions this year through a number of virtual meeting and 2 out of four were quorate (meaning some votes then needed to be conducted over email post meeting).

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union believes this that this support is an integral part of the University structure and strategic plans and of utmost value to the overall student experience.

The Union believes it has continued to demonstrate its value and impact in facilitating opportunities and communities for students, providing students with a voice, and continuously improving the experience at Worcester. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, ensuring memories of their time at University.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. As mentioned above, the Union worked to an operational plan for the year, with the previous, longer-term, strategic planning period coming to an end in July 2021. Significant work was undertaken over the year, however, to consult the Union's membership on what the focus should be for a new longer-term strategic framework for the organisation and this is now in development. In the 2017/18 academic year, the Union developed 18 KPIs against which it continues to measure and benchmark its development and performance. These KPIs will, also, be revisited during the current strategic planning process.

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

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union and their role. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters, as well as meets with the Chair and Deputy Chair at least once between full Board meetings to discuss current management priorities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union looks to external support and expertise when recruiting Lay Trustees, where this is affordable When recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. Considering the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The Union also maintains its own annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register. The register was reviewed during the academic year and areas deemed to be of heightened risk, as we emerged from the pandemic, are listed below, with associated actions to try and mitigate or annual. **It is worth noting that the number of heightened risk areas increased from 2 in 2021/22 to 6 this year.**

- **That the continued success of the Union is vested in a small number of individuals who are highly exposed and that there is no succession plan for key and senior staff:** The Chief Executive is continuing work to develop the Senior Management Team and share responsibilities, where possible and appropriate, to expose senior members of staff to different areas of the organisation's operations. Senior manager posts have a 3 months' notice period. A new organisational structure was developed in 2022/23, to include a new Director role in Membership and Representation. The number of Academic and Welfare Advisors in post was increased to 2 in August 2022, as well as the number of core staff in the Marketing and Communications team (to replace sessional, student staff). Key areas, such as Finance have operational guides to enable continuity of practice. Communication is maintained with the University Executive regarding any notable staff absences, particularly of senior staff. Interim, short-term external management support was secured from NUS due to senior manager vacancies/turnover/illness in the first half of the year.

- **The Union receives a cut in its annual block grant from the University as a result of low student recruitment (particularly in light of current inflationary rises to general costs and salaries):** The block grant increased for the academic year 2021/22 but remained the same for 2022/23. The University has recruitment strategies in place (at the time of updating the risk register, this appeared mainly around healthcare and education), as well as around retention and progression. The Union has been advised to expect no increase in the block grant for 2023/24. The Union continues to implement cost saving measures where it can and look into alternative income streams that are appropriate and that do not breach existing sponsorship contracts but this remains very challenging. The Union occupies a University building, in which the University's caterers run outlets. The Union meets on a quarterly basis with the PVC(Students) and PVC (Finance and Resources).

- **Union trading operations are not profitable as expected as a result of University or external influences:** a key concern, heightened by the national cost of living crisis during the 2022/23 academic year and students' much reduced spending power, as well as the Autumn statement and rise in the National Living Wage. The Union meets on a quarterly basis with the PVC(Students) and PVC (Finance and Resources) and attends the University's Audit Committee each November following the production of annual accounts. Monthly accounts are shared with the University Executive and Trustee Board. The Union continues to implement cost saving measures where it can and look into alternative income streams that are appropriate and that do not breach existing sponsorship contracts but this remains very challenging. The Union occupies a University building, in which the University's caterers run outlets, which limits the ability to diversity operations and independent income. Issues affecting income and financial sustainability are discussed with the Trustee Board in a timely manner and communicated to the University. Monthly meetings take place with Venue staff and senior managers. Efforts being made to increase external bookings in the venue to pre pandemic levels and to ensure student events are as cost sensitive as possible to entice students in. Good practice researched in the sector and the SU continues to try and engage with the Worcester BID, which has been affected by turnover in BID management.

STRUCTURE, GOVERNANCE AND MANAGEMENT

- The Union suffers a significant fall in income through a lack of sponsorship contracts (also heightened risk in 2021/22): Monthly meetings are held with key sponsorship partners, including Tramps and Dominoes. The contract with principle decreased during pandemic and increased for 2022/23 but remained half that of pre pandemic levels. Contract with Dominos remains stable and at previous levels. Contracts are renegotiated in a timely manner by Union management and the Trustee Board and University kept informed of any concerns around renewal or a reduction of income from any agreement. Opportunities sought for additional income (as per risks above) where possible and advice / best practice sought from the sector.

- The Union and its staff are adversely affected by negative developments with pension provider/s, namely SUSS (also heightened risk in 2021/22): Communication has been maintained with SUSS Trustees, and NUS. AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. Latest AGM confirmed continuingly low levels of funding for the scheme (less than 50%) and the move to a fiduciary management model with Schroders. The recovery period for the scheme is likely to be extended further to 2037. Option for 3 year up front payment remains but appears to demonstrate questionable value. Next valuation is due September 2023.

- That staff morale and retention are negatively affected by perceived low pay, reward, and advancement opportunities within the Student's Union structure. Particularly in the context of the 'Great Resignation' post Covid, increasing expectations by employees, and the cost-of-living crisis (including current inflationary increases on wages): The Trustee Board are consulted on strategic issues relating to staff pay and reward, including annual cost of living rises, increments that go beyond individual pay scales, and organisational change. An external pay and reward review was commissioned in 2021/22 to provide a new organisational pay policy and framework to increase transparency and understanding of roles (implemented in Summer 2022). Annual salary benchmarking exercise takes place with comparable roles in region and similar sectors. Work is ongoing with the Board to continuously review and reflect upon non-pay benefits for staff. Staff are informed of the additional benefits of working for the SU aside from pay, including training and development, life insurance (whilst in service), EAP, Edenred discount childcare vouchers, and other discount vouchers. Core staff all have an annual objective related to training and development within their personal appraisal. An organisational restructure took place in 2022/23, due to a need to address management resource in student engagement. This incorporated promotion of an existing member of staff.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership. A benchmarking exercise was also undertaken using Croner Group data in April 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
A.Linforth - appointed June 2022
M.Lee - ended term of office June 2023
G.Allcott - ended term of office June 2023
S. James - appointed June 2023
I. Price - appointed June 2023
M. Osborne - appointed October 2021
D.Dudley - ended term of office June 2023
M.Payne - appointed March 2022
E. Boddice - appointed October 2022
R. Williams - appointed October 2019, commenced second term in office October 2022
M. Jolley - commenced second term of office July 2019, term extended for a year in July 2022, ended term of office June 2023
M.Brittain - appointed Oct 2018, commenced second term of office October 2021
E. Burke - appointed May 2023

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

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

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 3 October 2023 and signed on its behalf by:

Trustee

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's and groups affairs as at 31 July 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

• The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
• We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

3 October 2023

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities for the Year Ended 31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**606,910**	**-**	**606,910**	604,950
Charitable activities	5				
Student activities		**-**	**163,293**	**163,293**	173,866
Bar		**126,699**	**-**	**126,699**	156,379
Other trading activities	3	**91,027**	**-**	**91,027**	93,397
Investment income	4	**3,154**	**-**	**3,154**	197
Total		**827,790**	**163,293**	**991,083**	1,028,789
EXPENDITURE ON					
Raising funds	6	**106,775**	**-**	**106,775**	81,099
Charitable activities	7				
Representation		**108,074**	**-**	**108,074**	103,973
Advice and welfare		**67,665**	**-**	**67,665**	62,565
Student activities		**318,733**	**155,498**	**474,231**	465,474
Bar		**272,042**	**-**	**272,042**	266,455
Affiliations		**25,179**	**-**	**25,179**	25,298
Total		**898,468**	**155,498**	**1,053,966**	1,004,864
NET INCOME/(EXPENDITURE)		**(70,678)**	**7,795**	**(62,883)**	23,925
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**(55,752)**	**-**	**(55,752)**	-
Net movement in funds		**(126,430)**	**7,795**	**(118,635)**	23,925
RECONCILIATION OF FUNDS					
Total funds brought forward		**(70,496)**	**189,244**	**118,748**	94,823
TOTAL FUNDS CARRIED FORWARD		**(196,926)**	**197,039**	**113**	118,748

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	11,485	-	11,485	14,383
CURRENT ASSETS					
Stocks	14	6,537	-	6,537	8,623
Debtors	15	19,582	-	19,582	3,361
Cash at bank and in hand		217,257	197,039	414,296	497,306
		243,376	197,039	440,415	509,290
CREDITORS					
Amounts falling due within one year	16	(40,570)	-	(40,570)	(36,202)
NET CURRENT ASSETS		202,806	197,039	399,845	473,088
TOTAL ASSETS LESS CURRENT LIABILITIES		214,291	197,039	411,330	487,471
PROVISIONS FOR LIABILITIES	17	(411,218)	-	(411,218)	(368,724)
NET ASSETS		(196,927)	197,039	112	118,747
FUNDS	18				
Unrestricted funds				(196,927)	(70,497)
Restricted funds				197,039	189,244
TOTAL FUNDS				112	118,747

The financial statements were approved by the Board of Trustees and authorised for issue on 3 October 2023 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	**2023 Total funds £**	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	**11,485**	-	**11,485**	14,383
Investments	13	**1**	-	**1**	1
		11,486	-	**11,486**	14,384
CURRENT ASSETS					
Stocks	14	**6,537**	-	**6,537**	8,623
Debtors	15	**19,582**	-	**19,582**	3,361
Cash at bank and in hand		**217,257**	**197,039**	**414,296**	497,306
		243,376	**197,039**	**440,415**	509,290
CREDITORS					
Amounts falling due within one year	16	**(40,570)**	-	**(40,570)**	(36,202)
NET CURRENT ASSETS		**202,806**	**197,039**	**399,845**	473,088
TOTAL ASSETS LESS CURRENT LIABILITIES		**214,292**	**197,039**	**411,331**	487,472
PROVISIONS FOR LIABILITIES	17	**(411,218)**	-	**(411,218)**	(368,724)
NET ASSETS		**(196,926)**	**197,039**	**113**	118,748
FUNDS	18				
Unrestricted funds				**(196,926)**	(70,496)
Restricted funds				**197,039**	189,244
TOTAL FUNDS				**113**	118,748

The financial statements were approved by the Board of Trustees and authorised for issue on 3 October 2023 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement for the Year Ended 31 July 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	**(83,508)**	26,625
Net cash (used in)/provided by operating activities		**(83,508)**	26,625
Cash flows from investing activities			
Purchase of tangible fixed assets		**(2,656)**	(2,118)
Interest received		**3,154**	197
Net cash provided by/(used in) investing activities		**498**	(1,921)
Change in cash and cash equivalents in the reporting period		**(83,010)**	24,704
Cash and cash equivalents at the beginning of the reporting period		**497,306**	472,602
Cash and cash equivalents at the end of the reporting period		**414,296**	497,306

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement for the Year Ended 31 July 2023

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

	2023 £	2022 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(62,883)**	23,925
Adjustments for:		
Depreciation charges	**5,554**	4,718
Interest received	**(3,154)**	(197)
SUSS Pension deficit movements	**(13,258)**	(11,351)
Decrease in stocks	**2,086**	738
(Increase)/decrease in debtors	**(16,221)**	9,542
Increase/(decrease) in creditors	**4,368**	(750)
Net cash (used in)/provided by operations	**(83,508)**	26,625

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.22 £	Cash flow £	At 31.7.23 £
Net cash			
Cash at bank and in hand	**497,306**	**(83,010)**	**414,296**
	497,306	**(83,010)**	**414,296**
Total	**497,306**	**(83,010)**	**414,296**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

Retail fixtures and fittings -	**10 to 30% per annum straight line and 20% reducing balance**
Administration fixtures & fittings -	**20% per annum reducing balance**
Improvements to premises -	**10 to 20% per annum straight line and 20% reducing balance**

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000

The 2022 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2037, increasing by 5% each year.

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2037, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Grants	600,000	600,000
Other grants	6,910	4,950
	606,910	604,950

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

	2023	2022
	£	£
University of Worcester	600,000	600,000

3. OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Marketing	60,750	58,425
Other	705	25
NUS Extra	229	1,020
Commissions receivable	5,321	3,245
Varsity income	16,843	16,809
Events income	7,179	13,873
	91,027	93,397

4. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	3,154	197

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Student Activity			
Membership	Student activities	**163,293**	173,866
Bar	Bar	**126,699**	156,379
		289,992	330,245

6. RAISING FUNDS

Raising donations and legacies

	2023 £	2022 £
Staff costs	**90,913**	68,909
Telephone	**-**	158
Postage and stationery	**-**	(100)
Marketing costs	**13,920**	12,132
	104,833	81,099

Other trading activities

	2023 £	2022 £
Purchases	**1,255**	-
Bad debts	**687**	-
	1,942	-
Aggregate amounts	**106,775**	81,099

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Representation	-	108,074	108,074
Advice and welfare	49,652	18,013	67,665
Student activities	348,142	126,089	474,231
Bar	163,963	108,079	272,042
Affiliations	25,179	-	25,179
	586,936	360,255	947,191

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	70,664	37,410	108,074
Advice and welfare	11,777	6,236	18,013
Student activities	82,440	43,649	126,089
Bar	70,665	37,414	108,079
	235,546	124,709	360,255

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2023	2022
	£	£
Trustees' salaries	63,306	61,680
Trustees' social security	4,864	4,649
	68,170	66,329

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

Trustees' expenses

	2023	2022
	£	£
Trustees' expenses	570	311

continued...

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	**567,740**	522,793
Social security costs	**40,147**	34,605
Other pension costs	**31,019**	32,866
	638,906	590,264

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

	2023	2022
Full time	**21**	18
Students - Semester only	**15**	22
	36	40

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

	2023	2022
£60,001 - £70,000	**1**	-
	1	-

The key management personnel of the charity during the year ended 31 July 2023 comprised of the Chief Executive, Director of Finance, Director of Representation and Membership Services and the Venue and Events Manager.

The total amount paid, including Employers National Insurance and Pension, to the Key Management Personnel for the year ended 31July 2023 was £181,477.

continued...

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	604,950	-	604,950
Charitable activities			
Student activities	-	173,866	173,866
Bar	156,379	-	156,379
Other trading activities	93,397	-	93,397
Investment income	197	-	197
Total	854,923	173,866	1,028,789
EXPENDITURE ON			
Raising funds	81,099	-	81,099
Charitable activities			
Representation	103,973	-	103,973
Advice and welfare	62,565	-	62,565
Student activities	309,356	156,118	465,474
Bar	266,455	-	266,455
Affiliations	25,298	-	25,298
Total	848,746	156,118	1,004,864
NET INCOME	6,177	17,748	23,925
RECONCILIATION OF FUNDS			
Total funds brought forward	(76,673)	171,496	94,823
TOTAL FUNDS CARRIED FORWARD	(70,496)	189,244	118,748

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2022	**909,621**
Additions	**2,656**
At 31 July 2023	**912,277**
DEPRECIATION	
At 1 August 2022	**895,238**
Charge for year	**5,554**
At 31 July 2023	**900,792**
NET BOOK VALUE	
At 31 July 2023	**11,485**
At 31 July 2022	14,383

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2022 and 31 July 2023	**1**
NET BOOK VALUE	
At 31 July 2023	**1**
At 31 July 2022	1

There were no investment assets outside the UK.

continued...

14. STOCKS

Group and Charity

	2023	2022
	£	£
Stocks	**6,537**	8,623

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group and Charity

	2023	2022
	£	£
Trade debtors	**17,883**	1,694
Other debtors	**1,699**	1,667
	19,582	3,361

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2023	**2023**	2022
Trade creditors	**14,665**	7,398	**14,665**	7,398
Taxation and social security	**12,051**	10,504	**12,051**	9,304
Other creditors	**13,854**	18,300	**13,854**	18,300
Inter company	**-**	-	**-**	1,200
	40,570	36,202	**40,570**	36,202

17. PROVISIONS FOR LIABILITIES

	2023	2022
	£	£
Provisions	**411,218**	368,724

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

Group and Charity

	At 1.8.22	Net movement in funds	Transfers between funds	At 31.7.23
	£	£	£	£
Unrestricted funds				
General fund	**298,228**	**(56,666)**	**(27,270)**	**214,292**
Pension deficit	**(368,724)**	**(69,764)**	**27,270**	**(411,218)**
	(70,496)	**(126,430)**	**-**	**(196,926)**
Restricted funds				
Clubs and societies	**189,244**	**7,795**	**-**	**197,039**
TOTAL FUNDS	**118,748**	**(118,635)**	**-**	**113**

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	**827,790**	**(884,456)**	**-**	**(56,666)**
Pension deficit	**-**	**(14,012)**	**(55,752)**	**(69,764)**
	827,790	**(898,468)**	**(55,752)**	**(126,430)**
Restricted funds				
Clubs and societies	**163,293**	**(155,498)**	**-**	**7,795**
TOTAL FUNDS	**991,083**	**(1,053,966)**	**(55,752)**	**(118,635)**

Comparatives for movement in funds

Group and Charity	At 1.8.21 £	Net movement in funds £	Transfers between funds £	At 31.7.22 £
Unrestricted funds				
General fund	303,402	20,620	(25,794)	298,228
Pension deficit	(380,075)	(14,443)	25,794	(368,724)
	(76,673)	6,177	-	(70,496)
Restricted funds				
Clubs and societies	171,496	17,748	-	189,244
TOTAL FUNDS	94,823	23,925	-	118,748

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	854,923	(834,303)	20,620
Pension deficit	-	(14,443)	(14,443)
	854,923	(848,746)	6,177
Restricted funds			
Clubs and societies	173,866	(156,118)	17,748
TOTAL FUNDS	1,028,789	(1,004,864)	23,925

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

Group and Charity	At 1.8.21 £	Net movement in funds £	Transfers between funds £	At 31.7.23 £
Unrestricted funds				
General fund	303,402	(36,046)	(53,064)	214,292
Pension deficit	(380,075)	(84,207)	53,064	(411,218)
	(76,673)	(120,253)	-	(196,926)
Restricted funds				
Clubs and societies	171,496	25,543	-	197,039
TOTAL FUNDS	94,823	(94,710)	-	113

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,682,713	(1,718,759)	-	(36,046)
Pension deficit	-	(28,455)	(55,752)	(84,207)
	1,682,713	(1,747,214)	(55,752)	(120,253)
Restricted funds				
Clubs and societies	337,159	(311,616)	-	25,543
TOTAL FUNDS	2,019,872	(2,058,830)	(55,752)	(94,710)

Clubs and societies - these funds represent income from the various student clubs and societies which is specifically to be spent on the fund or society to which it relates.

19. EMPLOYEE BENEFIT OBLIGATIONS

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000.

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

The following assumptions applied at 30 June 2022:-

• Discount rate: Bank of England gilt curve + 1.5% pa, linearly changing over a term of 13 years to gilts curve + 0.25% pa.
• Pension increases: A model of each increase, allowing for insurers' relative pricing of different caps and collars..

The 2022 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit by 1 May 2037 and will increase by at least 5% each year.

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme of £5,038 pa. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The liability provided for in respect of the SUSS pension deficit amounted increased to £411,218 (2022: £368,724) at 31 July 2023(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2023 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2023 was £600,000 (2022: £600,000).

At the year end the total due to the union from the University of Worcester was £100 (2022: Nil).

21. ULTIMATE CONTROLLING PARTY

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

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities for the Year Ended 31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	**2023 Total funds £**	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**606,910**	**-**	**606,910**	604,950
Charitable activities	5				
Student activities		**-**	**163,293**	**163,293**	173,866
Bar		**126,699**	**-**	**126,699**	156,379
Other trading activities	3	**91,027**	**-**	**91,027**	93,397
Investment income	4	**3,154**	**-**	**3,154**	197
Total		**827,790**	**163,293**	**991,083**	1,028,789
EXPENDITURE ON					
Raising funds	6	**106,775**	**-**	**106,775**	81,099
Charitable activities	7				
Representation		**108,074**	**-**	**108,074**	103,973
Advice and welfare		**67,665**	**-**	**67,665**	62,565
Student activities		**318,733**	**155,498**	**474,231**	465,474
Bar		**272,042**	**-**	**272,042**	266,455
Affiliations		**25,179**	**-**	**25,179**	25,298
Total		**898,468**	**155,498**	**1,053,966**	1,004,864
NET INCOME/(EXPENDITURE)		**(70,678)**	**7,795**	**(62,883)**	23,925
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**(55,752)**	**-**	**(55,752)**	-
Net movement in funds		**(126,430)**	**7,795**	**(118,635)**	23,925
RECONCILIATION OF FUNDS					
Total funds brought forward		**(70,496)**	**189,244**	**118,748**	94,823
TOTAL FUNDS CARRIED FORWARD		**(196,926)**	**197,039**	**113**	118,748

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Balance Sheet
31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	**2023 Total funds £**	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	**11,485**	-	**11,485**	14,383
CURRENT ASSETS					
Stocks	14	**6,537**	-	**6,537**	8,623
Debtors	15	**19,582**	-	**19,582**	3,361
Cash at bank and in hand		**217,257**	**197,039**	**414,296**	497,306
		243,376	**197,039**	**440,415**	509,290
CREDITORS					
Amounts falling due within one year	16	**(40,570)**	-	**(40,570)**	(36,202)
NET CURRENT ASSETS		**202,806**	**197,039**	**399,845**	473,088
TOTAL ASSETS LESS CURRENT LIABILITIES		**214,291**	**197,039**	**411,330**	487,471
PROVISIONS FOR LIABILITIES	17	**(411,218)**	-	**(411,218)**	(368,724)
NET ASSETS		**(196,927)**	**197,039**	**112**	118,747
FUNDS	18				
Unrestricted funds				**(196,927)**	(70,497)
Restricted funds				**197,039**	189,244
TOTAL FUNDS				**112**	118,747

The financial statements were approved by the Board of Trustees and authorised for issue on 3 October 2023 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Charity Balance Sheet
31 July 2023

	Notes	Unrestricted funds £	Restricted funds £	**2023 Total funds £**	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	**11,485**	-	**11,485**	14,383
Investments	13	**1**	-	**1**	1
		11,486	-	**11,486**	14,384
CURRENT ASSETS					
Stocks	14	**6,537**	-	**6,537**	8,623
Debtors	15	**19,582**	-	**19,582**	3,361
Cash at bank and in hand		**217,257**	**197,039**	**414,296**	497,306
		243,376	**197,039**	**440,415**	509,290
CREDITORS					
Amounts falling due within one year	16	**(40,570)**	-	**(40,570)**	(36,202)
NET CURRENT ASSETS		**202,806**	**197,039**	**399,845**	473,088
TOTAL ASSETS LESS CURRENT LIABILITIES		**214,292**	**197,039**	**411,331**	487,472
PROVISIONS FOR LIABILITIES	17	**(411,218)**	-	**(411,218)**	(368,724)
NET ASSETS		**(196,926)**	**197,039**	**113**	118,748
FUNDS	18				
Unrestricted funds				**(196,926)**	(70,496)
Restricted funds				**197,039**	189,244
TOTAL FUNDS				**113**	118,748

The financial statements were approved by the Board of Trustees and authorised for issue on 3 October 2023 and were signed on its behalf by:

Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement for the Year Ended 31 July 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	**(83,508)**	26,625
Net cash (used in)/provided by operating activities		**(83,508)**	26,625
Cash flows from investing activities			
Purchase of tangible fixed assets		**(2,656)**	(2,118)
Interest received		**3,154**	197
Net cash provided by/(used in) investing activities		**498**	(1,921)
Change in cash and cash equivalents in the reporting period		**(83,010)**	24,704
Cash and cash equivalents at the beginning of the reporting period		**497,306**	472,602
Cash and cash equivalents at the end of the reporting period		**414,296**	497,306

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement for the Year Ended 31 July 2023

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

	2023 £	2022 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(62,883)**	23,925
Adjustments for:		
Depreciation charges	**5,554**	4,718
Interest received	**(3,154)**	(197)
SUSS Pension deficit movements	**(13,258)**	(11,351)
Decrease in stocks	**2,086**	738
(Increase)/decrease in debtors	**(16,221)**	9,542
Increase/(decrease) in creditors	**4,368**	(750)
Net cash (used in)/provided by operations	**(83,508)**	26,625

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.22 £	Cash flow £	**At 31.7.23 £**
Net cash			
Cash at bank and in hand	**497,306**	**(83,010)**	**414,296**
	497,306	**(83,010)**	**414,296**
Total	**497,306**	**(83,010)**	**414,296**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

Retail fixtures and fittings -	**10 to 30% per annum straight line and 20% reducing balance**
Administration fixtures & fittings -	**20% per annum reducing balance**
Improvements to premises -	**10 to 20% per annum straight line and 20% reducing balance**

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000

The 2022 valuation recommended a monthly contribution requirement by each participating Union intended to clear the ongoing funding deficit ending in 2037, increasing by 5% each year.

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2037, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Grants	600,000	600,000
Other grants	6,910	4,950
	606,910	604,950

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

	2023	2022
	£	£
University of Worcester	600,000	600,000

3. OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Marketing	60,750	58,425
Other	705	25
NUS Extra	229	1,020
Commissions receivable	5,321	3,245
Varsity income	16,843	16,809
Events income	7,179	13,873
	91,027	93,397

4. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	3,154	197

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Student Activity			
Membership	Student activities	**163,293**	173,866
Bar	Bar	**126,699**	156,379
		289,992	330,245

6. RAISING FUNDS

Raising donations and legacies

	2023 £	2022 £
Staff costs	**90,913**	68,909
Telephone	**-**	158
Postage and stationery	**-**	(100)
Marketing costs	**13,920**	12,132
	104,833	81,099

Other trading activities

	2023 £	2022 £
Purchases	**1,255**	-
Bad debts	**687**	-
	1,942	-
Aggregate amounts	**106,775**	81,099

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Representation	-	108,074	108,074
Advice and welfare	49,652	18,013	67,665
Student activities	348,142	126,089	474,231
Bar	163,963	108,079	272,042
Affiliations	25,179	-	25,179
	586,936	360,255	947,191

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	70,664	37,410	108,074
Advice and welfare	11,777	6,236	18,013
Student activities	82,440	43,649	126,089
Bar	70,665	37,414	108,079
	235,546	124,709	360,255

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2023	2022
	£	£
Trustees' salaries	63,306	61,680
Trustees' social security	4,864	4,649
	68,170	66,329

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

Trustees' expenses

	2023	2022
	£	£
Trustees' expenses	570	311

continued...

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	**567,740**	522,793
Social security costs	**40,147**	34,605
Other pension costs	**31,019**	32,866
	638,906	590,264

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

	2023	2022
Full time	**21**	18
Students - Semester only	**15**	22
	36	40

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

	2023	2022
£60,001 - £70,000	**1**	-
	1	-

The key management personnel of the charity during the year ended 31 July 2023 comprised of the Chief Executive, Director of Finance, Director of Representation and Membership Services and the Venue and Events Manager.

The total amount paid, including Employers National Insurance and Pension, to the Key Management Personnel for the year ended 31July 2023 was £181,477.

continued...

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	604,950	-	604,950
Charitable activities			
Student activities	-	173,866	173,866
Bar	156,379	-	156,379
Other trading activities	93,397	-	93,397
Investment income	197	-	197
Total	854,923	173,866	1,028,789
EXPENDITURE ON			
Raising funds	81,099	-	81,099
Charitable activities			
Representation	103,973	-	103,973
Advice and welfare	62,565	-	62,565
Student activities	309,356	156,118	465,474
Bar	266,455	-	266,455
Affiliations	25,298	-	25,298
Total	848,746	156,118	1,004,864
NET INCOME	6,177	17,748	23,925
RECONCILIATION OF FUNDS			
Total funds brought forward	(76,673)	171,496	94,823
TOTAL FUNDS CARRIED FORWARD	(70,496)	189,244	118,748

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2022	**909,621**
Additions	**2,656**
At 31 July 2023	**912,277**
DEPRECIATION	
At 1 August 2022	**895,238**
Charge for year	**5,554**
At 31 July 2023	**900,792**
NET BOOK VALUE	
At 31 July 2023	**11,485**
At 31 July 2022	14,383

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2022 and 31 July 2023	**1**
NET BOOK VALUE	
At 31 July 2023	**1**
At 31 July 2022	1

There were no investment assets outside the UK.

continued...

14. STOCKS

Group and Charity

	2023	2022
	£	£
Stocks	**6,537**	8,623

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group and Charity

	2023	2022
	£	£
Trade debtors	**17,883**	1,694
Other debtors	**1,699**	1,667
	19,582	3,361

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2023	**2023**	2022
Trade creditors	**14,665**	7,398	**14,665**	7,398
Taxation and social security	**12,051**	10,504	**12,051**	9,304
Other creditors	**13,854**	18,300	**13,854**	18,300
Inter company	**-**	-	**-**	1,200
	40,570	36,202	**40,570**	36,202

17. PROVISIONS FOR LIABILITIES

	2023	2022
	£	£
Provisions	**411,218**	368,724

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

Group and Charity

	At 1.8.22	Net movement in funds	Transfers between funds	At 31.7.23
	£	£	£	£
Unrestricted funds				
General fund	**298,228**	**(56,666)**	**(27,270)**	**214,292**
Pension deficit	**(368,724)**	**(69,764)**	**27,270**	**(411,218)**
	(70,496)	**(126,430)**	**-**	**(196,926)**
Restricted funds				
Clubs and societies	**189,244**	**7,795**	**-**	**197,039**
TOTAL FUNDS	**118,748**	**(118,635)**	**-**	**113**

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	**827,790**	**(884,456)**	**-**	**(56,666)**
Pension deficit	**-**	**(14,012)**	**(55,752)**	**(69,764)**
	827,790	**(898,468)**	**(55,752)**	**(126,430)**
Restricted funds				
Clubs and societies	**163,293**	**(155,498)**	**-**	**7,795**
TOTAL FUNDS	**991,083**	**(1,053,966)**	**(55,752)**	**(118,635)**

Comparatives for movement in funds

Group and Charity	At 1.8.21 £	Net movement in funds £	Transfers between funds £	At 31.7.22 £
Unrestricted funds				
General fund	303,402	20,620	(25,794)	298,228
Pension deficit	(380,075)	(14,443)	25,794	(368,724)
	(76,673)	6,177	-	(70,496)
Restricted funds				
Clubs and societies	171,496	17,748	-	189,244
TOTAL FUNDS	94,823	23,925	-	118,748

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	854,923	(834,303)	20,620
Pension deficit	-	(14,443)	(14,443)
	854,923	(848,746)	6,177
Restricted funds			
Clubs and societies	173,866	(156,118)	17,748
TOTAL FUNDS	1,028,789	(1,004,864)	23,925

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

Group and Charity	At 1.8.21 £	Net movement in funds £	Transfers between funds £	At 31.7.23 £
Unrestricted funds				
General fund	303,402	(36,046)	(53,064)	214,292
Pension deficit	(380,075)	(84,207)	53,064	(411,218)
	(76,673)	(120,253)	-	(196,926)
Restricted funds				
Clubs and societies	171,496	25,543	-	197,039
TOTAL FUNDS	94,823	(94,710)	-	113

continued...

18. MOVEMENT IN FUNDS - continued

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

Group and Charity	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,682,713	(1,718,759)	-	(36,046)
Pension deficit	-	(28,455)	(55,752)	(84,207)
	1,682,713	(1,747,214)	(55,752)	(120,253)
Restricted funds				
Clubs and societies	337,159	(311,616)	-	25,543
TOTAL FUNDS	2,019,872	(2,058,830)	(55,752)	(94,710)

Clubs and societies - these funds represent income from the various student clubs and societies which is specifically to be spent on the fund or society to which it relates.

19. EMPLOYEE BENEFIT OBLIGATIONS

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

The most recent valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106,697,000 with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136,645,000.

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

The following assumptions applied at 30 June 2022:-

• Discount rate: Bank of England gilt curve + 1.5% pa, linearly changing over a term of 13 years to gilts curve + 0.25% pa.
• Pension increases: A model of each increase, allowing for insurers' relative pricing of different caps and collars..

The 2022 Valuation recommended a monthly contribution requirement by each Participating Employer expressed in monetary terms intended to clear the ongoing funding deficit by 1 May 2037 and will increase by at least 5% each year.

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

These contributions also include an allowance for cost of the ongoing administrative and operational expenses of running the Scheme of £5,038 pa. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the Scheme's levy to the Pension Protection Fund.

The liability provided for in respect of the SUSS pension deficit amounted increased to £411,218 (2022: £368,724) at 31 July 2023(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2023 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2023 was £600,000 (2022: £600,000).

At the year end the total due to the union from the University of Worcester was £100 (2022: Nil).

21. ULTIMATE CONTROLLING PARTY

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

KNOX CROPPER
chartered accountants

Worcester Students' Union

Audit Findings Report

Year Ended
31st July 2023

Worcester Students' Union
Audit Findings Report for the year ended 31st July 2023

The Board of Trustees

Worcester Students' Union

22nd September 2023

Dear Trustees

Audit findings for the year ended 31st July 2023

This Audit Findings Report highlights the significant findings arising from the audit and sets out the key matters which we are required to formally report to those charged with governance in accordance with International Standard on Auditing (UK) 260.

As you will appreciate, our audit procedures are designed primarily to enable us to form an opinion on the accounts as a whole. Our procedures include such tests of the accounting records and internal control systems as are, in our opinion, necessary for audit purposes. Consequently, whilst our procedures may identify certain weaknesses which may exist, the audit procedures in themselves should not be relied upon to reveal all the weaknesses which may exist in the system.

This report has been prepared for your sole use and we assume no responsibility to any other party in respect of its contents. The report should not be disclosed to any third party without our prior written consent.

This report is not exhaustive and deals with only the more significant matters which came to our attention during the audit. Other matters of lesser significance have been discussed with the relevant staff during the course of our audit work.

In conclusion we would like to take this opportunity of expressing our appreciation to all your staff, particularly Rob, for his assistance and co-operation during the course of our audit. If you have any queries on any of the points in this letter, please do not hesitate to contact us.

Yours Sincerely

Knox Cropper LLP

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Audit Overview

General

The purpose of our audit is to gather sufficient evidence to allow us to conclude that the transactions and balances disclosed in the accounts are unlikely to be materially misstated, to establish that disclosures reflected in the accounts comply with the requirements of legislation and relevant accounting standards, to assess whether the accounting policies adopted are appropriate and consistently applied and to assess whether judgements exercised and estimates made in the preparation of the accounts are fair and reasonable.

Audit Report

We confirm that we have completed the audit to our satisfaction and intend to issue an unqualified audit opinion on the Financial Statements. This means that we have no material reservations over the figures or information disclosed in the financial statements.

The wording of our audit report is in accordance with the standard text for unqualified audit reports prescribed by the Financial Reporting Council. Our report also includes a section which is specific to this audit setting out our response to the risk of material misstatement in respect of irregularities arising from non-compliance with laws and regulations, including fraud.

Estimates and Judgments

The estimates and judgments made by management affecting the financial statements are the SUSS pension deficit provision, depreciation, accruals and prepayments.

We have concluded that management have exercised judgments and calculated estimates in a fair and reasonable way.

Accounting Policies and Disclosures

The accounting policies which have been adopted in the financial statements are in accordance with Generally Accepted Accounting Practice and are, in all material respects, appropriate to the organisation's operations and in compliance with FRS 102 and the Charity SORP 2019.

Adequate consideration was given to the potential impact of changes in legislation and accounting standards which arose during the year. No significant changes arose during the current year which affected the financial statements and therefore the form and content of the accounts are consistent with the preceding year.

Professional Ethics and Independence

We confirm our compliance with the Ethical Standard issued by the Financial Reporting Council.

We confirm that we have not carried out any non-audit work which could impair our independence and there are no other matters in relation to our audit engagement which we consider should be brought to your attention.

Other Audit Matters

In accordance with UK auditing standards, we confirm the following matters in relation to our audit of the financial statements:

a) We have not identified or been made aware of any incidents of fraud or suspected fraud. We would emphasise that our work as auditor is not intended to identify any instances of fraud of a non-material nature and should not be relied upon for this purpose.
b) We have not identified or been made aware of any incidents of non-compliance with laws and regulations which could have a material impact on the financial statements.
c) We have not identified or been made aware of any related party transactions other than matters which have been disclosed in the financial statements.
d) We have received all requested third-party confirmations which represent an essential element of our audit evidence.
e) Apart from the matters set out in this report, there were no significant matters discussed with management during the audit which we are required to bring to your attention. There were no significant disagreements with management or any limitations placed on the scope of our work. No significant difficulties were encountered during the audit.

Materiality and Audit Adjustments

Materiality

Materiality is used both to plan the nature and extent of audit testing and to evaluate the effect of misstatement. In accordance with ISA (UK) 260 'Communication with those charged with governance', we are obliged to include details in this report of all unadjusted errors which are below materiality unless they are clearly trivial. Whilst our audit procedures are designed to identify misstatements which are material to our audit opinion, we also report to those charged with governance and management any uncorrected misstatements of lower value errors to the extent that our audit identifies these.

Omissions or misstatements are regarded as material if they would reasonably influence the users of the financial statements. The assessment of what is material is a matter of professional judgement.

Our assessment of materiality the year ended 31st July 2023 was calculated as follows:

	£	**Explanation**
Overall Materiality for the Financial Statements	15,347	Accounts materially misstated where total errors exceed this value
Performance Materiality	11,510	Work performed to capture individual errors at this level.
Triviality Level	767	Unadjusted errors above this level are reported.

Audit Adjustments

There were no material adjustments made to the financial statements arising from our audit work.

The following misstatements, which are above our triviality level, have not been corrected in the financial statements by management because they are not individually or cumulatively material.

Description of unadjusted error	**Debit**	**Credit**
Missing prepayments	**£**	**£**
Balance sheet – Prepayments	6,469	
SOFA – Various items (Mainly software and insurance costs)		6,469

Key Audit Risks and Conclusions

The following schedule sets out the key risks which we identified as part of our audit planning. It sets out our approach to ensuring that these risks did not give rise to any material misstatement in the financial statements and our audit findings.

	Risk	Audit Approach	Audit Findings
1	**Completeness of Income** Completeness of income is always considered high risk and audit procedures need to be devised to address this risk.	We carried out testing on the various income streams and the controls around them. We also performed analytical procedures for testing income trends.	We are satisfied following the review of income documentation and analytical procedures that income is not materially mis-stated within the accounts.
2	**Classification of income** Income received by the Charity could be subject to restrictions and therefore income may need to be treated as restricted income.	We will review the underlying documentation supporting income to ascertain whether restrictions apply, and if applicable, review expenditure from these funds to ascertain whether the imposed restrictions are being adhered to.	This was tested as part of our income testing. Appears to be fairly stated in the accounts.
3	**Payroll costs** Payroll expenditure is a substantial part of total expenditure therefore this is an area, which although not a high risk area, will be thoroughly reviewed due to its materiality.	We performed a proof in total on the payroll costs by agreeing the payroll reports to the accounts. We will also perform substantive testing on a sample of employees, including checking contracts of employment.	There were no issues noted during our audit testing. Payroll expenditure appears to be fairly stated in the accounts.

4	**VAT** Risk that VAT has been incorrectly accounted for.	During our income and expenditure testing we will perform substantive tests, which will include checking the accuracy and the treatment of the VAT recorded.	We did not find any issues during our audit work. However, we have included a point in the internal control matters section below recommending that a VAT review is considered.
5	**SUSS Pension deficit provision** The assumptions and calculations used may be inappropriate and may cause a material misstatement.	Check the calculations and assumptions used for the pension deficit provision.	The assumptions used for the SUSS pension deficit calculation are appropriate and the calculation performed has been agreed. The SUSS pension deficit liability appears to be fairly stated in the accounts.
6	**Management Override of Controls** This represents a key risk for all organisations and we are required to specifically check to ensure that there is no evidence of management override during the year.	We checked that controls were applied consistently throughout the year and reviewed a sample of journal adjustments to ensure they are valid.	We did not find any instances where management had overridden controls. However, there are some areas where controls could be improved. We have included these in the Internal Control Observations and Recommendations section below.
7	**Related party transactions** Identification of all related party transactions conducted throughout the year.	We reviewed and assessed the controls in place to identify and disclose related party transactions and looked out for related party transactions during our review of the accounting records.	This was tested as part of our income and expenditure testing. We requested that related party declaration forms were completed by all trustees and senior management. No issues noted were noted.

Internal Control Observations and Recommendations

We are required to report to you, in writing, significant deficiencies in the internal controls and the internal control environment that we have identified during the course of our audit. These matters are limited to those which we have concluded are of sufficient importance to be reported to you. Our audit cannot necessarily be expected to disclose all deficiencies in the system and, as a result, the matters reported may not be the only ones which exist.

We have categorised the internal control deficiencies using a colour-scale rating system. The key to which is as follows:

Control weakness is not significant but we recommend that it be addressed to comply with good practice	
Control weakness is serious and needs to be addressed	
Control weakness is of critical importance and needs to be addressed as a priority	

Matters Brought Forward from the Previous Year

Risk Rating		Observation	Recommendation	Management Response
	1	**VAT Review** We did not find any issues in relation to VAT during our audit and the Union appears to be adhering to its current methodology. However, the Union has not had a VAT review for a few years. VAT in the charity sector is complex and any changes to the Union's activities or changes in VAT regulations could impact on the VAT compliance of the Union.	**Last year** Given the complex nature of VAT within the charity sector, we recommend that the Union considers having a VAT review undertaken. **Current year** This point is still valid for the current year. We understand that the University undertook a review of the VAT of the Union a couple of years ago and concluded that the irrecoverable VAT	

		was under the de-minimis limit. However, this should be calculated and confirmed every quarter when the VAT return is submitted.	

Matters Arising in the Current Year

Risk Rating	Observation	Recommendation	Management Response
	We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.		

Emerging Issues

Charities Act 2022

The Charities Act 2022, which makes a number of amendments to the Charities Act 2011, became law on 24 February 2022. However, the provisions of the Act are being implemented in a phased way, over a period of 18 months, so that the Charity Commission has sufficient time to update its guidance. A key point to note is that the Act does not impose any additional obligations on charity trustees. Instead, it simplifies the administrative steps which trustees are required to take when making certain decisions. Full details of the Act can be found at: https://www.knoxcropper.com/articles/charities-act-2022/

All provisions in the Act are expected to be implemented by the autumn of 2023 with the exception of those relating to ex-gratia payments which are subject to further consideration by the Charity Commission.

Charity Commission Guidance on Internal Controls

In April 2023, the Charity Commission issued updated guidance on internal controls, which is set out in its CC8 document. The restructured guidance is now more concise and it covers issues that were not in existence or widely relevant to the sector when first drafted. New sections cover the use of mobile payments systems, such as Apple Pay, and the receipt of donations in the form of cryptoassets, such as cryptocurrency and NFTs. Existing advice on more traditional risks, including the risks relating to fundraising and public collections, making payments to related parties, and operating internationally has been updated and there is a new section on accepting hospitality. The guidance also includes an updated checklist which facilitates a periodic review of the adequacy of internal controls.

Charity Commission Annual Return 2023

Following a consultation in 2022, the annual return for 2023 contains a number of additional questions. Some of the information required will come directly from the statutory accounts but some charities may have to compile additional data which may be time consuming. The updated Annual Return (AR23) will apply to charities' financial years ending on or after 1 January 2023 and the additional information required depends in some cases on the size and nature of the charity. New information required includes:

a) For all charities, an analysis of income and, for charities with income over £100,000, details of the highest donation received from a corporate donor, an individual donor and from a related party.
b) An analysis of grants to individuals, other charities and non-charities, where these are material.
c) An analysis of employees, including the numbers of permanent, fixed term and self-employed individuals.
d) Details of the policies which the charity has in place by reference to a list of potential policies set out in the return.
e) Where relevant to the charity, detailed information on safeguarding practices.

In total there are 10 additional compulsory questions for all charities and up to 13 extra in total, depending on the nature of the charity.

Risk of Cyber Crime

In January 2023, the National Cyber Security Centre (NCSC) released a new report detailing the risks from cyber-crime to charities. The purpose of the report is to help charities understand current cyber security threats, including the extent to which the sector is being affected, and set out where charities can go for help. Following a recent survey, the Charity Commission reported that one in eight charities had experienced cybercrime in the previous 12 months. The NCSC report can be found at: https://www.ncsc.gov.uk/collection/charity/cyber-threat-report-uk-charity-sector

Investment guidance

Following the high court judgment on the Butler-Sloss case, the Charity Commission has confirmed that charities can continue to rely on the legal position in its published guidance, set out in CC14, when making investment decisions. The new judgment confirms that, in accordance with their responsibility to act in the best interests of the charity, trustees have the power to implement an ethical investment policy and to exclude certain investments based on non-financial considerations when making financial investment decisions.

Fundraising disclosure

All charities which are required by law to have an audit are required to include details of their fundraising practices in their Annual Report. The Fundraising Regulator has published new research and updated guidance to encourage better compliance with these reporting requirements. The updated guidance emphasises the need for charities to include sufficient detail to meet the statutory requirements and can be found here: The Charities (Protection and Social Investment) Act 2016: an analysis of compliance with fundraising reporting as of July 2022 | Fundraising Regulator

Claiming gift aid on waivers

HMRC has updated its tax guidance for charities to clarify the rules on claiming Gift Aid when a right to receive either a refund or a loan repayment is waived. Where the charity holds a record of the waiver and meets all other Gift Aid rules, HMRC has clarified that the waiver will be eligible for Gift Aid.

Proposed changes to Financial Reporting

The Charity SORP and Financial Reporting Standard 102 (FRS 102), on which the SORP is based, are both in the process of being updated, with changes expected to be implemented for accounting periods beginning on or after 1 January 2025. A consultation document, setting out proposed changes to FRS 102, was issued in December 2022. The proposed changes reflect changes which have been made to International Financial Reporting Standards and include:

a) a requirement for all leases, with limited exceptions, to be capitalised, requiring the asset and the lease liability to be accounted for in the Balance Sheet.
b) a revised criteria for the recognition of goods and services based on a five-step model which may have implications for the recognition of grants and contracts

The update to the Charity SORP is following the same timetable as it is required to incorporate all the changes made to FRS 102. However, it is also likely to implement a number of additional changes, reflecting feedback from a wide range of stakeholders. Changes are likely to include:

a) a requirement for larger charities to include sustainability reporting in their Annual Report
b) a simplified reporting regime for smaller charities.

Letter of Representation

International auditing standards require us to obtain, from the trustees, a number of specific representations and also confirmation of any other material representation given to us during the course of our audit which forms part of our audit evidence. The representations should be made on the basis of enquiries of management and staff with relevant knowledge and expertise.

The following is the full list of representations which we will require to be formally provided to us in a letter, signed on behalf of the trustees, prior to signing our audit report.

Confirmation of Responsibilities

1. We have fulfilled our responsibilities as trustees under the Companies Act 2006/Charities Act 2011 ("the Act") for preparing financial statements which give a true and fair view in accordance with the financial reporting framework (FRS 102 and the Charity SORP).

2. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and Trustees' meetings, have been made available to you. We have given you unrestricted access to persons within the charity in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.

3. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:
    - so far as each Trustee is aware, there is no relevant audit information of which you as auditors are 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 you are aware of that information.

Estimates and Judgments

4. We confirm that the methods, significant assumptions and source data used by us in making accounting estimates, and their disclosure in the financial statements, are appropriate and in compliance with the recognition, measurement and disclosure requirements of FRS 102.

5. We confirm that all known actual or possible litigation and claims, the implication of which should be considered when preparing the financial statements, have been disclosed to you and have been accounted for and disclosed in accordance with FRS102 and the Act.

Post Balance Sheet Events and Commitments

6. We confirm that there have been no events since the balance sheet date which necessitate revision of the figures in the financial statements, or inclusion of a note thereto, other than those matters which have already been disclosed or included in the financial statements.

7. We confirm that the charity has not contracted for any capital expenditure other than as disclosed in the financial statements.

8. We confirm that we have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Related Parties

9. We confirm that we are aware of the definition of a related party as set out in FRS102 and the charity SORP.

10. We confirm that we have disclosed to you all related parties and related party transactions relevant to the charity and that we are not aware of further related party transactions other than those already disclosed in the financial statements in accordance with the requirements of FRS102 and the Act.

11. We confirm that the charity has not had, at any time during the year, an arrangement, transaction or agreement to provide credit facilities for trustees, nor to provide guarantees of any kind on behalf of the trustees, except as disclosed in the financial statements.

Laws, Regulations and Contractual Agreements

12. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its operations, non-compliance with which could affect the financial statements.

13. The charity has complied with all aspects of contractual and other agreements that could have a material effect on the financial statements in the event of non-compliance.

Internal Control and Fraud

14. We acknowledge our responsibility for the design and implementation of controls to prevent and detect fraud and we confirm that we have assessed the risk that the financial statements may be materially misstated as a result of fraud and that we have made this assessment available to you. We also confirm that, to the best of our knowledge and belief, there have been no significant deficiencies in internal control during the year.

15. We confirm that we have disclosed to you our knowledge of any actual or suspected instances of fraud involving management, employees with a significant role in internal control, and others where the fraud could have a material effect on the financial statements. We also confirm that we have disclosed to you our knowledge of any allegations of fraud or suspected fraud, affecting the financial statements, which have been communicated by employees, former employees, regulators or others.

Going Concern

16. We confirm that, having considered financial projections which reflect the charity's expectations and intentions for a period of at least twelve months from the date on which the financial statements are expected to be approved, in our opinion, the charity's financial statements should be prepared on the going concern basis.

Uncorrected Misstatements

17. We confirm that, in our opinion, the effects of any uncorrected misstatements which have been set out in the Audit Findings Report, are immaterial, both individually and in aggregate, to the financial statements as a whole.

Commentary on the Financial Statements

GENERAL

The consolidated accounts have been drawn up on the basis of generally accepted accounting principles (Charities SORP 2019 - FRS 102) and relevant legislation. The accounts consist of:

- The Report of the Trustees, which affords the trustees the opportunity to explain the Charity's objectives for the year and its achievements and in particular how it has delivered public benefit. It also allows them to comment on financial performance for the year and financial position at the year end as well as making a range of disclosures required either by law or by accounting standards.
- An Auditors' report, which explains the scope of the audit, the nature of the auditors' responsibilities and expresses the audit opinion.
- A consolidated Statement of Financial Activities, which analyses incoming resources and resources expended by the group arriving at a net result thereby providing a measure of financial performance.
- A consolidated Balance Sheet, which analyses the group's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A Balance Sheet, which analyses the Charity's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A consolidated Cash Flow Statement and notes, which analyses the group's movement in cash during the year.
- Notes to the accounts, which provide an indication of the accounting policies adopted and provide further analysis of the figures disclosed in the primary statements.

STATEMENT OF FINANCIAL ACTIVITIES

Net movement in total funds for the year showed a deficit of £118,635 in comparison to a surplus of £23,925 last year.

Total Income decreased slightly from £1,029k to £1,023k. The decrease in income is the result of the following:

1. Income from Student Activities increased from £174k last year to £195k this year. This income represents funds raised by the various clubs and societies of the Union. These funds can only be spent for the benefit of the club or society it was raised for, consequently, this income is restricted income.
2. Income from the bar decreased from £156 to £127k.

3. Donations and legacies income (£607k) and other trading activities income (£91k) are in line with the previous year. The grant received from the University this year was the same as the previous year (£600k). Other trading activities income includes Advertising income and Varsity income, which are both similar to last year. There is also Events income this year of £7k, which has decreased slightly.
4. Investment income has increased from £197 to £3,154, which is bank interest.

Expenditure for the year increased from £1,005k to £1,086k. The main reasons for the increase are explained below:

1. Student activities costs increased from £465k to £506k. This is made up of restricted expenditure (from the clubs and societies self-raised funds) and unrestricted expenditure (expenditure by the Union). Restricted expenditure increased from £156k to £187.5k and unrestricted expenditure increased from £309k to £318.5k.
2. Bar expenditure has increased slightly from £266k to £272k.
3. Included within expenditure are wages, which have increased this year from £590k to £647k.
4. All other expenditure was broadly in line with the previous year.

The Student Union Superannuation Pension Scheme (SUSS) liability has increased this year as a result of an increase in the term for the deficit funding payments. This has increased the liability by £56k. The discount rate used stayed at 3.8%.

As a result of the above, the total unrestricted reserves at the disposition of the Charity have decreased by £126k. Unrestricted reserves, therefore, are now in deficit by £197k. Restricted reserves increased by £8k to £197k.

CONSOLIDATED BALANCE SHEET

Net book value of fixed assets has decreased from £14k to £11k. There was £2.5k of additions and no disposals during the year. The depreciation charge for the year was £5.5k.

Net current assets, the principal balance sheet measure of short to medium term solvency, has decreased from £473k to £400k. There is a sound margin of solvency with unrestricted cash and bank balances alone being sufficient to cover Creditors by a factor of 5.4:1 .

The stock figure of £7k relates to stocks held by the bar. This is a similar value to last year.

Debtors have increased from £3k to £20k. The increase relates to trade debtors.

Cash and bank balances have decreased from £497k to £414k. £404k of this was held in the Union's deposit account. The balance represents the current account and various floats held by the bar or in the safe.

Creditors have increased slightly to £40k from £36k. Other creditors have decreased from £20k to £14k. This figure mainly relates to accruals of £11k. Trade creditors have increased to £15k from £7k. The balance is made up of Tax and social security of £12k, which has increased slightly compared to last year.

Provisions for liabilities' represents the calculated deficit funding contributions the Union must make in respect of the SUSS scheme. This has increased from £369k to £411k. The increase represents the unwinding of the discount, of £14k, and the actuarial loss of £56k, which are offset against the contributions made to SUSS of £27k.

WORCESTER STUDENTS' UNION

England & Wales - Charity number 1145192

Accounts

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2022

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2022

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2021/22 academic year was another very busy one for Worcester Students' Union (WSU). As we emerged from the pandemic and resumed some normality in life, our main aim was to re-engage students in our activities in a manner which suited them and continue to innovate in this respect, to educate them on what University life was all about, and stress what support and opportunities we could provide them with. This proved challenging in many ways over the year and the overall sense we gained was of cohorts of students who were uncertain, lacking in confidence, and struggling to find their feet, as well as struggling with their mental health. The pandemic seemed to have changed people in ways we had, perhaps, feared but hoped would not be realised. The Union's team of dedicated and hard-working core staff, sessional staff and elected Officers routinely went above and beyond to live our values and do our best to welcome, support, represent, and develop our members.

The Union worked to an operational plan for the year, detailed further below, with the previous strategic planning period coming to an end in July 2021. The Trustee Board agreed that, with the backdrop of the pandemic, it was prudent to postpone development of a new longer-term strategic framework until consultation with members and stakeholders could be more effectively conducted and the world returned to some normality. A plan was agreed over the year to commence this strategic work in 2022/23.

The Union remains very grateful for the continued support from the University of Worcester's Board of Governors and senior executive team. We continue to enjoy a strong partnership where there is mutual support and scrutiny, with the common goal of an excellent student experience.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE

Achievements and Performance

AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution (revised in 2020, following a comprehensive governance review) has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. Whilst we plan for a new strategic framework for the organisation, the Union continued to work to the Vision and Values approved by the Board in 2015/16:

Our Vision Statement:
Representing and supporting students to develop and achieve.

Our Values:

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

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

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

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

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

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

Our Core, Strategic Goals:
- Student Engagement and Satisfaction
- Representation and Networks
- Governance and Democracy
- Advice and Wellbeing
- Sports, Societies and Student-Led Services
- Equality, Diversity and Inclusion (EDI)
- Teamworc ACTION (volunteering)
- RAG (fundraising)
- People and Culture
- Sustainability
- Employability
- Finance and Commercial
- Health and Safety

The Union continued to monitor its progress against its Key Performance Indicators (KPIs) below, established in 2017/18. These will also be reviewed as part of the organisation's imminent strategic development work.

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

The Union aims for excellent satisfaction rates amongst our members and to consistently defy its size in terms of local impact and national reputation. This report will cover the key areas of focus and development under separate headings. An annual Impact Report for the year will, also, be produced later in Semester 1 of 2022/23 and shared widely with the Union's members and stakeholders.

1. ACADEMIC REPRESENTATION

Throughout 2021/22, there was significant focus on ensuring that the Academic Representation (AR) System continued to engage with students and monitor their academic experience. The Union worked closely with the University, through the joint Academic Representation Oversight Group, to raise the profile of Course and School Reps and to demonstrate the impact of their commitment and involvement. Ultimately, it was a successful year with 342 reps recruited. Despite the challenges of engaging students generally post pandemic, we maintained engagement in terms of training with 74% of all reps trained, a 32% increase on 2020/21. The continuation of Rep Journals allowed Reps to raise queries or concerns and seek guidance from the Union and we continued to recognise students through 'Course Rep and School Rep of the Month'.

Forums were hosted throughout the year for Course and School Reps to attend and discuss matters with senior members of university staff. Topics included evaluating the roles and effectiveness of the University's Personal Academic Tutorship (PAT) system and how to improve general Rep engagement post Covid. All were hosted in person, and were generally well attended, creating a nice transition out of the pandemic. School Rep Forums were hosted online due to mixed preferences amongst the School Reps. The Union also focused on developing the demographic analysis of Reps to get a better understanding of the students involved in the AR system. This revealed that we have good representation from LGBTQ+ and by gender but that we need to make improvements with regards to BAME and Mature students. This is something we are determined to address in the coming years.

An important piece of work for the Academic Representation (AR) Oversight Group in 2021/22 was to improve the effectiveness of and satisfaction with the AR system, including in specific areas of the University identified from a range of survey results - the National Student Survey (NSS) completed by final year students, the University's own Course Experience Survey (CES), completed by non-final year students, and the Union's own Big Worc Survey (BWS).

Over 2021/22, the areas identified as needing targeted work continued within the School of Psychology (SoP), the Three Counties School of Nursing and Midwifery (TCSNM), and the Worcester Business School (WBS), whilst adding the School of Arts (SoA). These Schools saw survey results in 2020/21 that suggested lower levels of awareness and satisfaction with the AR system and so bespoke action plans were developed in collaboration with the University's SERCCs (Student Engagement Representation and Communication Co-ordinators) to try and raise those levels.

The various survey results for 2021/22 were, ultimately, as follows:

Course Experience Survey (CES):

Q.5.3 - I know who my Course Rep is:
Overall University: -3% to 80%
SoP: + 14% to 84%
TCSNM: -15% to 69%
WBS: -5% to 62%
SoA: -5% to 84%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: -7% to 66%

SoP: +3% to 67%
TCSNM: -8% to 69%
WBS: +7% to 62%
SoA: +6% to 84%

Q14.2 Overall I am satisfied with the services provided by the Students' Union including advice, representation, societies, volunteering, entertainment and sport:
Overall University: -0.5% to 69%
SoP: +9% to 81%
TCSNM: - 12% to 54%
WBS: +7% to 65%
SoA: +6% to 79%

National Student Survey (NSS)
Q26 The students' union effectively represents my academic interests:
Overall University: -3% to 62% (sector average = 53%, top quartile 71%)
SoP: -2% to 66%
TCSNM: -7% to 51%
WBS: This data has been supplied per department not for the overall school:
Business & Management: +5% to 72%
Computing: -3% to 54%
SoA: This data has been supplied per department not for the overall school:
Creative Arts & Design: same at 57%
Media, Journalism & Communications: -19% to 54%
Performing Arts: +5% to 72%

Big Worc Survey (BWS) 2022:

I know who my Course Rep is:
Overall University: +4% to 83%
SoP: +11% to 79%
TCSNM: -4% to 67%
WBS: +10% to 67%
SoA: same at 90%

Are you aware of the SU's Academic Representation System (slightly amended question so no direct comparison with previous year):
Overall University: 81%
SoP: 84%
TCSNM:79%
WBS: 78%
SoA: 89%

Through monthly meetings, the Union continued to monitor and act on student feedback and intelligence that came to us in a variety of ways, including via academic reps, student groups, the Officers, and the Welcome Desk.

2. STUDENT NETWORKS

This was the second year for our 10 Student Networks, which were created to replace the role of Part-Time Officers in a wholescale governance review of the Union in 2019/20. Their purpose is to provide welcoming and relevant student communities across the University that represent and champion the needs of different groups and cohorts. They, also, allow the Union more ways in which to consult with members to create positive change. The Student Networks are as follows:

- Black and Minority Ethnic Students
- Commuter Students
- Disabled Students
- LGBTQ+ Students
- Women
- International Students
- Mature Students, Parents and Carers
- Postgraduate Research Students
- Sustainability
- Widening Participation (for students who are the first in their family to go to University).

The Networks' first year (2020/21), exceeded all of our expectations, with a total of 271 members across the groups (from 195 students). This year saw slightly lower engagement, at 243 memberships from 149 students, with student involvement being more of a challenge across many of the Union's areas. At the end of the year, the Networks achieved the following number of members each (figures in brackets indicate increase or decrease on 2020/21):

Network	Number of Members
Black, Asian and Minority Ethnic (BAME) Students' Network	8 (-23)
Commuter Students' Network	20 (+3)
Disabled Students' Network	15 (-2)
International Students' Network	21 (+4)
LGBTQ+ Students' Network	73 (-1)
Mature, Parents and Carers Network	17 (-19)
Postgraduate Students' Network	7 (-1)
Sustainability Network	25 (+1)
The Widening Participation Network	8 (-15)
Women's Network	49 (+15)

We also had more difficulty this year in filling committee positions (an experience that was replicated in other Unions who facilitate Networks). Following recruitment processes, 8 of the 10 Networks had all 3 core committee positions filled, with the BAME and Commuters Networks both still having vacancies at the end of the year. Both groups were given extra support across the year from the SU team to try and recruit members and facilitate activities. Every Network had at least bi-weekly meetings with the SU to support them with action plans, and each held Open Meetings for students. The Union also supported many of them to produce promotional videos to help boost their memberships. Despite some of these challenges, many of the Networks organised super activities and events over the year (as well as supporting national awareness days, weeks, and months) including:

- A joint careers event from the BAME Network and Nigerian Society
- LGBTQ+ Network ally training for student nurses
- Open Meeting held by the Mature, Parents and Carers Network regarding timetabling issues and proposing the alignment of progression weeks with half terms
- Regular coffee mornings and a Family Sports Day (Mature, Parents and Carers Network)
- WeForShe magazine launched (Women's Network)
- Sign Language event (Disabled Students' Network)
- LGBTQ+ and Biology Society Pride and STEM Day
- Fast Fashion Campaign (Sustainability Network) as part of Go Green Week
- National Aids Day fundraiser (LGBTQ+ Network)

3. WELFARE AND INCLUSION COUNCIL

Together with representatives from faith and cultural student societies, the Networks come together to form the Welfare and Inclusion Council, a new sub-committee of Student Council. A total of 4 meetings were held across the year and, together, the group submitted 3 polices to Student Council which were passed, including:

- A Policy for the Union to lobby the University to develop provision of accommodation for international students with dependents or support them to provide more affordable places to live
- A Policy that asked the University to work with the Union to ensure that students had input into EDI training provided to University staff ('to have a voice rather than being spoken for')
- A Policy for the SU to look into ways of supporting disabled students in private accommodation more

One of the key benefits of the Welfare and Inclusion Council is that one group can bring an issue or policy motion, which are discussed and, often, policy proposals are then amended to reflect the intersectional nature of the issue in question following the sharing of wider experiences.

4. STUDENT COUNCIL

Student Council, the highest student body in our structure, had a busy year and we successfully recruited to all of our student council positions. Councillors sometimes struggled with their other commitments to attend meetings, however, so by the end of the year, 3 of the 4 meetings had reached quoracy. The Council devoted a significant amount of time to the student experience post pandemic and on student welfare concerns and it also passed 9 policies (3 of which came direct to Student Council and 2 of which had previously been discussed at Education Council, 3 came from Welfare & Inclusion Council and 1 came from TeamWorc Council). This was a increase of one on the number of policies passed in 2020-21.

5. EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, worked very well and met each month. Outcomes from the committee include approving 11 ideas from the Ideas Forum, discussing Bye Law changes, approving new principles for associate membership of the Union, approving applications for new clubs and societies, discussing how the Union develops its employability services, and much more. It is a very useful forum to ensure work on campaigns and policy implementation is followed up regularly and to discuss in more depth project work being undertaken by the full time Officers, as well as their interaction with University projects and developments.

6. SOCIETIES AND CLUBS

6.1 SOCIETIES

A total of 39 societies was supported over the course the academic year by the Union, with efforts made through 'Adopt a Soc' and 'Soc from Scratch' to support the development of new and folded societies. Despite these initiatives, however, by July 2022 this number had reduced to 29 as the student body still seemed to be recovering from the effects of the pandemic and lacked confidence in leading or joining groups. Many other Unions nationally reported a similar issue. We did, however, see an increase in the number of memberships from 2020/21 academic year, which was positive and something we want to build on in 2022/23.

Students were able to purchase semester and annual memberships of their chosen society. At the end of semester one, 846 memberships were held by 764 students (this was 581 and 557 respectively in Semester 1 in 2020/21). This then increased to 927 from 818 students by the end of Semester two (compared with 717 memberships from 621 students at the end of Semester 2 in 2020/21).

The new societies that were created over the year were Asian, Business, Knit n Knatter, K-pop, and Nature with our Geography society also coming back through 'Adopt A Soc'. The majority of our societies held 'Give it Go' sessions in early September 2021, encouraging new students to become members. These included the Christian Union's Scavenger hunt, Debate Soc leading a Tuesday quiz in the Hangar, Neurodivergent Soc hosting a game day, and our ACS (African Caribbean Society) hosting a cocktail night in the Union.

Over the year, we then saw many events and activities from hard-working societies, some highlights being:

Biology holding a STEM (Science, Technology, Engineering, Mathematics) event in Union Square, in collaborated with the LGBTQ+ Network. They demonstrated fun, colourful science experiments alongside raising awareness about the difficulties LGBTQ+ individuals can experience in STEM fields, raising £100 for Stonewall charity.

Education Enhancement were extremely pro-active in the delivery of extracurricular courses for their members, as well as contributing events towards RAG week and running a programme for mental health first aid training for members and non-members.

Our growing Nigerian Soc collaborated with the BAME Network and hosted a careers workshop with guest speakers to advise and inspire current students on their own career paths. Funds from ticket sales also went to the fundraising hosted by the students' Union for Ukraine.

6.2 SPORT

Club Membership

The year ended with a total of 38 sports clubs, of which 33 were affiliated (had 12 members or more) and 1275 memberships from 1139 students, an increase of almost 18% compared with 2021/22. This shows students returned to sport following the pandemic and the restrictions placed on sport and group activity. Importantly to note is that memberships bought through the University's REACH bursary scheme accounted for 50.43% of our overall memberships, with some clubs having well over 50% (and even 100%) of their memberships bought this way.

Out of the total number of clubs, 4 were formed following an 'Adopt a Club' initiative launched at the start of the academic year - eSports, Table Tennis, Volleyball and Yoga. Volleyball and Yoga have been particularly, successful. Volleyball ended the year with 31 members, created additional sessions to cater for different abilities, and are entering BUCS Men's and Women's teams next year. Yoga reached 29 members and have integrated themselves into #TeamWorc very well by hosting collaboration events with many societies and clubs including Boxing and Uni Boob Team.

We also had 3 additional new clubs. Archery have proved to be a popular club and, with the support of the Union's small Sport Development Fund and Club Development Grant they have been building up their range of equipment and are hoping to enter more members into competitions next year now they are affiliated with Archery England and the West Midlands Archery Society and have the support of a Worcestershire Archery coach. Members of Wheelchair Basketball really enjoyed competing in BUCS this year and although they were against tough competition, they came together to play in their round-robin tournaments. Moving forward, the club will now have a coach as the University is a founding member of the British Wheelchair Basketball Women's Premier League. Dodgeball was created in semester 1 by a group of first year students. The sessions were very popular and gave an opportunity for less traditional 'sporty' students to get together, keep healthy, and have fun.

BUCS

After a difficult year for sport during covid, 2021/22 saw a return to the full BUCS schedule. We entered 33 teams into various leagues across 15 sports. Our students competed in almost 300 fixtures across the season and out of 33 teams, we had 3 league champions in Netball 3's, Men's Football 3's and Women's Cricket 1's.

Netball and Football both secured promotion and Cricket went into a promotion playoff fixture with the bottom team of the premier tier to aim for promotion. Women's Football 2's were also promoted after finishing second in their league. In addition to these, we had 11 other teams finish in the top 3 of their leagues. Equestrian 1's won their mini league which saw them qualify for the regional competition for the first time in their history. Other notable successes included Women's Futsal 1's winning the Midlands Conference Cup, Women's Basketball 1's came 2nd in the National Trophy and Men's Cricket 1's qualified for the National Indoor Finals and after a strong performance ended up finishing 3rd in the country. Worcester finished the season in 61st place (out of 149 institutions with 458 points).

In addition to the BUCS leagues, we entered students into further BUCS events, sending athletes to the swimming short course championships, badminton nationals, fencing nationals, trampolining championship, tennis championship, indoor athletics, outdoor archery, and the rowing regatta.

BUCS Awards

We were very proud to have 3 shortlisted nominations for 3 BUCS Awards this year:

• Unsung Hero - Daniel Cox - Celebrates a member of staff at a BUCS member institution who has worked tirelessly to support student sport at any level in the last year.

• Dan Porter Award - Alice Hopkins and Women's Football Club - This award celebrates an individual or group who have faced and overcome adversity or disadvantage to positively impact others within university sport and physical activity. The individual or group will have demonstrated a remarkable sense of character to achieve, motivate and inspire.

• Student Volunteer of the Year - Jack Lambert - Celebrates a student volunteer who has contributed to university and/or community work. This can include working in domestic or international competitions or performance or participation driven projects and programmes.

Jack went on to be the actual winner on the night, for his efforts towards Varsity, which was wonderful for everyone concerned. https://bucs-awards.org.uk/awards., https://twitter.com/BUCSsport/status/1547888562648928257

Next Season#
As we move into next year, we will have 39 sports clubs and 2 new clubs in Hiking and Lacrosse. A total of 36 teams have been entered into BUCS for 2022/23 season. Following a decision by Sports Development Board to reduce the number of performance teams to maximise resources and success, these teams will have performance status following a decision by Sports Development Board to :

• Basketball Men's 1st
• Basketball Women's 1st
• Wheelchair Basketball Mixed
• Cricket Men's 1st (indoor/outdoor)
• Cricket Women's 1st (indoor/outdoor)
• Football Men's 1st
• Football Women's 1st
• Netball 1st
• Rugby Men's 1st
• Rugby Women's 1st

Netball 2nds and Men's Basketball 2nds will be classed as development teams and have additional support to try and get them to performance status by 2023/24.

Varsity

This year we saw our annual Varsity against Gloucester return to its full programme for the first time in 2 years. Over the course of 2 weeks at the end of March and beginning of April, 18 sports took place, and it was genuinely wonderful to see students competing and spectating once again. We battled it out with Gloucester in Athletics (mixed), Badminton (mixed), Basketball (men), Cheerleading (women), Cricket (men), Dance (mixed), Equestrian (women), Football (men and women), Futsal (women), Hockey (women), Netball (women), Rugby (men and women), Swimming (mixed), Tennis (men), Trampolining (women), Volleyball (mixed).

Across the two-weeks, we engaged over 600 athletes and 3000 spectators from both institutions. A particular highlight was our Athletics Varsity which saw over 20 volunteers from #TeamWorc travel down to Gloucester to help on the day - from measuring to officiating. We also saw athletes from all different sports such as hockey, netball, and cricket coming together to represent us in various athletic disciplines - it was a really inclusive event and had a lovely atmosphere. We were immensely proud of everyone who came to volunteer as well as participate and despite the snow demonstrated the true meaning of #TeamWorc. Another standout moment included Men's and Women's Rugby taking the double victory over Gloucestershire in front of nearly 1000 people at Sixways Stadium in another brilliant day out.

During the competition, we saw close and hard fought, as well as good-natured contests within all the sports and the overall score was up and down. After Gloucestershire Arena Day, Worcester were losing 8-4 but went on to win the next 4 events to set up a final day showdown with the scored tied at 8-8 and swimming and cheerleading to go. Unfortunately, it wasn't meant to be and despite only 4 points separating the teams in the swimming, we lost 10-8 overall to Gloucestershire and the trophy has been handed over to them for the year. Regardless of the result, it was a fantastic two-weeks of action and we are so proud of all the students who took part and engaged with us - it reminded us too of how much the event means to our students.

Club Events

With the reduction in restrictions, it was fabulous great to see our sports clubs putting on events either for entertainment, to raise money for charity, or to raise funds for their clubs.

Ultimate Frisbee saw the return of their annual alumni tournament that was held for the RAG charity of the year, Student Minds. The tournament was held between the current Worcester team, Worcester Alumni and University of Birmingham, which was a great experience for new members as well as a lovely end to the year for past members, whilst raising £114 for RAG.

Men's Football also brought back their inter-club cup which was borne out of the pandemic. This is a fantastic event that unites the club as all the teams are mixed, so members get to know new people. They also raised money for Student Minds by asking members to pay to play each week.

Boxing who have been one of our quieter clubs in previous years were very active this year. They organised self-defence classes which were open for all sport club members to attend, a class focusing on body positivity, and they collaborated with many different clubs and societies. They also created, organised and delivered the first ever RAG Race. Based on 'Tough-Mudder' and the Spartan Run, the event consisted of 3 different race lengths at Lakeside Campus (a Fun Run, 2.6k; a Super, 5.2k; and Fury, 7.8k). Along the route, different obstacles including military crawls, spiders web, burpees and so much more tested the 25 participants. After the event, the club hosted a celebration in the Hangar to congratulate all competitors and hand out awards to winners and for best fancy dress. In total they raised £250 for RAG.

It was wonderful to get students back into the Hangar and celebrate our Cheerleading and Dance clubs again this year. Both held showcases in semester 1 and 2 and invited students, friends and family members to perform their routines for them. Dance also held a Saints Strictly Come Dancing event where couples - each formed of a Dance member and a non-Dance student group member - performed practiced routines to compete for the Saints Glitter Ball Trophy. The event was thoroughly enjoyed and won Event of the Year at TeamWorc Awards. The Winter Ball held in the Hangar, organised by WorcSnow, was also loved by students and this will now be an annual event.

Lastly, it has been brilliant to see our clubs come together and demonstrate the meaning and ethos of #TeamWorc. We have seen our female clubs Netball, Women's Football, Women's Cricket, and Women's Rugby come together to take part in various tournaments. In addition, we've seen Worc Snow, Paddlesport & Surf, and Social Sports go on trips together such as Thorpe Park.

Society and Club Committee Training

This year we continued the mixed blend of online modules and in-person sessions. Following the feedback from the on-line modules last year, they were all reviewed and updated. We launched a new module called 'A Guide to Teams' to help committees hold virtual meetings, events, and socials to carry on being inclusive, particularly for commuter students. There were also modules designed specifically for Network members.

We asked committee members to complete their mandatory roles before their in-person training. 89% of sport club and 85% society committee members had completed their modules before in-person training.

All committee members were then invited to main in-person event. The training was conducted over 3 days and 5 sessions, 2 for societies, 2 for clubs, and 1 for Networks. Sports and Societies had 3 hours of classroom content and an hour of team building.

In total, 87 Society Committee members attended, 83 Sports Committee members and 15 Network Committee Members. As we were aware of people who could not attend the training for various reasons including isolation, one of the sessions was recorded and was made available on the website for those who were unable to attend to watch it.

TeamWorc Points

TeamWorc Points returned after a successful first year, rewarding the clubs and societies that went the extra mile to give their members and the wider TeamWorc community the best experience possible. Clubs and societies were eligible to receive TeamWorc Points through different criteria, including volunteering, fundraising, and online engagement.

At the end of the year, clubs and societies with enough points were awarded Bronze, Silver, or Gold level. In total, fifteen received Bronze, eight Silver, and three Gold:

Bronze: Athletics, Boxing, Cheerleading, Christian Union, Finnish, Men's Cricket, Nature, Nigerian, Paramedics, Pole Fitness, Rowing, Swimming, Ultimate Frisbee, Women's Rugby, WorcSnow.

Silver: Dance, Education Enhancement, Equestrian, LOCO Show Co., Netball, Poetry, Social Sports, Women's Hockey.

Gold: Biology, Uni Boob Team, Women's Football.

Successful clubs received additional funding for their clubs, special table decorations and treats at the Teamworc Awards, promotional material to help them recruit in 2022/23, and social media spotlights.

TeamWorc UNITED

Two student groups received TeamWorc UNITED accreditation this year. TeamWorc UNITED recognises groups that go above and beyond to develop their inclusive practices and ensure as many students as possible can get involved in their activities.

The Uni Boob Team have continued to worked hard to address the gap in health promotion by introducing a 'Pec Rep' onto their committee, collaborating with male dominated clubs, and working with the LGBTQ+ network to create inclusive social media promotion. The work that they do is so important, and they have succeeded in engaging more students from different groups and successfully renewed their TeamWorc United status, which they achieved last year.

Women's Football were the other group to attain TeamWorc United accreditation, having run a range of adaptive sessions, supported the Rainbow laces campaign, and raised awareness of various types of discrimination within their sport.

TeamWorc Council has been very influential this year, and, amongst other things, submitted a policy to reform the Union's club and society committee positions which will have an impact on the groups functioning next year. The rather old-fashioned positions of Treasurer and Secretary have been replaced with different Vice Chair roles that reflect more of today's job market. The aim was to increase understanding of what the roles were and what the students might get out of them. Other Unions and Universities in the region are now considering similar changes following our sharing of this at BUCS regional meetings. The Council also helped us to review and create new TeamWorc Honours Criteria for Teamworc Awards. It's been great to have the opportunity to interact with our students in person again to help to create a better experience for them.

7. RAG (Raise and Give)

The Union's members voted for Student Minds as their RAG Charity of the Year for 2021/22. Students raised £31,692 over the year, which is an incredible achievement, and we are very proud of all the groups and individuals who had a part in reaching this total. Some highlights included:

The UniBoob Team continued to exceed their annual fundraising target, raising over £1,222 from events such as a Glitterball, a 24hr Bike-A-Thon, and championing the whole of #TeamWorc throughout October for breast cancer awareness month.

Our Movember team raised £2,733 across November through charity football matches, quizzes and raffles.

A #TeamWorc 24hr CPR event, which not only raised over £800 but gave students lifesaving skills. One student Jack Lambert (who went on to win BUCS' national Volunteer of the Year Award for his efforts in our Varsity) raised a further £4,327 from a sky dive for the British Heart Foundation and Beat the Clock.

Equestrian were also front runners for fundraising this year, raising £2,660 through a clothes drive.

In December the whole of #TeamWorc came together for BUCS rainbow laces day led by the Vice President Student Activities to raise over £440 for Stonewall.

To finish a great year, our Sinners hosted an end of year showcase and managed to raise £781.

8. TEAMWORC ACTION (Volunteering)

This year we continued efforts to rebuild student engagement in volunteering through 'TeamWorc ACTION'. By the end of June, the volunteering hours (from 1st July 2021) totalled 5543, broken down as follows:

- Hours as part of Clubs/Socs/Networks committees: 4388
- As part of community projects: 926
- As academic Reps/Student Councillors/other SU roles: 229

We continued to build relationships with a range of stakeholders to secure opportunities for students to help the local community, including Worcester Warriors Community Foundation (and their Dementia Café), Duckworth Trust (and a sustainability clothes swap),The Fold (at Bransford), Maggs Day Centre, Worcester Snoezelen, Shelter, and Sight Concern.

Fifteen TeamWorc ACTION days were held, including 8 canal cleans in conjunction with the Canal and Rivers Trust. Student Volunteering Week took place in February, and we used this to promote the concept and benefits of volunteering, as well as conducting a litter pick in St John's, and supporting adapted sport sessions at Worcester Warriors (with Active Hereford and Worcester). The Christian Union also joined 'forces' with the University Security team to hand out tea and biscuits to students coming out of Tramps in the early hours of the morning! Around 70 students got involved with these initiatives.

9. WELCOME WEEK AND REFRESHERS

9.1 WELCOME WEEK

In September we welcomed all our new and returning students to the University with a variety of events and activities; the first full programme of events for two years.

Early Starter Registration Event

This took place mid-week in Union Square welcoming our international and commuter students who registered before the main intake of first year students. Union Officers and staff were on hand to welcome everyone and there were activities throughout the day including circus skills and stall activities. A barbeque, drinks, and free ice cream were also provided by Chartwells.

Sunset Session

We also held our first ever Sunset Session in our Hangar marquee on City Campus, to welcome back returning students, many of whom had spent a large part of their university lives in lockdown. The event included free food and a DJ, with over 200 tickets sold.

Welcome Fair

The Welcome Fair was, once again, held at City Campus. We worked alongside Boffy Arts and Events, as well as key partners at the University, to transform City Campus with market stalls, marquees, an impressive stage, bar, and food stalls. Over the weekend, more than 2,500 students attended the Fair, meeting our club, society, and Network committees, getting their hands on some freebies, enjoying some live music, and grabbing a drink in The Hangar Marquee.

The Hangar

Once again, The Hangar opened at two locations throughout Welcome Week - The Hangar bar in the Students' Union and The Hangar Marquee at City Campus. This was the biggest Welcome Week yet for The Hangar, with just over 2,400 students visiting us during the week.

The Hangar hosted nine events throughout the week, including a VK Welcome Party, Karaoke, Silent Disco, and the return of the ever-popular Disco Binglow. The Hangar Marquee hosted a further six events during the week, including live music nights, an outdoor cinema, and live comedy. After 18 months of lockdowns and restrictions, it was fantastic to have students back in The Hangar socialising and having a great time.

Colour Run

On the Wednesday of Welcome Week, we were delighted to be able to bring back the Colour Run after a two-year absence. Once again, the event raised money for RAG and our RAG Charity of the Year, Student Minds. A total of 180 students took part in the run around St. John's Campus, getting covered in a kaleidoscope of colours, and helping us to raise over £1,400 for RAG.

TeamWorc Showcase

Our Vice President Student Activities built on the showcase concept introduced in 2020, in an attempt to increase engagement with the TeamWorc community from student groups and individual students. Throughout the day, sessions were held at City Campus by Dance, Men's Rugby, Yoga, Women's Football, Zumba, Cheerleading, Rowing, Loco Show Co, Fencing, and the UniBoob Team, showcasing everything they have to offer. A total of 70 students attended the Showcase throughout the day.

9.2 REFRESHERS

During Refreshers Week, we hosted a Wellbeing Day in The Hangar, providing students with information on how to boost their mental wellbeing and letting them know about the wellbeing provisions available at the Students' Union and University. In attendance were University services, charities, NHS England, and the ever-popular therapy dogs. There was also a focus on allergy awareness.

The Hangar hosted evening events to welcome students back after the break. Throughout the week, several hundred students attended seven events across the week, including live music, karaoke, live comedy, and a Saturday night rave.

10. CELEBRATION WEEK

We were delighted to, once again be able to hold in-person ceremonies for Celebration Week, and back to normal following 2 years of covid restrictions. After a year of online learning and events it was fantastic to be able to see University staff and students celebrate everything they had achieved throughout the year. The week saw us host the Students' Choice Awards in the Hangar, and the Teamworc awards (for our student groups and Reps) at Sixways Stadium, with over 300 in attendance at the latter. Following the pandemic and events taking place last year that were much more scaled down, we found we had to do a lot more to explain to students the point of the awards, what the cost covered (what they got for their money) and why they should attend. Awards given out at the events were:

10.1 THE STUDENTS' CHOICE AWARDS

To recognise and celebrate the huge impact that excellent support and teaching made to the student experience over the past year. We received almost 700 nominations from students.

- Outstanding Lecturer Award - Mark Odam (School of Allied Health and Community)
- Module Excellence Award - Andrea Faull and Michelle Morgan (School of Sport and Exercise Science)
- The Extra Mile Award for Support Staff (Non-Teaching) - Lewis Arnold (School of Sport and Exercise Science)
- Award for Exceptional Personal Academic Tutor - Amy Johnson (School of Psychology)
- Sustainability Award - Penny Kitchener (Executive Assistant)
- Excellence in Doctoral Supervision Award - Karen Blackmore (School of Education)
- SERCC (Student Engagement, Representation, and Communication Co-ordinator) of the Year - Andy Taylor (School of Education)
- Acting Provost Award for Excellence in Teaching (shortlist and winner decided by the Acting Provost) - Ruth Stacey (School of Humanities)

10.2 TEAMWORC AWARDS

Name	Winner
Sports Club of the Year	Women's Football
Sports Team of the Year	Men's Cricket 1st
Sports Club Committee Member of the Year	Hope Bourton - Netball
Athlete of the Year	Renée Powell - Netball
Society of the Year	Biology
New Society of the Year	Knit 'n' Knatter
Society Committee Member of the Year	Victoria Tanimowo - Nigerian
Network of the Year	LGBTQ+ Student Network
Network Campaign of the Year	Women's Student Network - WeForShe Campaign
Network Committee Member of the Year	Emma Banks - Mature, Parents and Carers Student Network
Charity Fundraiser of the Year	Uni Boob Team

Event of the Year	Gemma Elliott
WSU Special Recognition	Dance Shots Strictly Come Dancing
Honorary Life Membership of the Union	
Teamworc UNITED	Drew HumphreyMia RadinovicRachel Holland
Volunteer of the Year	Women's Football
WSU Student Staff Member of the Year	Jack Lambert
	Mia Radinovic
	Martha Heasman (Integrated Masters in Touring
Course Rep of the Year	Theatre)
School Rep of the Year	Terezá Vidrova (School of Psychology)

11. ADVICE, SUPPORT AND WELLBEING

11.1 HELP AND ADVICE SERVICE

Following 2020/21's record case numbers, the Help & Advice Service once again saw an increase in cases. The service retained best practice learnt throughout the pandemic and whilst face to face appointments are, of course, back, students continue to appreciate the option to attend meetings virtually and we continue to operate flexibly.

Due to increased number of cases the Service appointed an Assistant, and this post will be augmented from August 2022, to a full Advisor position, due to demand on resources.

Key headlines from the Service from 1st September 2021 until 31st August 2022:

• The Service supported 380 students with 425 cases, representing 7% more cases than the prior year. Last year's highest monthly case load was 45 cases - this was exceeded in three of this year's monthly figures
• January to March were the busiest months
• 34% of all cases came from referrals from University staff (35% in 2020/1)
• 76% of cases were related to academic issues (83% in 2020/21)
• 16% of cases were accommodation issues (13% in 20/21)
• The remaining 8% were finance, employment, consumer or welfare related
• 12 cases were students at partner institutions and 5 from students studying at a distance (last year was 13)
• 19% of the total clients were postgraduate students (16% last year and 8% in 2019/20)

Referrals

• 35% of cases were referrals from University staff /services (total of 139, 108 prior year)
• 23% students recommended to seek our help via referrals from University procedures (24% the year before)
• 48 cases or 11% via Course Reps / SU Staff / Networks / Officers and the SU Website (48 and 12% last year)

Service Feedback

Our aim this year was to increase the level of feedback from students using the Service. In total, 35 students shared feedback regarding their experience in a monthly client survey (compared to 14 the year before). Whilst still a relatively low number, this still gives important insight into the views of clients. According to these students:
• Based on experience of the service would students recommend the service to a friend - 4.7 out of 5
• Information and advice received helps students feel better informed 4.4 out of 5
• Students feel supported by the service: 4.1 out of 5
• Experience of the service has helped students manage their situation - 3.9 out of 5

Areas for further action:
• Awareness of the service, prior to referral/ students accessing the service - 2.9 out of 5
• Awareness of the purpose and limits of the service provided - 3 out of 5 (whether the experience of the service met student expectations)

The service achieved higher scores for helping students to manage their situation (3.9 out of 5) than for whether the service resolved an issue (3.6 out of 5). This is in line with the provision the service offers: enabling informed students to take their own action. Further marketing material will continue to demonstrate the services we provide.

The Academic and Welfare Advisor and Assistant both received positive feedback:

• 'Kate was extremely helpful and supportive in taking the time to listen to my concerns and I feel went out of her way to help us where she could.'
• 'Really helpful & useful advice'
• 'Tom was extremely thorough and understanding of my concerns - he spent the full 30 minutes with me explaining everything in full. This was helpful especially because I sometimes find a lot of information at once overwhelming, but I felt as though his calm and reassuring manner provided the information I needed. I recommend Tom to any student struggling with finding answers to their problems, he is an asset to the Students Union Team.'
• 'I felt really comfortable with the staff at the SU when talking about my sexuality and living situations'

Changes have already been made over the year in response to student feedback, with plans to roll out further enhancements next academic year:
• Amended online enquiry form to (i) emphasise confidentiality and (ii) include a question on whether a student requires any adjustments to be made for their appointment
• Revised booking system via MS Booking (in response to student feedback regarding ease of making appointments)
• Revised and created new webpages to support student needs and clarify services available
• Monthly client surveys will be replaced by a continuous survey, promoted at the end of appointments, via QR codes and mail outs.
• In addition, the website statistics have continued to increase. We have gained more views on help and advice pages than in comparison to previous years for most months.

11.2 CAMPAIGNS

Mental health continues to be a very high priority for our students. Collaboration continued with the University to promote information during World and University Mental Health Days and we supported student groups to run various initiatives for Black History Month, Movember, International Women's Day, and LGBTQ+ History Month.

Some of the campaigns we ran throughout the year were:

Drink Spiking Awareness - a poster campaign including information about how to spot drink spiking, enhance personal safety on nights out, and confirming the Hangar team's training in drink spiking awareness.

Safe Sex Express - offering free and confidential condom delivery to Worcester students. This was in the top 6 viewed H&A webpages for every month this academic year and 2690 condoms were given out (over 16x as many as 20/21)

Ending Period Poverty - providing free sanitary towels in the SU toilets. In total, 85 packets of pads,15 packets of liners and 46 packets of tampons were supplied for students.

Don't Rent Yet -this ran throughout November and December, encouraging students not to rush into commitments for accommodation for 2021/22, especially if they had not had the opportunity to form as many friendships in lockdown, and to make sure they know their rights as tenants.

Housing Fair - this took place in the Arena in January 2022 to accommodate the physical requirements of the event and the covid-19 mitigations required to run an in-person event on this scale. On the day, 60 landlords and 200 hundred students attended. To support students further, the 'Housing' section on the SU website was updated to reflect the changes in the pandemic and the kinds of queries being brought to the Help and Advice Service. The Union also assisted the University to promote the StudentPad website, giving students access to a range of accredited properties and landlords. Don't Rent Yet & the Housing Fair had 976 views on Help & Advice Housing webpages in January 2022.

#NeverOK - A campaign led by the Vice President Student Activities around consent and healthy relationships. A poster and social media campaign raised awareness around the A to Z of consent and #NeverOk was a central theme at our annual Varsity, with Gloucestershire Students' Union also supporting it. Teams had the hashtag on their kits and went on social media to explain why they supported the campaign and signed the #NeverOK pledge. In addition to this, a video was produced, 7 students attended a consent workshop, and 15 students entered a poetry open mic night themed around consent. Engagement in this campaign included:
- 324 hits on the #NeverOK webpage
- 1500 reach and 15 engagements on #NeverOK video
- 40 students/student groups signed the #NeverOK pledge

Mitigating Circumstances - The Union recognises the importance of a robust university procedure to support students with academic studies at difficult times. For this reason, it began reviewing the procedures and consulting students, through an on-line survey and a face to face workshop, on their views and experiences in order to provide suggestions for improvements. This work will continue with the support of the VP Education in 2022/23.

12. WELCOME DESK

From early September until late May, the Welcome Desk - the Union's main 'reception' for students and visitors - responded to 2373 enquiries. Of those, 58% were in-person visits, 31% were emails and 11% were phone calls.

By far the most common queries related to Clubs and Societies, followed by general enquiries, safe sex product requests, and advice and support. The service is staffed by students who do a great job in providing a friendly and relatable face to our members who need our help. They also often have ideas on how to keep improving the service and support do a wonderful job in supporting our core staff team with administrative and other tasks.

13. EQUALITY, DIVERSITY AND INCLUSION (EDI)

Following the death of George Floyd and the rise of the Black Lives Matter movement, the Union began of process of self-reflection, and worked with the University to do the same. We established an internal EDI Working Group, chaired by the President, with Terms of Reference and representation from across the organisation. We are very pleased with the progress made by our internal EDI Working Group this year which has drawn up an action plan of the priorities for 2022/23, as well as fulfilling our commitment to review and update our EDI Policy annually.

Some of the things achieved/worked on by the group throughout the year:
• Leadership in Race Equity training by the Student Engagement Manager and Chief Executive (who is now of on a group of Union CEOs nationally who are championing the race equity agenda)
• Ensuring race equity is a standard item on SMT meeting agendas
• Reviewing the names and roles of our student committee positions to increase accessible and remove terminology that might be a barrier for students
• Working with the University on gender-neutral facility provision
• Black History and LGBTQ+ History activities
• Accessibility of the advice service
• Accessible marketing and communications
• Review of demographic data of members of our sports clubs
• The group's interface with the Welfare and Inclusion Council
• TeamWorc UNITED (sports club inclusive practices)
• Removing financial barriers to student engagement in sport
• Events in the Hangar
• Elections - candidate and voter demographics and engagement of student cohorts
• Creating an SU Wellbeing Calendar
• Developing an Anti-Racist Statement for the Union
• Work around religious observance and mitigating circumstances (addressing a lack of University policy)
• EDI training for student committee members and staff
• How to create an autism friendly SU and campus
• Change of the name BAME Network to REACH (Race, Ethnicity, Cultural Heritage) Network

The action plan for 2022/23 to date focusses on:

• Agreeing and publishing the anti-racist statement for the organisation (in consultation with students)
• Working with the University on recommendations on how to create an autism friendly campus
• Diversifying our core and student staff team
• Race equity in sport
• LGBTQ+ representation in sport
• Diverse and accessible events in the Hangar
• Accessible Communications
• Accessibility of the Help and Advice Service
• Working with the University to create a Religious Observance Policy
• Diversifying the academic curriculum
• EDI training for student committee members, Reps, and core staff
• Increasing the number of candidates in our Elections from ethnic minority groups
• Raising awareness around the use of pronouns

The President continues to sit on the University's EDI Committee, which was created following the work of the Union President and Chief Executive in 2020, in drawing up a paper on race equity with the then Pro Vice Chancellor Students and the Director of Access and Inclusion, of which the Union is very proud.

14. LOCAL AND NATIONAL DEMOCRACY AND POLITICS

14.1 LEADERSHIP ELECTIONS

The Union's Leadership Elections once again took place in March and saw the return of ballot stations and in person campaigning, which was great to see.

We had our highest ever number of candidates for the three Full Time Officer roles at 14:

• 4 candidates for the role of President (1 in 2021)
• 4 candidates for the role of Vice President Education (4 in 2021)
• 6 candidates for the role of Vice President Student Activities (3 in 2021)

A total of 5169 votes were cast by 1863 individual voters (our highest ever), representing 20% of the student population, resulting in the election of:

SU President - Al Linforth
Vice President Education - Gemma Allcott
Vice President Student Activities - Meg Lee

Over the last few years, the Union has been working to increase the diversity of candidates. This year saw some significant success in this area with students from a range of backgrounds and prior involvement with the Union and:

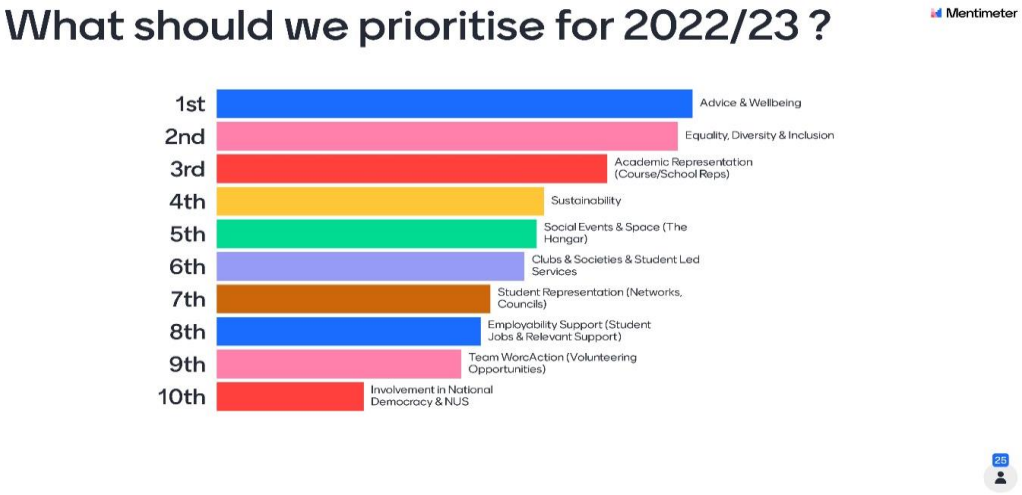
- 4 candidates from the School of Art
- Our first candidate on record from the Three Counties School of Nursing and Midwifery
- 3 candidates from the School of Education
- 2 candidates aged 26 and over
- 1 candidate from Level 7 and 1 from Level 4
- 2 candidates were international students
- We sadly had no candidates from the School of Allied Health and Community or Humanities and so will work next year to address this, as well as the ethnicity of candidates as we had only 1 BAME candidate this year.

14.2 ALL STUDENT MEETING

The Union held its All Student Meeting, as it's AGM, on 15th February 2022, on-line in the hope of repeating the success of student attendance during the pandemic. A prize draw was also offered to win 3 Echo Dots. Unfortunately, this year, in line with some other online events we held, we did not reach quoracy and, in total 27, student attended. We will review this for next year and may look to return to face-to-face event.

In terms of the agenda, we had the usual items in our 2020-21 accounts, a review of our affiliations, and our annual report to members on activities delivered by the officers, as well as a question-and-answer session.

We also used the opportunity to begin the conversation with our members on what we should focus on as we begin the next strategic planning phase. We used Mentimeter as an interactive tool and gained some interesting insight. We asked students to rate the 10 student-facing areas within our operational plan in order of importance to them (what they think we should prioritise in terms of services and activities). The results were as follows:



Following, the ASM, we repeated the Mentimeter exercise with more students, through:
o Course Rep Forums
o Education Council
o TeamWorc Council
o Big Worc Survey

The results were that a total of 378 students ranked the priorities in the following order:
- 1st - Advice and Wellbeing
- 2nd - EDI (Equality, Diversity and Inclusion
- 3rd - Clubs and Societies
- 4th - Student Representation (Student Council, Networks)
- 5th - Academic Reps (School and Course Reps)
- 6th - Employability
- 7th - Social Events and The Hangar
- 8th - Sustainability
- 9th - Teamworc ACTION - volunteering opportunities
- 10th - Involvement in national democracy / NUS

14.3 NUS TEACH-IN

The NUS Teach-in aimed to reimagine what many students see as our broken higher eduction system and build a New Vision For Education. NUS brought together Students and Elected Officers from across the country for a day of sharing knowledge and ideas, in March 2022.

The Officers and 7 other students joined with the University of Oxford and Oxford Brookes University to attend (sharing the cost and being more sustainable).It was a good opportunity to network with officers from around the country and share experiences.

15. MARKETING AND COMMUNICATION

Throughout the year the Union aimed to create relevant and compelling content to get as many Worcester students involved with what we do as possible. We communicated to students across a range of platforms including social media, digital channels, physical media, and face-to-face promotion.

Social Media
The majority of our social media platforms continued to grow and gain more members. It has, at times, been difficult to engage students across our digital channels. Throughout semester one, there was a noticeable decrease in student engagement, both on social media platforms and with SU events and campaigns. Communications were modified slightly during the second semester in reaction to this, with changes made such as introducing weekly 'what's on' emails and adapting the frequency and volume of social media content. Subsequently, social media and website engagement saw a small but noticeable increase during semester two.

No. of followers	**2020/21**	**2021/22**	
WSU Facebook	8,650	**8,900**	(+250)
The Hangar Facebook	1,200	**1,400**	(+200)
#TeamWorc Facebook	2,800	**2,800**	-
Twitter	7,200	**7,200**	-
WSU Instagram	3,200	**3,800**	(+600)
The Hangar Instagram	1,300	**1,600**	(+300)

16. STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest time into training students for various roles, as well as to directly employ students as Assistants for Graphic Design, Welcome Desk, Bar, and Security.

Numbers attending training for student roles were as follows:

• Sports and Societies' committee training conference - 328
• Student Network committee training - 24 (23 in 202/21)
• New student staff training - 16 (10 in 2020/21)
• School Rep training - 23 out of 24 Reps (22 out of 22 in 2020/21)
• Course Rep training - 255 trained out of total number of 342 Course Reps listed on SOLE, representing 75% (compared with 56% of total number of Reps trained in 2020/21)
• Elections - 14 students attended bookable sessions for those thinking of standing in the Elections (17 in 2020/21), all of whom went on to run for Officer positions and attended a subsequent candidates' training day (in 2020/21, 8 students went on to run for office.

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Over the year, an average of 25 students were employed with us each month supporting our bar, Welcome Desk and marketing functions, working a total of 8452 hours and earning £72,635.

The Union continues to support students through the job application process, with bespoke on-line guides on how to complete application forms, as well as a 'Guide to Interviews and the World of Work. The 'Work wit Us page of our website page the guide is hosted on received over 4,360 views across the year. We also make a point of providing feedback following all unsuccessful applications and interviews.

17. THE HANGAR

Following 2 years of disrupted trading due to COVID-19, the start to 21/22 saw an almost back to normal service for our members. Some measures remained in place including the preferred method of payment being card only (this was never fully enforced recognising many students, including Internationals, prefer to use cash as a budgeting mechanism). Welcome Week contained a variety of events as well as opening a second bar at City Campus for the duration of the week. Events included Film Nights, Live Music, Binglow, Silent Disco and a comedy night to try and appeal to a wider spectrum of students.

Throughout the year the Hangar hosted several large events, including a well-attended Winter Ball, as well as focussing more on student-led events (52 events throughout the year were led by students and raised money for RAG or for their own club or society). Whilst student-led events do reduce the takings in the bar, they are well attended events and provide students with organising and event planning as well as decision making and treasury skills, enhancing their employability. The Winter Ball proved so popular it now has its own committee with planning for 2022/23 underway. Across the various events, almost 11,000 students attended and we have now invested in more accurate attendee monitoring equipment.

Overall bar takings for 2021/22 were £175.7k, as compared to £110.4k in 2020/21. The previous COVID-unaffected year was 2018/19, with a turnover of £182.3k. So, we saw a 59% increase on previous year, but a 4% reduction compared to 2018/19. Semester 1 had the highest takings ever recorded at £98.6k, whilst semester 2 slowed considerably following widespread coverage and talk of a national financial crisis and students spending less on nights out rather than not attending at all. Also hitting bar takings in semester 2 was the lack of external bookings due to 2 years of Covid and some remaining campus restrictions for external visitors. The calendar for 2022/23 is starting to fill up and we hope to host more weddings and external events, including school proms, building on relationships with local schools.

The bar continued to expand its range of no- and low-alcohol drinks, as well as gluten free options and the premium products remained popular. We were restricted in semester 2 on some product sales, as a result of a dispute between NUS and their main supplier (who reneged on some payments), as well as an embargo on selling Russian products due to the conflict with Ukraine.

We also updated various equipment in the Hangar, including more energy efficient screens and new contactless pool tables, which remain extremely popular with students. Overall, although takings in the bar were slightly down, the increased engagement with students is a very positive metric.

18. SUSTAINABILITY

The Union achieved Very Good in the Green Impact Students Union accreditation scheme which is the second highest accreditation we can obtain. Over the year, several initiatives were undertaken by the Union's internal 'SUstainability' Committee, often working in partnership with the Sustainability Network, as well as the University's Director of Sustainability, such as:

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• Maintaining Responsible Futures accreditation and delivering Go Green Week (in partnership with the University);
• Achieving the second highest response rate in the country for the SOS-Sustainability Skills Survey (547 students)
• Continuing the process of aligning all our work to the UN Sustainable Development Goals, including aligning all our Bye Laws
• Working with the University to start a campaign to improve public transport in Worcester
• Supporting the Sustainability Network's seed bomb making and fast fashion campaign

19. STAFF DEVELOPMENT

Coming out of the pandemic, staff and Officers returned to working mainly in the office with the flexibility to have work from home days. Staff breakfast mornings were introduced to support wellbeing and enable staff to meet informally in a relaxed environment.

The annual student staff induction was held virtually again, as this had worked well the previous year and was more inclusive for those who could not attend in person. The Staff Consultative Forum and the Health and Safety Committee had student staff representation too, following a year without, due to the pandemic. A number of student staff, from all departments, received recognition via the Officers' Worc Stars award, which replaced the Student Staff of the Month initiative. Worc Stars received a voucher and were featured in a new SU Newsletter.

Union staff and Officers undertook various training and attended courses over the year which included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, PAPYRUS Suicide Prevention, ILM Leadership training, Being a Trustee, and First Aid. As well as these, staff and Officers attended many of the annual NUS-facilitated conferences and events, most of which were held in person, following a year of mostly virtual events in the previous year.

Core staff had their Personal Performance Appraisals held annually to monitor and appraise performance. A number of core staff received reward and recognition across the year after demonstrating hard work, innovation, and going above and beyond for our members and in the delivery of events and activities.

19.1 PAY AND REWARD REVIEW

Following long-term discussions by the Trustee board and staff feedback related to pay and reward within the 2021 Employee Engagement Survey, the Union commissioned an external, independent pay and reward review by Atkinson HR 2021/22. The aim was to develop a more transparent framework for staff to understand the reasoning behind their positioning and remuneration. The following questions were considered in the review:

- What are principles should underpin the Union's pay framework?
- What framework, rules, policy and process will be required to achieve the stated aims?
- Is pay and reward in line / competitive with relevant benchmarks?
- Are there opportunities to add value around pay, reward and recognition in a cost-efficient and sustainable way?

The scope of the review covered analysing existing documentation and job descriptions, 1-2-1s with staff members, a SWOT analysis of the organisation's current pay structure, and national and regional, as well as sector and role benchmarking. The work spanned several months, resulting in:

- A new set of pay principles for the Union

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- A new updated salary band structure
- A new pay policy
- A new annual process for the Trustee Board to agree staff increments (including cost of living) that covers all staff at a singular point in the calendar, based on affordability, rather than increments being based on individual work anniversaries
- A handful of staff had salary/role changes
- A review of the overall staff benefits package and better communication of these (still ongoing)
- Recommendations around ongoing review and benchmarking of staff salaries and roles.

19.2 EMPLOYEE ENGAGEMENT SURVEY 2022

This was the second year that the Union commissioned the services of Agenda Consulting, via NUS, to conduct the above with our core and student staff team. We were one of 38 SU's taking part in the survey, enabling us to benchmark ourselves against those, as well as 10 specific SUs of our choosing, and 54 third sector organisations. The overall response rate was 55% (59% in 2021)and comprised of 8 student staff (out of 22) and 14 (out of 15) core staff and officers. The survey consisted of 71 questions and covered the following areas:

• Colleagues
• Communication
• Employee Wellbeing
• Engagement
• EDI
• Leadership
• Learning and Development
• Management
• Performance Management
• Reward
• Role
• Service
• Values

The results were mixed, with some very positive responses - and a hugely positive response again from student staff, with 58% of replies having a 100% positive outcome - but with some areas from the core staff and officers' perspective for the organisation to improve on.

Positive areas included:

• My ideas are given serious consideration
• I am treated with fairness, dignity, and respect at work
• I would willingly put in extra effort to help the organisation
• The organisation values diversity
• My manager seeks my input and involves me where appropriate
• I feel my work contributes to the organisation's performance
• I am able to work flexibly when appropriate

Areas to address included:

• My pay is competitive when compared with similar organisations
• I would still like to be working here in 12 months' time
• My workload is excessive and prevents me from doing a good job
• I am rewarded fairly for the contribution I make
• Leadership group creates a compelling vision
• Knowledge and good practice are shared across the organisation to promote learning

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- People in other departments are skilled and competent to do their jobs
- I receive a good service from other departments in the SU

Staff were, also, able to give free text comments at the end, one of which was to describe the organisation in 3 words. The word cloud below illustrates the words given:

Results were shared with the core staff/officers and student staff and actions agreed within the 2022/23 operational plan to address areas of weaker satisfaction.

It is hoped that pay and reward review, which had not been completed prior to the survey running, and some staffing changes will go a significant way to addressing some of the concerns. Overall, the picture seemed to be of a team needing to review internal relationships and workloads, with some rebuilding and learning to support and value each other again after a stressful couple of years for most of us.

Following the return to some normality, the Union was certainly affected by the national phenomena of the 'Great Resignation', with 6 members of the team moving on to new, higher paid and more senior opportunities within short succession. This reflects how much the Union progresses its employees but caused some internal challenges at the end of a very busy year, as well as a positive opportunity to bring in fresh talent and ideas. It was also an opportunity to continue to diversify the workforce with specific, external expertise commissioned for the first time in BAME Recruitment and Diversifying Group Limited. Some success in this area was, ultimately, had which is very positive.

20. OVERALL PERFORMANCE AND STUDENT SATISFACTION

The Union had a challenging year in terms of overall performance, due to operating in a pandemic, and a mixed picture in terms of student satisfaction.

With regards to the Union's 18 Key Performance Indicators, (KPIs), improvements were seen in 10 areas, performance remained the same or was not comparable (for various reasons) in 6 areas and declined in 10 (NB some KPIs saw both an increase and a decline within them, depending on the range of measures for that KPI).

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Most areas of decline were felt to be as a result of challenges in engaging a less confident and less engaged student body generally, as lingering effects of Covid-19. The table below outlines performance by KPI.

No.	KPI	Performance up on 2020/21	Performance down on 2020/21	Not comparable, N/A, or stayed same	Comments
1	Satisfaction with the Students' Union for our members increases year on year - target of 80% across the board		•	•	Performance down in NSS Q26 and CES Q14 but same in Big Worc Survey (BWS)
2	The percentage of the student body aware of the range of services run by the SU increases year on year		•	•	Question not asked in BWS this year
3	The percentage of the student body filling in our Big Survey increases year on year		•		Down by 1,062 students
4	The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year		•	•	Performance down in CES Q5.3 by 3%and Q 5.4 by 7%Down in NSS Q26 by 3%++Question not asked in BWS this year
5	The number of students voting in our Leadership Elections - target of 20% of membership	•			41% increase on last year - 20% of membership

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6	The number of available positions in our governance structures are filled - target of at least 80%	•			100% of Student Council (SC) positions filled
7	The number of ideas submitted to the SU increases year on year	•			More ideas submitted leading to more motions to SC
8	The number of students accessing our advice and support service increases year on year	•			Increased numbers of cases, individual students, and contacts
9	The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives	•		•	Safe sex campaign engagement increased significantly. Other campaigns varied
10	The number of students who are members of an SU club or society increases year on year	•	•		Sports and society members increasedNetwork members decreased
11	The number of clubs and societies increases year on year - target of 60 societies and 50 clubs		•		Both down
12	Number of volunteering hours given by students increases year on year	•	•		More hours logged but by less students

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13	The percentage of students saying that being involved with the SU enhanced their employability increases year on year		•		++Down 5% to 46%
14	Worcester sits in the top 50 in the BUCS League			•	61st out of 149 institutions
15	The number of students attending events in the Hangar increases year on year	•	•		Recorded attendees down 360 on 2020/21++BWS - up in terms of % who had attended events up 17% to 64%
16	The SU achieves at least Silver Best Bar None accreditation each year			•	Retained Gold BBN
17	The profitability of SU commercial services and contracts increases year on year	•	•		Mixed picture - commercial contracts up on year before but not at levels prior to pandemicMarketing revenue slightly upBar sales well up on 2020/21 but down on budget. Very good Sem 1, poor Sem 2

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18	The percentage of students feeling that SU events had a positive impact on their student experience increases year on year	•			++Up by 6% to 74%
	TOTAL (NB some KPIs performed both up and down within their individual measures)	**10**	**10**	**6**	

20.1 NSS

Q26 The students' union effectively represents my academic interests:
Overall University: -3% to 62% (sector average = 53%, top quartile 71%)

The Union, unfortunately, saw scores go down or remain static in all B2 optional questions (which mirrors the University and wider SU sector results) but they remained above the sector average:
B.2.1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college= 40% (41% in 2020/21), sector average this year of 36%.
B.2. 2. The Students' Union (Association or Guild) has had a positive impact on the local community = 45% (45% in 2020/21) sector average this year of 37%.
B.2.3. The Students' Union (Association or Guild) has helped me develop useful life skills = 33% (35% in 2020/21), sector average this year of 27%.

The Union was, very positively, positioned 18th out of 149 Unions nationally in the University's compiled NSS rankings (19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

20.2 COURSE EXPERIENCE SURVEY (CES)
Q.5.3 - I know who my Course Rep is:
Overall University: -3% to 80%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: -7% to 66%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:
Overall University: -1% to 69%

ACHIEVEMENT AND PERFORMANCE
20.3 BIG WORC SURVEY (BWS) 2022

The Big Worc Survey returned for its fifth year but was scaled back significantly compared to previous years, with only key questions remaining to ensure effective benchmarking. The results of the survey will contribute to a wider insights project to take place in the 2022-23 academic year.

A total of 393 students completed the survey, far fewer than in previous years and a reflection of the overall challenges in student engagement seen throughout the academic year.

The overall findings of the survey are as follows:
- 4.5% of the student population completed the survey, compared to 8% in 2021 and 6% in 2020.
- The School of Allied Health and Community provided the most respondents with 17%.
- 25% of respondents were first year students, with 30% in their second year, 19% in their third, and 19% Masters students.
- 64% had used at least one SU service during their time at the University, a 6% increase compared to previous years.
- 82% of respondents were aware of at least one of the Full-Time Officer roles
- 60% had voted in the 2022 SU Elections.
- 81% were aware of the Academic Representation system, compared to 79% in 2021 and 62% in 2020.
- 55% were aware of at least one of the Student Networks, with 31% not aware of any of them.
- 71% were aware of the SU Help & Advice service, compared to 70% in 2021 and 77% in 2020.
- 74% believed that the SU had a positive impact on their overall University experience.
- 68% were either satisfied or very satisfied with their overall experience of the SU, the same figure as in 2021.
- Advice and wellbeing (64%) was seen as the highest priority for the SU, with EDI (Equality, Diversity, and Inclusion) second and national democracy / NUS (14%) the lowest.

Overall Satisfaction with the Union	**2022**	**2021**	**2020**
Very satisfied or satisfied	68%	68%	80%
Neither satisfied nor dissatisfied	29%	30%	17%
Dissatisfied or very dissatisfied	3%	2%	3%

Overall, the 2021/22 academic year was another extremely busy one for the Union, with the Officers, as ever, responding brilliantly to the challenges of their role. We delighted in being able to bring back in-person events and in seeing students enjoying them how they used to. It is certainly the case that the student body were changed by Covid-19 and we did our best to respond to this and engage and support them in a way they would appreciate. We did not always get it right but we kept trying. We are very proud of what was achieved during the year, with many of our initiatives being commended by NUS, WonkHE or replicated by other Unions, such as the review of our student committee roles for accessibility. The positive culture of #TeamWorc continued to embed across our functions and EDI became more central than ever to the Union's activities and services.

FINANCIAL REVIEW
Financial position
Income from all sources totalled £1,028,790 (2021: £814,921). Total expenditure of £1,004,865 (2021: £844,068) on all the students' services we provide, which left a surplus for the year of £23,925 (2021 deficit £29,147).

The General Fund balance at the year end stood at £298,228 (2021: £303,402).

FINANCIAL REVIEW

Restricted funds, which represent monies raised by the Union's various clubs and societies were £189,244 (2021: £171,496).

Reserves policy

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

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

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

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

The 2022/23 academic year will see the Union deliver upon another one-year, operational plan but commence a strategic planning process to take it through the next 5 years. All areas of the Union's strategy will be reviewed, including its mission, values and core framework. This will be done in consultation with students (including through externally sourced insight work) and through the staff and officer team working together to respond to existing priorities and doing our best to anticipate future needs. We will continue to have a focus on:

- Raising satisfaction levels with the Union amongst all of our members.
- Increasing our in-person outreach activities across the campuses.
- Increasing engagement from students undertaking professional courses.
- Growing the Student Networks' membership numbers and filling core committee roles.
- Supporting students to establish new general interest and academic societies to increase their sense of belonging at University
- Ensuring Equality, Diversity, and Inclusion (EDI) is core to the Union's activities and work to a comprehensive action plan for the year, providing more training and guidance than ever to our members.
- Increasing the awareness of Student Council amongst the student body, as well as continuing to increase the number of students who engage in our Ideas Forum to effect positive change across the University.
- Ensuring the student voice is an intrinsic part of curriculum design and development.
- Supporting students who are studying at the University's partner colleges and those who are studying in the UK for the first time.
- Through advice and guidance, supporting students through the cost-of-living crisis and trying to remove as many financial barriers as we can to engagement in our activities and events.
- Working with the University on the Student Futures' Manifesto and try new ways of encouraging student wellbeing.
- Increasing the Union's efforts around sustainability and encouraging students to repair and recycle, rather than buy new.
- Continuing to promote how involvement with the Union's portfolio develops our members' employability.
- Encouraging students to re-engage with volunteering and the SU Crew to support our many RAG events.
- Helping students to raise £40k for good causes and build a close relationship with our RAG Charity of the Year.
- Increasing the cultural diversity of events within The Hangar to support a sense of belonging for different groups and to, also, help students have new experiences
- Building on the Union's good reputation regionally and nationally and nominating students and SU staff for national awards.
- Working with the University to ensure students have more opportunities to participate in recreational, physical activity.
- Ensuring that all staff would recommend WSU as a good place to work, that they feel their wellbeing has been given priority, and that they have developed and grown as people when they leave WSU.
- Seeking creative and appropriate additional sources of revenue, including wider offers within the Hangar space, increasing our media sales, external partnerships, and commercial bookings.

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant, to ensure we continue to maximise our impact and are able to develop as an organisation to meet the needs of our increasingly diverse student body. We aim to keep strengthening the Union's services, activities and reach to students, whilst minimising financial risk to the Union and securing greater financial investment. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible. We believe it is time to strategically review the Union's space and facilities on St John's campus and elsewhere to maintain and build on student satisfaction levels and to support the University's aims around recruitment, retention and progression.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

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

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

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union is confident that this support will continue for the foreseeable future as it believes it is an integral part of the University structure and strategic plans and of utmost value to the overall student experience at the University.

The Union believes it has continued to demonstrate its value and impact during difficult times nationally and globally, and has played a critical role at the University in maintaining student communities, the student voice, and the student experience. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, ensuring memories of their time at Worcester.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. As reported above, the Union worked to an operational plan for the year, with the previous, longer-term, strategic planning period coming to an end in July 2021. The Trustee Board agreed that, with the backdrop of the pandemic, it was prudent to postpone development of a new longer-term strategic framework until consultation with members and stakeholders could be more effectively conducted and the world returned to some normality. A plan was agreed over course of the year to commence this strategic work in 2022/23. In the 2017/18 academic year, the Union developed 18 KPIs against which it continues to measure and benchmark its development and performance. These KPIs will, also, be revisited during the next strategic planning process.

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. Board effectiveness

The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters, as well as meets with the Chair and Deputy Chair at least once between full Board meetings to discuss current management priorities.

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union will look to external support and expertise when recruiting future Lay Trustees. When recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. In light of the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. (The Union also maintains its own annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register). The register was reviewed during the academic year and areas deemed to be of heightened risk, as we emerged from the pandemic, are listed below, with associated actions to try and mitigate or annul:

• **The Union suffers a significant fall in income through a lack of sponsorships:** Due to the effects the pandemic and successive lockdowns had on the hospitality industry in particular, an interim agreement was established with the Union's principal sponsor, Tramps Nightclub, for 2021/22, in order that the business was able to survive and recover as soon as possible, resulting in some but much reduced income for the Union. The approach taken with Tramps was a prudent one and negotiations for contracted income for 2022/23 towards the end of the financial year were positive, reflecting a solid business relationship and gratitude from Tramps for a human and pragmatic approach taken by the Union during a very difficult period for nightclubs. The contract with Dominos Pizza remained stable and at previous levels. Generally, contracts are re-negotiated in a timely manner by the Union's senior management, who keep the Board appraised. The Union continues to investigate ways in which it can increase income from existing commercial services and external partnerships, in way that do not create unnecessary risk or breach existing contracts.

• **The Union and its staff are adversely affected by negative developments with pension providers, namely SUSS:** Communication has been maintained with SUSS Trustees, AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. The Union is not one of those Students' Unions affected by the legal issues uncovered by SUSS in 2018 relating to historical failings in governance of the scheme, which resulted in 'windfalls' for some members and an increase to the overall deficit (which was mitigated by some members agreeing to forego their windfall). The Union has no members affected by this.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1145192

Principal address

Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
L.Lees - ended term of office June 2022
R.Mularczyk - ended term of office June 2022
T.Manning - ended term of office June 2022
A.Linforth - appointed June 2022
M.Lee - appointed June 2022
G.Allcott - appointed June 2022
A.Humphrey- ended term of office October 2020
M. Osborne - appointed
D.Dudley - appointed March 2022
M.Payne - appointed March 2022
R. Williams - appointed October 2019, will commence second term in office October 2022
M. Jolley - commenced second term of office July 2019, term extended for a year in July 2022
M.Brittain - commenced second term of office October 2021

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

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

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare consolidated financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....
Trustee

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity and groups affairs as at 31 July 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

• The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
• We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: .....

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**604,950**	**-**	**604,950**	616,888
Charitable activities					
Student activities		**-**	**173,866**	**173,866**	59,799
Bar		**156,379**	**-**	**156,379**	97,964
Other trading activities	3	**93,398**	**-**	**93,398**	39,681
Investment income	4	**197**	**-**	**197**	589
Total		**854,924**	**173,866**	**1,028,790**	814,921
EXPENDITURE ON					
Raising funds	6	**81,099**	**-**	**81,099**	73,116
Charitable activities	7				
Representation		**103,974**	**-**	**103,974**	111,449
Advice and welfare		**62,565**	**-**	**62,565**	56,364
Student activities		**309,357**	**156,118**	**465,475**	304,559
Bar		**266,454**	**-**	**266,454**	251,244
Affiliations		**25,298**	**-**	**25,298**	20,690
Total		**848,747**	**156,118**	**1,004,865**	817,422
NET INCOME/(EXPENDITURE)		**6,177**	**17,748**	**23,925**	(2,501)
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**-**	**-**	**-**	(26,646)
Net movement in funds		**6,177**	**17,748**	**23,925**	(29,147)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(76,673)**	**171,496**	**94,823**	123,970
TOTAL FUNDS CARRIED FORWARD		**(70,496)**	**189,244**	**118,748**	94,823

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	**14,383**	**-**	**14,383**	16,983
CURRENT ASSETS					
Stocks	14	**8,623**	**-**	**8,623**	9,361
Debtors	15	**3,361**	**-**	**3,361**	12,903
Cash at bank and in hand		**308,062**	**189,244**	**497,306**	472,602
		320,046	**189,244**	**509,290**	494,866
CREDITORS					
Amounts falling due within one year	16	**(36,202)**	**-**	**(36,202)**	(36,952)
NET CURRENT ASSETS		**283,844**	**189,244**	**473,088**	457,914
TOTAL ASSETS LESS CURRENT LIABILITIES		**298,227**	**189,244**	**487,471**	474,897
PROVISIONS FOR LIABILITIES	17	**(368,724)**	**-**	**(368,724)**	(380,075)
NET ASSETS		**(70,497)**	**189,244**	**118,747**	94,822
FUNDS	18				
Unrestricted funds				**(70,497)**	(76,674)
Restricted funds				**189,244**	171,496
TOTAL FUNDS				**118,747**	94,822

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	**14,383**	**-**	**14,383**	16,983
Investments	13	**1**	**-**	**1**	1
		14,384	**-**	**14,384**	16,984
CURRENT ASSETS					
Stocks	14	**8,623**	**-**	**8,623**	9,361
Debtors	15	**3,361**	**-**	**3,361**	12,903
Cash at bank and in hand		**308,062**	**189,244**	**497,306**	472,602
		320,046	**189,244**	**509,290**	494,866
CREDITORS					
Amounts falling due within one year	16	**(36,202)**	**-**	**(36,202)**	(36,652)
NET CURRENT ASSETS		**283,844**	**189,244**	**473,088**	457,914
TOTAL ASSETS LESS CURRENT LIABILITIES		**298,228**	**189,244**	**487,472**	474,898
PROVISIONS FOR LIABILITIES	17	**(368,724)**	**-**	**(368,724)**	(380,075)
NET ASSETS		**(70,496)**	**189,244**	**118,748**	94,823
FUNDS	18				
Unrestricted funds				**(70,496)**	(76,673)
Restricted funds				**189,244**	171,496
TOTAL FUNDS				**118,748**	94,823

The financial statements were approved by the Board of Trustees and authorised for issue on 2022 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement
for the Year Ended 31 July 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	**26,625**	53,279
Net cash provided by operating activities		**26,625**	53,279
Cash flows from investing activities			
Purchase of tangible fixed assets		**(2,118)**	-
Interest received		**197**	589
Net cash (used in)/provided by investing activities		**(1,921)**	589
Change in cash and cash equivalents in the reporting period		**24,704**	53,868
Cash and cash equivalents at the beginning of the reporting period		**472,602**	418,734
Cash and cash equivalents at the end of the reporting period		**497,306**	472,602

The notes form part of these financial statements

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

	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	**23,925**	(2,501)
Adjustments for:		
Depreciation charges	**4,718**	61,284
Interest received	**(197)**	(589)
SUSS Pension deficit movements	**(11,351)**	(6,796)
Decrease/(increase) in stocks	**738**	(1,602)
Decrease in debtors	**9,542**	6,671
Decrease in creditors	**(750)**	(3,188)
Net cash provided by operations	**26,625**	53,279

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.21	Cash flow	**At 31.7.22**
	£	£	**£**
Net cash			
Cash at bank and in hand	**472,602**	**24,704**	**497,306**
	472,602	**24,704**	**497,306**
Total	**472,602**	**24,704**	**497,306**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

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

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

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

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

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2035, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Grants	**600,000**	540,000
Other grants	**4,950**	5,700
CJRS grant	**-**	71,188
	604,950	616,888

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

	2022	2021
	£	£
University of Worcester	**600,000**	540,000

3. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Marketing	**58,425**	29,364
Other	**26**	317
NUS Extra	**1,020**	1,341
Commissions receivable	**3,245**	2,529
Varsity income	**16,809**	6,130
Events income	**13,873**	-
	93,398	39,681

4. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	**197**	589

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	**2022** **£**	2021 £
Student Activity			
Membership	Student activities	**173,866**	59,799
Bar	Bar	**156,379**	93,062
BII insurance claim	Bar	**-**	4,902
		330,245	157,763

6. RAISING FUNDS

Raising donations and legacies

	2022 **£**	2021 £
Staff costs	**68,909**	63,591
Telephone	**158**	381
Postage and stationery	**(100)**	100
Marketing costs	**12,132**	9,294
Legal fees	**-**	100
	81,099	73,466

Other trading activities

	2022 **£**	2021 £
Bad debts	**-**	(350)
Aggregate amounts	**81,099**	73,116

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Representation	**-**	**103,974**	**103,974**
Advice and welfare	**45,235**	**17,330**	**62,565**
Student activities	**344,174**	**121,301**	**465,475**
Bar	**162,485**	**103,969**	**266,454**
Affiliations	**25,298**	**-**	**25,298**
	577,192	**346,574**	**923,766**

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**67,737**	**36,237**	**103,974**
Advice and welfare	**11,290**	**6,040**	**17,330**
Student activities	**79,025**	**42,276**	**121,301**
Bar	**67,733**	**36,236**	**103,969**
	225,785	**120,789**	**346,574**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2022	2021
	£	£
Trustees' salaries	**61,680**	55,170
Trustees' social security	**4,649**	4,148
	66,329	59,318

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

Trustees' expenses

	2022	2021
	£	£
Trustees' expenses	**311**	35

continued...

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	**522,793**	488,327
Social security costs	**34,606**	31,911
Other pension costs	**32,866**	16,119
	590,265	536,357

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

	2022	2021
Full time	**18**	17
Students - Semester only	**22**	23
	40	40

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

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	616,888	-	616,888
Charitable activities			
Student activities	-	59,799	59,799
Bar	97,964	-	97,964
Other trading activities	39,682	(1)	39,681
Investment income	589	-	589
Total	755,123	59,798	814,921
EXPENDITURE ON			
Raising funds	73,116	-	73,116
Charitable activities			
Representation	111,449	-	111,449
Advice and welfare	56,364	-	56,364
Student activities	267,199	37,360	304,559
Bar	251,244	-	251,244
Affiliations	20,690	-	20,690
Total	780,062	37,360	817,422

continued...

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
NET INCOME/(EXPENDITURE)	(24,939)	22,438	(2,501)
Transfers between funds	56,744	(56,744)	-
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(26,646)	-	(26,646)
Net movement in funds	5,159	(34,306)	(29,147)
RECONCILIATION OF FUNDS			
Total funds brought forward	(81,832)	205,802	123,970
TOTAL FUNDS CARRIED FORWARD	(76,673)	171,496	94,823

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2021	**907,503**
Additions	**2,118**
At 31 July 2022	**909,621**
DEPRECIATION	
At 1 August 2021	**890,520**
Charge for year	**4,718**
At 31 July 2022	**895,238**
NET BOOK VALUE	
At 31 July 2022	**14,383**
At 31 July 2021	16,983

continued...

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2021 and 31 July 2022	**1**
NET BOOK VALUE	
At 31 July 2022	**1**
At 31 July 2021	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	**2022**	2021
	£	£
Stocks	**8,623**	9,361

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		**Charity**	
	2022	2021	**2022**	2021
Trade debtors	**1,694**	9,285	**1,694**	9,285
Other debtors	**1,667**	2,037		2,037
			1,667	
VAT	**-**	1,581	**-**	1,281
Inter company	**-**	-	**-**	300
	3,361	12,903	**3,361**	12,903

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	**2022**	2021
Trade creditors	**7,398**	9,032	**7,398**	9,032
Taxation and social security	**10,504**	8,118	**9,304**	8,118
Other creditors	**18,300**	19,802	**18,300**	19,502
Inter company	**-**	-	**1,200**	300
	36,202	36,952	**36,202**	36,952

17. PROVISIONS FOR LIABILITIES

	2022	2021
	£	£
Provisions	**368,724**	380,075

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

	At 1.8.21	Net movement in funds	Transfers between funds	At 31.7.22
	£	£	£	£
Unrestricted funds				
General fund	**303,402**	**20,620**	**(25,794)**	**298,228**
Pension deficit	**(380,075)**	**(14,443)**	**25,794**	**(368,724)**
	(76,673)	**6,177**	**-**	**(70,496)**
Restricted funds				
Clubs and societies	**171,496**	**17,748**	**-**	**189,244**
TOTAL FUNDS	**94,823**	**23,925**	**-**	**118,748**

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**854,924**	**(834,304)**	**20,620**
Pension deficit	**-**	**(14,443)**	**(14,443)**
	854,924	**(848,747)**	**6,177**
Restricted funds			
Clubs and societies	**173,866**	**(156,118)**	**17,748**
TOTAL FUNDS	**1,028,790**	**(1,004,865)**	**23,925**

Comparatives for movement in funds

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	278,393	(7,684)	32,693	303,402
Pension deficit	(360,225)	(43,901)	24,051	(380,075)
	(81,832)	(51,585)	56,744	(76,673)
Restricted funds				
Clubs and societies	149,058	22,438	-	171,496
Capital grant	56,744	-	(56,744)	-
	205,802	22,438	(56,744)	171,496
TOTAL FUNDS	123,970	(29,147)	-	94,823

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	755,123	(762,807)	-	(7,684)
Pension deficit	-	(17,255)	(26,646)	(43,901)
	755,123	(780,062)	(26,646)	(51,585)
Restricted funds				
Clubs and societies	59,798	(37,360)	-	22,438
TOTAL FUNDS	814,921	(817,422)	(26,646)	(29,147)

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

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.22 £
Unrestricted funds				
General fund	278,393	12,936	6,899	298,228
Pension deficit	(360,225)	(58,344)	49,845	(368,724)
	(81,832)	(45,408)	56,744	(70,496)
Restricted funds				
Clubs and societies	149,058	40,186	-	189,244
Capital grant	56,744	-	(56,744)	-
	205,802	40,186	(56,744)	189,244
TOTAL FUNDS	123,970	(5,222)	-	118,748

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,610,047	(1,597,111)	-	12,936
Pension deficit	-	(31,698)	(26,646)	(58,344)
	1,610,047	(1,628,809)	(26,646)	(45,408)
Restricted funds				
Clubs and societies	233,664	(193,478)	-	40,186
TOTAL FUNDS	1,843,711	(1,822,287)	(26,646)	(5,222)

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

• The investment return would be 4.3% per annum before retirement and 2.3% per annum after retirement.
• Pensions accruing on the CARE basis would revalue at 3.2% per annum.
• Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

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

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

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

The liability provided for in respect of the SUSS pension deficit amounted increased to £368,724 (2021: £380,075) at 31 July 2022(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2022 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2022 was £600,000 (2021: £540,000).

At the year end the total due to the union from the University of Worcester was £xxxx.

21. ULTIMATE CONTROLLING PARTY

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

Detailed Statement of Financial Activities
for the Year Ended 31 July 2022

	2022 £	2021 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	**600,000**	540,000
Other grants	**4,950**	5,700
CJRS grant	**-**	71,188
	604,950	616,888
Other trading activities		
Marketing	**58,425**	29,364
Other	**26**	317
NUS Extra	**1,020**	1,341
Commissions receivable	**3,245**	2,529
Varsity income	**16,809**	6,130
Events income	**13,873**	-
	93,398	39,681
Investment income		
Deposit account interest	**197**	589
Charitable activities		
Bar	**156,379**	93,062
BII insurance claim	**-**	4,902
Student Activity Membership	**173,866**	59,799
	330,245	157,763
Total incoming resources	**1,028,790**	814,921
EXPENDITURE		
Raising donations and legacies		
Wages	**62,677**	57,494
Social security	**3,745**	3,651
Pensions	**2,487**	2,446
Telephone	**158**	381
Postage and stationery	**(100)**	100
Marketing costs	**12,132**	9,294
Legal fees	**-**	100
	81,099	73,466

Detailed Statement of Financial Activities
for the Year Ended 31 July 2022

	2022 £	2021 £
Raising donations and legacies		
Other trading activities		
Bad debts	**-**	(350)
Charitable activities		
Wages	**214,397**	213,446
Social security	**13,961**	13,378
Pensions	**6,832**	6,436
Insurance	**4,771**	4,071
Telephone	**68**	-
Sundries	**-**	50
Other costs	**9,429**	4,268
Clubs and Societies costs	**156,210**	37,360
Ball expenditure	**-**	303
Union awards	**360**	492
Bar purchases	**72,830**	46,382
Equipment maintenance	**1,450**	1,355
BUCS representation	**12,635**	7,669
Transport subsidy - BUCS	**26,187**	1,240
NUS	**13,868**	13,863
Event costs	**24,155**	7,931
Varsity costs	**12,906**	7,166
Equipment purchases	**2,415**	2,830
Depreciation of plant & machinery	**4,718**	4,542
	577,192	372,782
Support costs		
Management		
Wages	**153,462**	82,607
Social security	**9,592**	4,793
Pensions	**22,023**	6,545
Insurance	**17,916**	17,945
Telephone	**(2,013)**	3,136
Postage and stationery	**636**	649
Travel expenses	**628**	419
Consultancy costs	**1,283**	2,193
Conferences and training	**2,252**	6,570
Computer costs	**7,501**	5,173
Legal and professional	**5,835**	2,092
Miscellaneous cost	**1,828**	1,426
Bank charges	**1,992**	18,580
Carried forward	**222,935**	152,128

Detailed Statement of Financial Activities for the Year Ended 31 July 2022

	2022 £	2021 £
Management		
Brought forward	**222,935**	152,128
Recruitment	**2,850**	330
Fixtures and fittings	**-**	56,742
	225,785	209,200
Governance costs		
Trustees' salaries	**-**	55,170
Trustees' social security	**-**	4,148
Trustees' expenses	**311**	35
Wages	**92,257**	79,610
Social security	**7,308**	5,941
Pensions	**1,524**	692
Auditors' remuneration	**9,975**	9,250
Sundries	**659**	33
Conferences and training	**1,638**	-
Institute reps honorariums	**4,800**	5,850
Campaign costs	**2,317**	1,595
	120,789	162,324
Total resources expended	**1,004,865**	817,422
Net income/(expenditure)	**23,925**	(2,501)

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2022

for

WORCESTER STUDENTS' UNION

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2022

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2021/22 academic year was another very busy one for Worcester Students' Union (WSU). As we emerged from the pandemic and resumed some normality in life, our main aim was to re-engage students in our activities in a manner which suited them and continue to innovate in this respect, to educate them on what University life was all about, and stress what support and opportunities we could provide them with. This proved challenging in many ways over the year and the overall sense we gained was of cohorts of students who were uncertain, lacking in confidence, and struggling to find their feet, as well as struggling with their mental health. The pandemic seemed to have changed people in ways we had, perhaps, feared but hoped would not be realised. The Union's team of dedicated and hard-working core staff, sessional staff and elected Officers routinely went above and beyond to live our values and do our best to welcome, support, represent, and develop our members.

The Union worked to an operational plan for the year, detailed further below, with the previous strategic planning period coming to an end in July 2021. The Trustee Board agreed that, with the backdrop of the pandemic, it was prudent to postpone development of a new longer-term strategic framework until consultation with members and stakeholders could be more effectively conducted and the world returned to some normality. A plan was agreed over the year to commence this strategic work in 2022/23.

The Union remains very grateful for the continued support from the University of Worcester's Board of Governors and senior executive team. We continue to enjoy a strong partnership where there is mutual support and scrutiny, with the common goal of an excellent student experience.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE

Achievements and Performance

AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution (revised in 2020, following a comprehensive governance review) has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. Whilst we plan for a new strategic framework for the organisation, the Union continued to work to the Vision and Values approved by the Board in 2015/16:

Our Vision Statement:
Representing and supporting students to develop and achieve.

Our Values:

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

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

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

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

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

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

Our Core, Strategic Goals:
- Student Engagement and Satisfaction
- Representation and Networks
- Governance and Democracy
- Advice and Wellbeing
- Sports, Societies and Student-Led Services
- Equality, Diversity and Inclusion (EDI)
- Teamworc ACTION (volunteering)
- RAG (fundraising)
- People and Culture
- Sustainability
- Employability
- Finance and Commercial
- Health and Safety

The Union continued to monitor its progress against its Key Performance Indicators (KPIs) below, established in 2017/18. These will also be reviewed as part of the organisation's imminent strategic development work.

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

The Union aims for excellent satisfaction rates amongst our members and to consistently defy its size in terms of local impact and national reputation. This report will cover the key areas of focus and development under separate headings. An annual Impact Report for the year will, also, be produced later in Semester 1 of 2022/23 and shared widely with the Union's members and stakeholders.

1. ACADEMIC REPRESENTATION

Throughout 2021/22, there was significant focus on ensuring that the Academic Representation (AR) System continued to engage with students and monitor their academic experience. The Union worked closely with the University, through the joint Academic Representation Oversight Group, to raise the profile of Course and School Reps and to demonstrate the impact of their commitment and involvement. Ultimately, it was a successful year with 342 reps recruited. Despite the challenges of engaging students generally post pandemic, we maintained engagement in terms of training with 74% of all reps trained, a 32% increase on 2020/21. The continuation of Rep Journals allowed Reps to raise queries or concerns and seek guidance from the Union and we continued to recognise students through 'Course Rep and School Rep of the Month'.

Forums were hosted throughout the year for Course and School Reps to attend and discuss matters with senior members of university staff. Topics included evaluating the roles and effectiveness of the University's Personal Academic Tutorship (PAT) system and how to improve general Rep engagement post Covid. All were hosted in person, and were generally well attended, creating a nice transition out of the pandemic. School Rep Forums were hosted online due to mixed preferences amongst the School Reps. The Union also focused on developing the demographic analysis of Reps to get a better understanding of the students involved in the AR system. This revealed that we have good representation from LGBTQ+ and by gender but that we need to make improvements with regards to BAME and Mature students. This is something we are determined to address in the coming years.

An important piece of work for the Academic Representation (AR) Oversight Group in 2021/22 was to improve the effectiveness of and satisfaction with the AR system, including in specific areas of the University identified from a range of survey results - the National Student Survey (NSS) completed by final year students, the University's own Course Experience Survey (CES), completed by non-final year students, and the Union's own Big Worc Survey (BWS).

Over 2021/22, the areas identified as needing targeted work continued within the School of Psychology (SoP), the Three Counties School of Nursing and Midwifery (TCSNM), and the Worcester Business School (WBS), whilst adding the School of Arts (SoA). These Schools saw survey results in 2020/21 that suggested lower levels of awareness and satisfaction with the AR system and so bespoke action plans were developed in collaboration with the University's SERCCs (Student Engagement Representation and Communication Co-ordinators) to try and raise those levels.

The various survey results for 2021/22 were, ultimately, as follows:

Course Experience Survey (CES):

Q.5.3 - I know who my Course Rep is:
Overall University: -3% to 80%
SoP: + 14% to 84%
TCSNM: -15% to 69%
WBS: -5% to 62%
SoA: -5% to 84%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: -7% to 66%

SoP: +3% to 67%
TCSNM: -8% to 69%
WBS: +7% to 62%
SoA: +6% to 84%

Q14.2 Overall I am satisfied with the services provided by the Students' Union including advice, representation, societies, volunteering, entertainment and sport:
Overall University: -0.5% to 69%
SoP: +9% to 81%
TCSNM: - 12% to 54%
WBS: +7% to 65%
SoA: +6% to 79%

National Student Survey (NSS)
Q26 The students' union effectively represents my academic interests:
Overall University: -3% to 62% (sector average = 53%, top quartile 71%)
SoP: -2% to 66%
TCSNM: -7% to 51%
WBS: This data has been supplied per department not for the overall school:
Business & Management: +5% to 72%
Computing: -3% to 54%
SoA: This data has been supplied per department not for the overall school:
Creative Arts & Design: same at 57%
Media, Journalism & Communications: -19% to 54%
Performing Arts: +5% to 72%

Big Worc Survey (BWS) 2022:

I know who my Course Rep is:
Overall University: +4% to 83%
SoP: +11% to 79%
TCSNM: -4% to 67%
WBS: +10% to 67%
SoA: same at 90%

Are you aware of the SU's Academic Representation System (slightly amended question so no direct comparison with previous year):
Overall University: 81%
SoP: 84%
TCSNM:79%
WBS: 78%
SoA: 89%

Through monthly meetings, the Union continued to monitor and act on student feedback and intelligence that came to us in a variety of ways, including via academic reps, student groups, the Officers, and the Welcome Desk.

2. STUDENT NETWORKS

This was the second year for our 10 Student Networks, which were created to replace the role of Part-Time Officers in a wholescale governance review of the Union in 2019/20. Their purpose is to provide welcoming and relevant student communities across the University that represent and champion the needs of different groups and cohorts. They, also, allow the Union more ways in which to consult with members to create positive change. The Student Networks are as follows:

- Black and Minority Ethnic Students
- Commuter Students
- Disabled Students
- LGBTQ+ Students
- Women
- International Students
- Mature Students, Parents and Carers
- Postgraduate Research Students
- Sustainability
- Widening Participation (for students who are the first in their family to go to University).

The Networks' first year (2020/21), exceeded all of our expectations, with a total of 271 members across the groups (from 195 students). This year saw slightly lower engagement, at 243 memberships from 149 students, with student involvement being more of a challenge across many of the Union's areas. At the end of the year, the Networks achieved the following number of members each (figures in brackets indicate increase or decrease on 2020/21):

Network	Number of Members
Black, Asian and Minority Ethnic (BAME) Students' Network	8 (-23)
Commuter Students' Network	20 (+3)
Disabled Students' Network	15 (-2)
International Students' Network	21 (+4)
LGBTQ+ Students' Network	73 (-1)
Mature, Parents and Carers Network	17 (-19)
Postgraduate Students' Network	7 (-1)
Sustainability Network	25 (+1)
The Widening Participation Network	8 (-15)
Women's Network	49 (+15)

We also had more difficulty this year in filling committee positions (an experience that was replicated in other Unions who facilitate Networks). Following recruitment processes, 8 of the 10 Networks had all 3 core committee positions filled, with the BAME and Commuters Networks both still having vacancies at the end of the year. Both groups were given extra support across the year from the SU team to try and recruit members and facilitate activities. Every Network had at least bi-weekly meetings with the SU to support them with action plans, and each held Open Meetings for students. The Union also supported many of them to produce promotional videos to help boost their memberships. Despite some of these challenges, many of the Networks organised super activities and events over the year (as well as supporting national awareness days, weeks, and months) including:

- A joint careers event from the BAME Network and Nigerian Society
- LGBTQ+ Network ally training for student nurses
- Open Meeting held by the Mature, Parents and Carers Network regarding timetabling issues and proposing the alignment of progression weeks with half terms
- Regular coffee mornings and a Family Sports Day (Mature, Parents and Carers Network)
- WeForShe magazine launched (Women's Network)
- Sign Language event (Disabled Students' Network)
- LGBTQ+ and Biology Society Pride and STEM Day
- Fast Fashion Campaign (Sustainability Network) as part of Go Green Week
- National Aids Day fundraiser (LGBTQ+ Network)

3. WELFARE AND INCLUSION COUNCIL

Together with representatives from faith and cultural student societies, the Networks come together to form the Welfare and Inclusion Council, a new sub-committee of Student Council. A total of 4 meetings were held across the year and, together, the group submitted 3 polices to Student Council which were passed, including:

- A Policy for the Union to lobby the University to develop provision of accommodation for international students with dependents or support them to provide more affordable places to live
- A Policy that asked the University to work with the Union to ensure that students had input into EDI training provided to University staff ('to have a voice rather than being spoken for')
- A Policy for the SU to look into ways of supporting disabled students in private accommodation more

One of the key benefits of the Welfare and Inclusion Council is that one group can bring an issue or policy motion, which are discussed and, often, policy proposals are then amended to reflect the intersectional nature of the issue in question following the sharing of wider experiences.

4. STUDENT COUNCIL

Student Council, the highest student body in our structure, had a busy year and we successfully recruited to all of our student council positions. Councillors sometimes struggled with their other commitments to attend meetings, however, so by the end of the year, 3 of the 4 meetings had reached quoracy. The Council devoted a significant amount of time to the student experience post pandemic and on student welfare concerns and it also passed 9 policies (3 of which came direct to Student Council and 2 of which had previously been discussed at Education Council, 3 came from Welfare & Inclusion Council and 1 came from TeamWorc Council). This was a increase of one on the number of policies passed in 2020-21.

5. EXECUTIVE COMMITTEE

Our Executive Committee, consisting of the 3 full time officers and supported by the Union's Senior Management Team, worked very well and met each month. Outcomes from the committee include approving 11 ideas from the Ideas Forum, discussing Bye Law changes, approving new principles for associate membership of the Union, approving applications for new clubs and societies, discussing how the Union develops its employability services, and much more. It is a very useful forum to ensure work on campaigns and policy implementation is followed up regularly and to discuss in more depth project work being undertaken by the full time Officers, as well as their interaction with University projects and developments.

6. SOCIETIES AND CLUBS

6.1 SOCIETIES

A total of 39 societies was supported over the course the academic year by the Union, with efforts made through 'Adopt a Soc' and 'Soc from Scratch' to support the development of new and folded societies. Despite these initiatives, however, by July 2022 this number had reduced to 29 as the student body still seemed to be recovering from the effects of the pandemic and lacked confidence in leading or joining groups. Many other Unions nationally reported a similar issue. We did, however, see an increase in the number of memberships from 2020/21 academic year, which was positive and something we want to build on in 2022/23.

Students were able to purchase semester and annual memberships of their chosen society. At the end of semester one, 846 memberships were held by 764 students (this was 581 and 557 respectively in Semester 1 in 2020/21). This then increased to 927 from 818 students by the end of Semester two (compared with 717 memberships from 621 students at the end of Semester 2 in 2020/21).

The new societies that were created over the year were Asian, Business, Knit n Knatter, K-pop, and Nature with our Geography society also coming back through 'Adopt A Soc'. The majority of our societies held 'Give it Go' sessions in early September 2021, encouraging new students to become members. These included the Christian Union's Scavenger hunt, Debate Soc leading a Tuesday quiz in the Hangar, Neurodivergent Soc hosting a game day, and our ACS (African Caribbean Society) hosting a cocktail night in the Union.

Over the year, we then saw many events and activities from hard-working societies, some highlights being:

Biology holding a STEM (Science, Technology, Engineering, Mathematics) event in Union Square, in collaborated with the LGBTQ+ Network. They demonstrated fun, colourful science experiments alongside raising awareness about the difficulties LGBTQ+ individuals can experience in STEM fields, raising £100 for Stonewall charity.

Education Enhancement were extremely pro-active in the delivery of extracurricular courses for their members, as well as contributing events towards RAG week and running a programme for mental health first aid training for members and non-members.

Our growing Nigerian Soc collaborated with the BAME Network and hosted a careers workshop with guest speakers to advise and inspire current students on their own career paths. Funds from ticket sales also went to the fundraising hosted by the students' Union for Ukraine.

6.2 SPORT

Club Membership

The year ended with a total of 38 sports clubs, of which 33 were affiliated (had 12 members or more) and 1275 memberships from 1139 students, an increase of almost 18% compared with 2021/22. This shows students returned to sport following the pandemic and the restrictions placed on sport and group activity. Importantly to note is that memberships bought through the University's REACH bursary scheme accounted for 50.43% of our overall memberships, with some clubs having well over 50% (and even 100%) of their memberships bought this way.

Out of the total number of clubs, 4 were formed following an 'Adopt a Club' initiative launched at the start of the academic year - eSports, Table Tennis, Volleyball and Yoga. Volleyball and Yoga have been particularly, successful. Volleyball ended the year with 31 members, created additional sessions to cater for different abilities, and are entering BUCS Men's and Women's teams next year. Yoga reached 29 members and have integrated themselves into #TeamWorc very well by hosting collaboration events with many societies and clubs including Boxing and Uni Boob Team.

We also had 3 additional new clubs. Archery have proved to be a popular club and, with the support of the Union's small Sport Development Fund and Club Development Grant they have been building up their range of equipment and are hoping to enter more members into competitions next year now they are affiliated with Archery England and the West Midlands Archery Society and have the support of a Worcestershire Archery coach. Members of Wheelchair Basketball really enjoyed competing in BUCS this year and although they were against tough competition, they came together to play in their round-robin tournaments. Moving forward, the club will now have a coach as the University is a founding member of the British Wheelchair Basketball Women's Premier League. Dodgeball was created in semester 1 by a group of first year students. The sessions were very popular and gave an opportunity for less traditional 'sporty' students to get together, keep healthy, and have fun.

BUCS

After a difficult year for sport during covid, 2021/22 saw a return to the full BUCS schedule. We entered 33 teams into various leagues across 15 sports. Our students competed in almost 300 fixtures across the season and out of 33 teams, we had 3 league champions in Netball 3's, Men's Football 3's and Women's Cricket 1's.

Netball and Football both secured promotion and Cricket went into a promotion playoff fixture with the bottom team of the premier tier to aim for promotion. Women's Football 2's were also promoted after finishing second in their league. In addition to these, we had 11 other teams finish in the top 3 of their leagues. Equestrian 1's won their mini league which saw them qualify for the regional competition for the first time in their history. Other notable successes included Women's Futsal 1's winning the Midlands Conference Cup, Women's Basketball 1's came 2nd in the National Trophy and Men's Cricket 1's qualified for the National Indoor Finals and after a strong performance ended up finishing 3rd in the country. Worcester finished the season in 61st place (out of 149 institutions with 458 points).

In addition to the BUCS leagues, we entered students into further BUCS events, sending athletes to the swimming short course championships, badminton nationals, fencing nationals, trampolining championship, tennis championship, indoor athletics, outdoor archery, and the rowing regatta.

BUCS Awards

We were very proud to have 3 shortlisted nominations for 3 BUCS Awards this year:

• Unsung Hero - Daniel Cox - Celebrates a member of staff at a BUCS member institution who has worked tirelessly to support student sport at any level in the last year.

• Dan Porter Award - Alice Hopkins and Women's Football Club - This award celebrates an individual or group who have faced and overcome adversity or disadvantage to positively impact others within university sport and physical activity. The individual or group will have demonstrated a remarkable sense of character to achieve, motivate and inspire.

• Student Volunteer of the Year - Jack Lambert - Celebrates a student volunteer who has contributed to university and/or community work. This can include working in domestic or international competitions or performance or participation driven projects and programmes.

Jack went on to be the actual winner on the night, for his efforts towards Varsity, which was wonderful for everyone concerned. https://bucs-awards.org.uk/awards., https://twitter.com/BUCSsport/status/1547888562648928257

Next Season#
As we move into next year, we will have 39 sports clubs and 2 new clubs in Hiking and Lacrosse. A total of 36 teams have been entered into BUCS for 2022/23 season. Following a decision by Sports Development Board to reduce the number of performance teams to maximise resources and success, these teams will have performance status following a decision by Sports Development Board to :

• Basketball Men's 1st
• Basketball Women's 1st
• Wheelchair Basketball Mixed
• Cricket Men's 1st (indoor/outdoor)
• Cricket Women's 1st (indoor/outdoor)
• Football Men's 1st
• Football Women's 1st
• Netball 1st
• Rugby Men's 1st
• Rugby Women's 1st

Netball 2nds and Men's Basketball 2nds will be classed as development teams and have additional support to try and get them to performance status by 2023/24.

Varsity

This year we saw our annual Varsity against Gloucester return to its full programme for the first time in 2 years. Over the course of 2 weeks at the end of March and beginning of April, 18 sports took place, and it was genuinely wonderful to see students competing and spectating once again. We battled it out with Gloucester in Athletics (mixed), Badminton (mixed), Basketball (men), Cheerleading (women), Cricket (men), Dance (mixed), Equestrian (women), Football (men and women), Futsal (women), Hockey (women), Netball (women), Rugby (men and women), Swimming (mixed), Tennis (men), Trampolining (women), Volleyball (mixed).

Across the two-weeks, we engaged over 600 athletes and 3000 spectators from both institutions. A particular highlight was our Athletics Varsity which saw over 20 volunteers from #TeamWorc travel down to Gloucester to help on the day - from measuring to officiating. We also saw athletes from all different sports such as hockey, netball, and cricket coming together to represent us in various athletic disciplines - it was a really inclusive event and had a lovely atmosphere. We were immensely proud of everyone who came to volunteer as well as participate and despite the snow demonstrated the true meaning of #TeamWorc. Another standout moment included Men's and Women's Rugby taking the double victory over Gloucestershire in front of nearly 1000 people at Sixways Stadium in another brilliant day out.

During the competition, we saw close and hard fought, as well as good-natured contests within all the sports and the overall score was up and down. After Gloucestershire Arena Day, Worcester were losing 8-4 but went on to win the next 4 events to set up a final day showdown with the scored tied at 8-8 and swimming and cheerleading to go. Unfortunately, it wasn't meant to be and despite only 4 points separating the teams in the swimming, we lost 10-8 overall to Gloucestershire and the trophy has been handed over to them for the year. Regardless of the result, it was a fantastic two-weeks of action and we are so proud of all the students who took part and engaged with us - it reminded us too of how much the event means to our students.

Club Events

With the reduction in restrictions, it was fabulous great to see our sports clubs putting on events either for entertainment, to raise money for charity, or to raise funds for their clubs.

Ultimate Frisbee saw the return of their annual alumni tournament that was held for the RAG charity of the year, Student Minds. The tournament was held between the current Worcester team, Worcester Alumni and University of Birmingham, which was a great experience for new members as well as a lovely end to the year for past members, whilst raising £114 for RAG.

Men's Football also brought back their inter-club cup which was borne out of the pandemic. This is a fantastic event that unites the club as all the teams are mixed, so members get to know new people. They also raised money for Student Minds by asking members to pay to play each week.

Boxing who have been one of our quieter clubs in previous years were very active this year. They organised self-defence classes which were open for all sport club members to attend, a class focusing on body positivity, and they collaborated with many different clubs and societies. They also created, organised and delivered the first ever RAG Race. Based on 'Tough-Mudder' and the Spartan Run, the event consisted of 3 different race lengths at Lakeside Campus (a Fun Run, 2.6k; a Super, 5.2k; and Fury, 7.8k). Along the route, different obstacles including military crawls, spiders web, burpees and so much more tested the 25 participants. After the event, the club hosted a celebration in the Hangar to congratulate all competitors and hand out awards to winners and for best fancy dress. In total they raised £250 for RAG.

It was wonderful to get students back into the Hangar and celebrate our Cheerleading and Dance clubs again this year. Both held showcases in semester 1 and 2 and invited students, friends and family members to perform their routines for them. Dance also held a Saints Strictly Come Dancing event where couples - each formed of a Dance member and a non-Dance student group member - performed practiced routines to compete for the Saints Glitter Ball Trophy. The event was thoroughly enjoyed and won Event of the Year at TeamWorc Awards. The Winter Ball held in the Hangar, organised by WorcSnow, was also loved by students and this will now be an annual event.

Lastly, it has been brilliant to see our clubs come together and demonstrate the meaning and ethos of #TeamWorc. We have seen our female clubs Netball, Women's Football, Women's Cricket, and Women's Rugby come together to take part in various tournaments. In addition, we've seen Worc Snow, Paddlesport & Surf, and Social Sports go on trips together such as Thorpe Park.

Society and Club Committee Training

This year we continued the mixed blend of online modules and in-person sessions. Following the feedback from the on-line modules last year, they were all reviewed and updated. We launched a new module called 'A Guide to Teams' to help committees hold virtual meetings, events, and socials to carry on being inclusive, particularly for commuter students. There were also modules designed specifically for Network members.

We asked committee members to complete their mandatory roles before their in-person training. 89% of sport club and 85% society committee members had completed their modules before in-person training.

All committee members were then invited to main in-person event. The training was conducted over 3 days and 5 sessions, 2 for societies, 2 for clubs, and 1 for Networks. Sports and Societies had 3 hours of classroom content and an hour of team building.

In total, 87 Society Committee members attended, 83 Sports Committee members and 15 Network Committee Members. As we were aware of people who could not attend the training for various reasons including isolation, one of the sessions was recorded and was made available on the website for those who were unable to attend to watch it.

TeamWorc Points

TeamWorc Points returned after a successful first year, rewarding the clubs and societies that went the extra mile to give their members and the wider TeamWorc community the best experience possible. Clubs and societies were eligible to receive TeamWorc Points through different criteria, including volunteering, fundraising, and online engagement.

At the end of the year, clubs and societies with enough points were awarded Bronze, Silver, or Gold level. In total, fifteen received Bronze, eight Silver, and three Gold:

Bronze: Athletics, Boxing, Cheerleading, Christian Union, Finnish, Men's Cricket, Nature, Nigerian, Paramedics, Pole Fitness, Rowing, Swimming, Ultimate Frisbee, Women's Rugby, WorcSnow.

Silver: Dance, Education Enhancement, Equestrian, LOCO Show Co., Netball, Poetry, Social Sports, Women's Hockey.

Gold: Biology, Uni Boob Team, Women's Football.

Successful clubs received additional funding for their clubs, special table decorations and treats at the Teamworc Awards, promotional material to help them recruit in 2022/23, and social media spotlights.

TeamWorc UNITED

Two student groups received TeamWorc UNITED accreditation this year. TeamWorc UNITED recognises groups that go above and beyond to develop their inclusive practices and ensure as many students as possible can get involved in their activities.

The Uni Boob Team have continued to worked hard to address the gap in health promotion by introducing a 'Pec Rep' onto their committee, collaborating with male dominated clubs, and working with the LGBTQ+ network to create inclusive social media promotion. The work that they do is so important, and they have succeeded in engaging more students from different groups and successfully renewed their TeamWorc United status, which they achieved last year.

Women's Football were the other group to attain TeamWorc United accreditation, having run a range of adaptive sessions, supported the Rainbow laces campaign, and raised awareness of various types of discrimination within their sport.

TeamWorc Council has been very influential this year, and, amongst other things, submitted a policy to reform the Union's club and society committee positions which will have an impact on the groups functioning next year. The rather old-fashioned positions of Treasurer and Secretary have been replaced with different Vice Chair roles that reflect more of today's job market. The aim was to increase understanding of what the roles were and what the students might get out of them. Other Unions and Universities in the region are now considering similar changes following our sharing of this at BUCS regional meetings. The Council also helped us to review and create new TeamWorc Honours Criteria for Teamworc Awards. It's been great to have the opportunity to interact with our students in person again to help to create a better experience for them.

7. RAG (Raise and Give)

The Union's members voted for Student Minds as their RAG Charity of the Year for 2021/22. Students raised £31,692 over the year, which is an incredible achievement, and we are very proud of all the groups and individuals who had a part in reaching this total. Some highlights included:

The UniBoob Team continued to exceed their annual fundraising target, raising over £1,222 from events such as a Glitterball, a 24hr Bike-A-Thon, and championing the whole of #TeamWorc throughout October for breast cancer awareness month.

Our Movember team raised £2,733 across November through charity football matches, quizzes and raffles.

A #TeamWorc 24hr CPR event, which not only raised over £800 but gave students lifesaving skills. One student Jack Lambert (who went on to win BUCS' national Volunteer of the Year Award for his efforts in our Varsity) raised a further £4,327 from a sky dive for the British Heart Foundation and Beat the Clock.

Equestrian were also front runners for fundraising this year, raising £2,660 through a clothes drive.

In December the whole of #TeamWorc came together for BUCS rainbow laces day led by the Vice President Student Activities to raise over £440 for Stonewall.

To finish a great year, our Sinners hosted an end of year showcase and managed to raise £781.

8. TEAMWORC ACTION (Volunteering)

This year we continued efforts to rebuild student engagement in volunteering through 'TeamWorc ACTION'. By the end of June, the volunteering hours (from 1st July 2021) totalled 5543, broken down as follows:

- Hours as part of Clubs/Socs/Networks committees: 4388
- As part of community projects: 926
- As academic Reps/Student Councillors/other SU roles: 229

We continued to build relationships with a range of stakeholders to secure opportunities for students to help the local community, including Worcester Warriors Community Foundation (and their Dementia Café), Duckworth Trust (and a sustainability clothes swap),The Fold (at Bransford), Maggs Day Centre, Worcester Snoezelen, Shelter, and Sight Concern.

Fifteen TeamWorc ACTION days were held, including 8 canal cleans in conjunction with the Canal and Rivers Trust. Student Volunteering Week took place in February, and we used this to promote the concept and benefits of volunteering, as well as conducting a litter pick in St John's, and supporting adapted sport sessions at Worcester Warriors (with Active Hereford and Worcester). The Christian Union also joined 'forces' with the University Security team to hand out tea and biscuits to students coming out of Tramps in the early hours of the morning! Around 70 students got involved with these initiatives.

9. WELCOME WEEK AND REFRESHERS

9.1 WELCOME WEEK

In September we welcomed all our new and returning students to the University with a variety of events and activities; the first full programme of events for two years.

Early Starter Registration Event

This took place mid-week in Union Square welcoming our international and commuter students who registered before the main intake of first year students. Union Officers and staff were on hand to welcome everyone and there were activities throughout the day including circus skills and stall activities. A barbeque, drinks, and free ice cream were also provided by Chartwells.

Sunset Session

We also held our first ever Sunset Session in our Hangar marquee on City Campus, to welcome back returning students, many of whom had spent a large part of their university lives in lockdown. The event included free food and a DJ, with over 200 tickets sold.

Welcome Fair

The Welcome Fair was, once again, held at City Campus. We worked alongside Boffy Arts and Events, as well as key partners at the University, to transform City Campus with market stalls, marquees, an impressive stage, bar, and food stalls. Over the weekend, more than 2,500 students attended the Fair, meeting our club, society, and Network committees, getting their hands on some freebies, enjoying some live music, and grabbing a drink in The Hangar Marquee.

The Hangar

Once again, The Hangar opened at two locations throughout Welcome Week - The Hangar bar in the Students' Union and The Hangar Marquee at City Campus. This was the biggest Welcome Week yet for The Hangar, with just over 2,400 students visiting us during the week.

The Hangar hosted nine events throughout the week, including a VK Welcome Party, Karaoke, Silent Disco, and the return of the ever-popular Disco Binglow. The Hangar Marquee hosted a further six events during the week, including live music nights, an outdoor cinema, and live comedy. After 18 months of lockdowns and restrictions, it was fantastic to have students back in The Hangar socialising and having a great time.

Colour Run

On the Wednesday of Welcome Week, we were delighted to be able to bring back the Colour Run after a two-year absence. Once again, the event raised money for RAG and our RAG Charity of the Year, Student Minds. A total of 180 students took part in the run around St. John's Campus, getting covered in a kaleidoscope of colours, and helping us to raise over £1,400 for RAG.

TeamWorc Showcase

Our Vice President Student Activities built on the showcase concept introduced in 2020, in an attempt to increase engagement with the TeamWorc community from student groups and individual students. Throughout the day, sessions were held at City Campus by Dance, Men's Rugby, Yoga, Women's Football, Zumba, Cheerleading, Rowing, Loco Show Co, Fencing, and the UniBoob Team, showcasing everything they have to offer. A total of 70 students attended the Showcase throughout the day.

9.2 REFRESHERS

During Refreshers Week, we hosted a Wellbeing Day in The Hangar, providing students with information on how to boost their mental wellbeing and letting them know about the wellbeing provisions available at the Students' Union and University. In attendance were University services, charities, NHS England, and the ever-popular therapy dogs. There was also a focus on allergy awareness.

The Hangar hosted evening events to welcome students back after the break. Throughout the week, several hundred students attended seven events across the week, including live music, karaoke, live comedy, and a Saturday night rave.

10. CELEBRATION WEEK

We were delighted to, once again be able to hold in-person ceremonies for Celebration Week, and back to normal following 2 years of covid restrictions. After a year of online learning and events it was fantastic to be able to see University staff and students celebrate everything they had achieved throughout the year. The week saw us host the Students' Choice Awards in the Hangar, and the Teamworc awards (for our student groups and Reps) at Sixways Stadium, with over 300 in attendance at the latter. Following the pandemic and events taking place last year that were much more scaled down, we found we had to do a lot more to explain to students the point of the awards, what the cost covered (what they got for their money) and why they should attend. Awards given out at the events were:

10.1 THE STUDENTS' CHOICE AWARDS

To recognise and celebrate the huge impact that excellent support and teaching made to the student experience over the past year. We received almost 700 nominations from students.

- Outstanding Lecturer Award - Mark Odam (School of Allied Health and Community)
- Module Excellence Award - Andrea Faull and Michelle Morgan (School of Sport and Exercise Science)
- The Extra Mile Award for Support Staff (Non-Teaching) - Lewis Arnold (School of Sport and Exercise Science)
- Award for Exceptional Personal Academic Tutor - Amy Johnson (School of Psychology)
- Sustainability Award - Penny Kitchener (Executive Assistant)
- Excellence in Doctoral Supervision Award - Karen Blackmore (School of Education)
- SERCC (Student Engagement, Representation, and Communication Co-ordinator) of the Year - Andy Taylor (School of Education)
- Acting Provost Award for Excellence in Teaching (shortlist and winner decided by the Acting Provost) - Ruth Stacey (School of Humanities)

10.2 TEAMWORC AWARDS

Name	Winner
Sports Club of the Year	Women's Football
Sports Team of the Year	Men's Cricket 1st
Sports Club Committee Member of the Year	Hope Bourton - Netball
Athlete of the Year	Renée Powell - Netball
Society of the Year	Biology
New Society of the Year	Knit 'n' Knatter
Society Committee Member of the Year	Victoria Tanimowo - Nigerian
Network of the Year	LGBTQ+ Student Network
Network Campaign of the Year	Women's Student Network - WeForShe Campaign
Network Committee Member of the Year	Emma Banks - Mature, Parents and Carers Student Network
Charity Fundraiser of the Year	Uni Boob Team

Event of the Year	Gemma Elliott
WSU Special Recognition	Dance Shots Strictly Come Dancing
Honorary Life Membership of the Union	
Teamworc UNITED	Drew HumphreyMia RadinovicRachel Holland
Volunteer of the Year	Women's Football
WSU Student Staff Member of the Year	Jack Lambert
	Mia Radinovic
	Martha Heasman (Integrated Masters in Touring
Course Rep of the Year	Theatre)
School Rep of the Year	Terezá Vidrova (School of Psychology)

11. ADVICE, SUPPORT AND WELLBEING

11.1 HELP AND ADVICE SERVICE

Following 2020/21's record case numbers, the Help & Advice Service once again saw an increase in cases. The service retained best practice learnt throughout the pandemic and whilst face to face appointments are, of course, back, students continue to appreciate the option to attend meetings virtually and we continue to operate flexibly.

Due to increased number of cases the Service appointed an Assistant, and this post will be augmented from August 2022, to a full Advisor position, due to demand on resources.

Key headlines from the Service from 1st September 2021 until 31st August 2022:

• The Service supported 380 students with 425 cases, representing 7% more cases than the prior year. Last year's highest monthly case load was 45 cases - this was exceeded in three of this year's monthly figures
• January to March were the busiest months
• 34% of all cases came from referrals from University staff (35% in 2020/1)
• 76% of cases were related to academic issues (83% in 2020/21)
• 16% of cases were accommodation issues (13% in 20/21)
• The remaining 8% were finance, employment, consumer or welfare related
• 12 cases were students at partner institutions and 5 from students studying at a distance (last year was 13)
• 19% of the total clients were postgraduate students (16% last year and 8% in 2019/20)

Referrals

• 35% of cases were referrals from University staff /services (total of 139, 108 prior year)
• 23% students recommended to seek our help via referrals from University procedures (24% the year before)
• 48 cases or 11% via Course Reps / SU Staff / Networks / Officers and the SU Website (48 and 12% last year)

Service Feedback

Our aim this year was to increase the level of feedback from students using the Service. In total, 35 students shared feedback regarding their experience in a monthly client survey (compared to 14 the year before). Whilst still a relatively low number, this still gives important insight into the views of clients. According to these students:
• Based on experience of the service would students recommend the service to a friend - 4.7 out of 5
• Information and advice received helps students feel better informed 4.4 out of 5
• Students feel supported by the service: 4.1 out of 5
• Experience of the service has helped students manage their situation - 3.9 out of 5

Areas for further action:
• Awareness of the service, prior to referral/ students accessing the service - 2.9 out of 5
• Awareness of the purpose and limits of the service provided - 3 out of 5 (whether the experience of the service met student expectations)

The service achieved higher scores for helping students to manage their situation (3.9 out of 5) than for whether the service resolved an issue (3.6 out of 5). This is in line with the provision the service offers: enabling informed students to take their own action. Further marketing material will continue to demonstrate the services we provide.

The Academic and Welfare Advisor and Assistant both received positive feedback:

• 'Kate was extremely helpful and supportive in taking the time to listen to my concerns and I feel went out of her way to help us where she could.'
• 'Really helpful & useful advice'
• 'Tom was extremely thorough and understanding of my concerns - he spent the full 30 minutes with me explaining everything in full. This was helpful especially because I sometimes find a lot of information at once overwhelming, but I felt as though his calm and reassuring manner provided the information I needed. I recommend Tom to any student struggling with finding answers to their problems, he is an asset to the Students Union Team.'
• 'I felt really comfortable with the staff at the SU when talking about my sexuality and living situations'

Changes have already been made over the year in response to student feedback, with plans to roll out further enhancements next academic year:
• Amended online enquiry form to (i) emphasise confidentiality and (ii) include a question on whether a student requires any adjustments to be made for their appointment
• Revised booking system via MS Booking (in response to student feedback regarding ease of making appointments)
• Revised and created new webpages to support student needs and clarify services available
• Monthly client surveys will be replaced by a continuous survey, promoted at the end of appointments, via QR codes and mail outs.
• In addition, the website statistics have continued to increase. We have gained more views on help and advice pages than in comparison to previous years for most months.

11.2 CAMPAIGNS

Mental health continues to be a very high priority for our students. Collaboration continued with the University to promote information during World and University Mental Health Days and we supported student groups to run various initiatives for Black History Month, Movember, International Women's Day, and LGBTQ+ History Month.

Some of the campaigns we ran throughout the year were:

Drink Spiking Awareness - a poster campaign including information about how to spot drink spiking, enhance personal safety on nights out, and confirming the Hangar team's training in drink spiking awareness.

Safe Sex Express - offering free and confidential condom delivery to Worcester students. This was in the top 6 viewed H&A webpages for every month this academic year and 2690 condoms were given out (over 16x as many as 20/21)

Ending Period Poverty - providing free sanitary towels in the SU toilets. In total, 85 packets of pads,15 packets of liners and 46 packets of tampons were supplied for students.

Don't Rent Yet -this ran throughout November and December, encouraging students not to rush into commitments for accommodation for 2021/22, especially if they had not had the opportunity to form as many friendships in lockdown, and to make sure they know their rights as tenants.

Housing Fair - this took place in the Arena in January 2022 to accommodate the physical requirements of the event and the covid-19 mitigations required to run an in-person event on this scale. On the day, 60 landlords and 200 hundred students attended. To support students further, the 'Housing' section on the SU website was updated to reflect the changes in the pandemic and the kinds of queries being brought to the Help and Advice Service. The Union also assisted the University to promote the StudentPad website, giving students access to a range of accredited properties and landlords. Don't Rent Yet & the Housing Fair had 976 views on Help & Advice Housing webpages in January 2022.

#NeverOK - A campaign led by the Vice President Student Activities around consent and healthy relationships. A poster and social media campaign raised awareness around the A to Z of consent and #NeverOk was a central theme at our annual Varsity, with Gloucestershire Students' Union also supporting it. Teams had the hashtag on their kits and went on social media to explain why they supported the campaign and signed the #NeverOK pledge. In addition to this, a video was produced, 7 students attended a consent workshop, and 15 students entered a poetry open mic night themed around consent. Engagement in this campaign included:
- 324 hits on the #NeverOK webpage
- 1500 reach and 15 engagements on #NeverOK video
- 40 students/student groups signed the #NeverOK pledge

Mitigating Circumstances - The Union recognises the importance of a robust university procedure to support students with academic studies at difficult times. For this reason, it began reviewing the procedures and consulting students, through an on-line survey and a face to face workshop, on their views and experiences in order to provide suggestions for improvements. This work will continue with the support of the VP Education in 2022/23.

12. WELCOME DESK

From early September until late May, the Welcome Desk - the Union's main 'reception' for students and visitors - responded to 2373 enquiries. Of those, 58% were in-person visits, 31% were emails and 11% were phone calls.

By far the most common queries related to Clubs and Societies, followed by general enquiries, safe sex product requests, and advice and support. The service is staffed by students who do a great job in providing a friendly and relatable face to our members who need our help. They also often have ideas on how to keep improving the service and support do a wonderful job in supporting our core staff team with administrative and other tasks.

13. EQUALITY, DIVERSITY AND INCLUSION (EDI)

Following the death of George Floyd and the rise of the Black Lives Matter movement, the Union began of process of self-reflection, and worked with the University to do the same. We established an internal EDI Working Group, chaired by the President, with Terms of Reference and representation from across the organisation. We are very pleased with the progress made by our internal EDI Working Group this year which has drawn up an action plan of the priorities for 2022/23, as well as fulfilling our commitment to review and update our EDI Policy annually.

Some of the things achieved/worked on by the group throughout the year:
• Leadership in Race Equity training by the Student Engagement Manager and Chief Executive (who is now of on a group of Union CEOs nationally who are championing the race equity agenda)
• Ensuring race equity is a standard item on SMT meeting agendas
• Reviewing the names and roles of our student committee positions to increase accessible and remove terminology that might be a barrier for students
• Working with the University on gender-neutral facility provision
• Black History and LGBTQ+ History activities
• Accessibility of the advice service
• Accessible marketing and communications
• Review of demographic data of members of our sports clubs
• The group's interface with the Welfare and Inclusion Council
• TeamWorc UNITED (sports club inclusive practices)
• Removing financial barriers to student engagement in sport
• Events in the Hangar
• Elections - candidate and voter demographics and engagement of student cohorts
• Creating an SU Wellbeing Calendar
• Developing an Anti-Racist Statement for the Union
• Work around religious observance and mitigating circumstances (addressing a lack of University policy)
• EDI training for student committee members and staff
• How to create an autism friendly SU and campus
• Change of the name BAME Network to REACH (Race, Ethnicity, Cultural Heritage) Network

The action plan for 2022/23 to date focusses on:

• Agreeing and publishing the anti-racist statement for the organisation (in consultation with students)
• Working with the University on recommendations on how to create an autism friendly campus
• Diversifying our core and student staff team
• Race equity in sport
• LGBTQ+ representation in sport
• Diverse and accessible events in the Hangar
• Accessible Communications
• Accessibility of the Help and Advice Service
• Working with the University to create a Religious Observance Policy
• Diversifying the academic curriculum
• EDI training for student committee members, Reps, and core staff
• Increasing the number of candidates in our Elections from ethnic minority groups
• Raising awareness around the use of pronouns

The President continues to sit on the University's EDI Committee, which was created following the work of the Union President and Chief Executive in 2020, in drawing up a paper on race equity with the then Pro Vice Chancellor Students and the Director of Access and Inclusion, of which the Union is very proud.

14. LOCAL AND NATIONAL DEMOCRACY AND POLITICS

14.1 LEADERSHIP ELECTIONS

The Union's Leadership Elections once again took place in March and saw the return of ballot stations and in person campaigning, which was great to see.

We had our highest ever number of candidates for the three Full Time Officer roles at 14:

• 4 candidates for the role of President (1 in 2021)
• 4 candidates for the role of Vice President Education (4 in 2021)
• 6 candidates for the role of Vice President Student Activities (3 in 2021)

A total of 5169 votes were cast by 1863 individual voters (our highest ever), representing 20% of the student population, resulting in the election of:

SU President - Al Linforth
Vice President Education - Gemma Allcott
Vice President Student Activities - Meg Lee

Over the last few years, the Union has been working to increase the diversity of candidates. This year saw some significant success in this area with students from a range of backgrounds and prior involvement with the Union and:

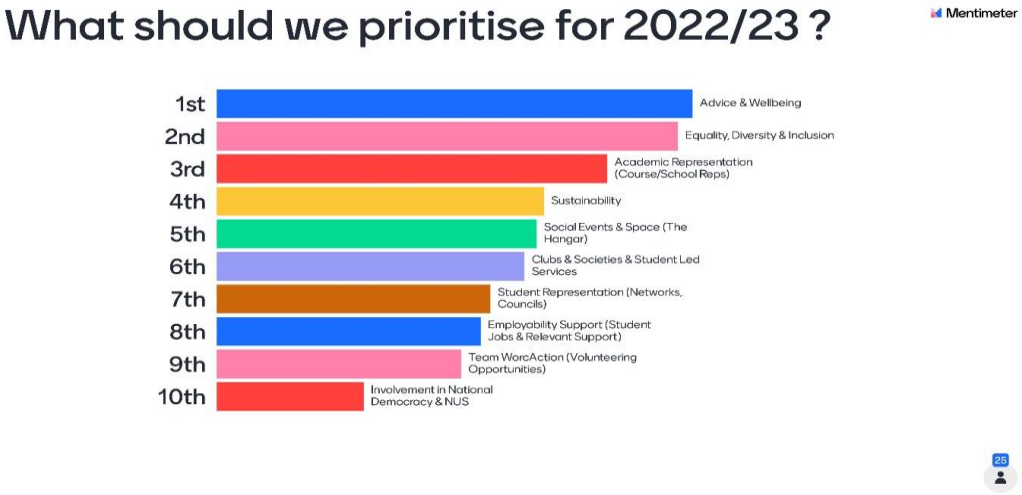
- 4 candidates from the School of Art
- Our first candidate on record from the Three Counties School of Nursing and Midwifery
- 3 candidates from the School of Education
- 2 candidates aged 26 and over
- 1 candidate from Level 7 and 1 from Level 4
- 2 candidates were international students
- We sadly had no candidates from the School of Allied Health and Community or Humanities and so will work next year to address this, as well as the ethnicity of candidates as we had only 1 BAME candidate this year.

14.2 ALL STUDENT MEETING

The Union held its All Student Meeting, as it's AGM, on 15th February 2022, on-line in the hope of repeating the success of student attendance during the pandemic. A prize draw was also offered to win 3 Echo Dots. Unfortunately, this year, in line with some other online events we held, we did not reach quoracy and, in total 27, student attended. We will review this for next year and may look to return to face-to-face event.

In terms of the agenda, we had the usual items in our 2020-21 accounts, a review of our affiliations, and our annual report to members on activities delivered by the officers, as well as a question-and-answer session.

We also used the opportunity to begin the conversation with our members on what we should focus on as we begin the next strategic planning phase. We used Mentimeter as an interactive tool and gained some interesting insight. We asked students to rate the 10 student-facing areas within our operational plan in order of importance to them (what they think we should prioritise in terms of services and activities). The results were as follows:



Following, the ASM, we repeated the Mentimeter exercise with more students, through:
o Course Rep Forums
o Education Council
o TeamWorc Council
o Big Worc Survey

The results were that a total of 378 students ranked the priorities in the following order:
- 1st - Advice and Wellbeing
- 2nd - EDI (Equality, Diversity and Inclusion
- 3rd - Clubs and Societies
- 4th - Student Representation (Student Council, Networks)
- 5th - Academic Reps (School and Course Reps)
- 6th - Employability
- 7th - Social Events and The Hangar
- 8th - Sustainability
- 9th - Teamworc ACTION - volunteering opportunities
- 10th - Involvement in national democracy / NUS

14.3 NUS TEACH-IN

The NUS Teach-in aimed to reimagine what many students see as our broken higher eduction system and build a New Vision For Education. NUS brought together Students and Elected Officers from across the country for a day of sharing knowledge and ideas, in March 2022.

The Officers and 7 other students joined with the University of Oxford and Oxford Brookes University to attend (sharing the cost and being more sustainable).It was a good opportunity to network with officers from around the country and share experiences.

15. MARKETING AND COMMUNICATION

Throughout the year the Union aimed to create relevant and compelling content to get as many Worcester students involved with what we do as possible. We communicated to students across a range of platforms including social media, digital channels, physical media, and face-to-face promotion.

Social Media
The majority of our social media platforms continued to grow and gain more members. It has, at times, been difficult to engage students across our digital channels. Throughout semester one, there was a noticeable decrease in student engagement, both on social media platforms and with SU events and campaigns. Communications were modified slightly during the second semester in reaction to this, with changes made such as introducing weekly 'what's on' emails and adapting the frequency and volume of social media content. Subsequently, social media and website engagement saw a small but noticeable increase during semester two.

No. of followers	**2020/21**	**2021/22**	
WSU Facebook	8,650	**8,900**	(+250)
The Hangar Facebook	1,200	**1,400**	(+200)
#TeamWorc Facebook	2,800	**2,800**	-
Twitter	7,200	**7,200**	-
WSU Instagram	3,200	**3,800**	(+600)
The Hangar Instagram	1,300	**1,600**	(+300)

16. STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest time into training students for various roles, as well as to directly employ students as Assistants for Graphic Design, Welcome Desk, Bar, and Security.

Numbers attending training for student roles were as follows:

• Sports and Societies' committee training conference - 328
• Student Network committee training - 24 (23 in 202/21)
• New student staff training - 16 (10 in 2020/21)
• School Rep training - 23 out of 24 Reps (22 out of 22 in 2020/21)
• Course Rep training - 255 trained out of total number of 342 Course Reps listed on SOLE, representing 75% (compared with 56% of total number of Reps trained in 2020/21)
• Elections - 14 students attended bookable sessions for those thinking of standing in the Elections (17 in 2020/21), all of whom went on to run for Officer positions and attended a subsequent candidates' training day (in 2020/21, 8 students went on to run for office.

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Over the year, an average of 25 students were employed with us each month supporting our bar, Welcome Desk and marketing functions, working a total of 8452 hours and earning £72,635.

The Union continues to support students through the job application process, with bespoke on-line guides on how to complete application forms, as well as a 'Guide to Interviews and the World of Work. The 'Work wit Us page of our website page the guide is hosted on received over 4,360 views across the year. We also make a point of providing feedback following all unsuccessful applications and interviews.

17. THE HANGAR

Following 2 years of disrupted trading due to COVID-19, the start to 21/22 saw an almost back to normal service for our members. Some measures remained in place including the preferred method of payment being card only (this was never fully enforced recognising many students, including Internationals, prefer to use cash as a budgeting mechanism). Welcome Week contained a variety of events as well as opening a second bar at City Campus for the duration of the week. Events included Film Nights, Live Music, Binglow, Silent Disco and a comedy night to try and appeal to a wider spectrum of students.

Throughout the year the Hangar hosted several large events, including a well-attended Winter Ball, as well as focussing more on student-led events (52 events throughout the year were led by students and raised money for RAG or for their own club or society). Whilst student-led events do reduce the takings in the bar, they are well attended events and provide students with organising and event planning as well as decision making and treasury skills, enhancing their employability. The Winter Ball proved so popular it now has its own committee with planning for 2022/23 underway. Across the various events, almost 11,000 students attended and we have now invested in more accurate attendee monitoring equipment.

Overall bar takings for 2021/22 were £175.7k, as compared to £110.4k in 2020/21. The previous COVID-unaffected year was 2018/19, with a turnover of £182.3k. So, we saw a 59% increase on previous year, but a 4% reduction compared to 2018/19. Semester 1 had the highest takings ever recorded at £98.6k, whilst semester 2 slowed considerably following widespread coverage and talk of a national financial crisis and students spending less on nights out rather than not attending at all. Also hitting bar takings in semester 2 was the lack of external bookings due to 2 years of Covid and some remaining campus restrictions for external visitors. The calendar for 2022/23 is starting to fill up and we hope to host more weddings and external events, including school proms, building on relationships with local schools.

The bar continued to expand its range of no- and low-alcohol drinks, as well as gluten free options and the premium products remained popular. We were restricted in semester 2 on some product sales, as a result of a dispute between NUS and their main supplier (who reneged on some payments), as well as an embargo on selling Russian products due to the conflict with Ukraine.

We also updated various equipment in the Hangar, including more energy efficient screens and new contactless pool tables, which remain extremely popular with students. Overall, although takings in the bar were slightly down, the increased engagement with students is a very positive metric.

18. SUSTAINABILITY

The Union achieved Very Good in the Green Impact Students Union accreditation scheme which is the second highest accreditation we can obtain. Over the year, several initiatives were undertaken by the Union's internal 'SUstainability' Committee, often working in partnership with the Sustainability Network, as well as the University's Director of Sustainability, such as:

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• Maintaining Responsible Futures accreditation and delivering Go Green Week (in partnership with the University);
• Achieving the second highest response rate in the country for the SOS-Sustainability Skills Survey (547 students)
• Continuing the process of aligning all our work to the UN Sustainable Development Goals, including aligning all our Bye Laws
• Working with the University to start a campaign to improve public transport in Worcester
• Supporting the Sustainability Network's seed bomb making and fast fashion campaign

19. STAFF DEVELOPMENT

Coming out of the pandemic, staff and Officers returned to working mainly in the office with the flexibility to have work from home days. Staff breakfast mornings were introduced to support wellbeing and enable staff to meet informally in a relaxed environment.

The annual student staff induction was held virtually again, as this had worked well the previous year and was more inclusive for those who could not attend in person. The Staff Consultative Forum and the Health and Safety Committee had student staff representation too, following a year without, due to the pandemic. A number of student staff, from all departments, received recognition via the Officers' Worc Stars award, which replaced the Student Staff of the Month initiative. Worc Stars received a voucher and were featured in a new SU Newsletter.

Union staff and Officers undertook various training and attended courses over the year which included Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Disability Awareness, PAPYRUS Suicide Prevention, ILM Leadership training, Being a Trustee, and First Aid. As well as these, staff and Officers attended many of the annual NUS-facilitated conferences and events, most of which were held in person, following a year of mostly virtual events in the previous year.

Core staff had their Personal Performance Appraisals held annually to monitor and appraise performance. A number of core staff received reward and recognition across the year after demonstrating hard work, innovation, and going above and beyond for our members and in the delivery of events and activities.

19.1 PAY AND REWARD REVIEW

Following long-term discussions by the Trustee board and staff feedback related to pay and reward within the 2021 Employee Engagement Survey, the Union commissioned an external, independent pay and reward review by Atkinson HR 2021/22. The aim was to develop a more transparent framework for staff to understand the reasoning behind their positioning and remuneration. The following questions were considered in the review:

- What are principles should underpin the Union's pay framework?
- What framework, rules, policy and process will be required to achieve the stated aims?
- Is pay and reward in line / competitive with relevant benchmarks?
- Are there opportunities to add value around pay, reward and recognition in a cost-efficient and sustainable way?

The scope of the review covered analysing existing documentation and job descriptions, 1-2-1s with staff members, a SWOT analysis of the organisation's current pay structure, and national and regional, as well as sector and role benchmarking. The work spanned several months, resulting in:

- A new set of pay principles for the Union

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- A new updated salary band structure
- A new pay policy
- A new annual process for the Trustee Board to agree staff increments (including cost of living) that covers all staff at a singular point in the calendar, based on affordability, rather than increments being based on individual work anniversaries
- A handful of staff had salary/role changes
- A review of the overall staff benefits package and better communication of these (still ongoing)
- Recommendations around ongoing review and benchmarking of staff salaries and roles.

19.2 EMPLOYEE ENGAGEMENT SURVEY 2022

This was the second year that the Union commissioned the services of Agenda Consulting, via NUS, to conduct the above with our core and student staff team. We were one of 38 SU's taking part in the survey, enabling us to benchmark ourselves against those, as well as 10 specific SUs of our choosing, and 54 third sector organisations. The overall response rate was 55% (59% in 2021)and comprised of 8 student staff (out of 22) and 14 (out of 15) core staff and officers. The survey consisted of 71 questions and covered the following areas:

• Colleagues
• Communication
• Employee Wellbeing
• Engagement
• EDI
• Leadership
• Learning and Development
• Management
• Performance Management
• Reward
• Role
• Service
• Values

The results were mixed, with some very positive responses - and a hugely positive response again from student staff, with 58% of replies having a 100% positive outcome - but with some areas from the core staff and officers' perspective for the organisation to improve on.

Positive areas included:

• My ideas are given serious consideration
• I am treated with fairness, dignity, and respect at work
• I would willingly put in extra effort to help the organisation
• The organisation values diversity
• My manager seeks my input and involves me where appropriate
• I feel my work contributes to the organisation's performance
• I am able to work flexibly when appropriate

Areas to address included:

• My pay is competitive when compared with similar organisations
• I would still like to be working here in 12 months' time
• My workload is excessive and prevents me from doing a good job
• I am rewarded fairly for the contribution I make
• Leadership group creates a compelling vision
• Knowledge and good practice are shared across the organisation to promote learning

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- People in other departments are skilled and competent to do their jobs
- I receive a good service from other departments in the SU

Staff were, also, able to give free text comments at the end, one of which was to describe the organisation in 3 words. The word cloud below illustrates the words given:

Results were shared with the core staff/officers and student staff and actions agreed within the 2022/23 operational plan to address areas of weaker satisfaction.

It is hoped that pay and reward review, which had not been completed prior to the survey running, and some staffing changes will go a significant way to addressing some of the concerns. Overall, the picture seemed to be of a team needing to review internal relationships and workloads, with some rebuilding and learning to support and value each other again after a stressful couple of years for most of us.

Following the return to some normality, the Union was certainly affected by the national phenomena of the 'Great Resignation', with 6 members of the team moving on to new, higher paid and more senior opportunities within short succession. This reflects how much the Union progresses its employees but caused some internal challenges at the end of a very busy year, as well as a positive opportunity to bring in fresh talent and ideas. It was also an opportunity to continue to diversify the workforce with specific, external expertise commissioned for the first time in BAME Recruitment and Diversifying Group Limited. Some success in this area was, ultimately, had which is very positive.

20. OVERALL PERFORMANCE AND STUDENT SATISFACTION

The Union had a challenging year in terms of overall performance, due to operating in a pandemic, and a mixed picture in terms of student satisfaction.

With regards to the Union's 18 Key Performance Indicators, (KPIs), improvements were seen in 10 areas, performance remained the same or was not comparable (for various reasons) in 6 areas and declined in 10 (NB some KPIs saw both an increase and a decline within them, depending on the range of measures for that KPI).

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Most areas of decline were felt to be as a result of challenges in engaging a less confident and less engaged student body generally, as lingering effects of Covid-19. The table below outlines performance by KPI.

No.	KPI	Performance up on 2020/21	Performance down on 2020/21	Not comparable, N/A, or stayed same	Comments
1	Satisfaction with the Students' Union for our members increases year on year - target of 80% across the board		•	•	Performance down in NSS Q26 and CES Q14 but same in Big Worc Survey (BWS)
2	The percentage of the student body aware of the range of services run by the SU increases year on year		•	•	Question not asked in BWS this year
3	The percentage of the student body filling in our Big Survey increases year on year		•		Down by 1,062 students
4	The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year		•	•	Performance down in CES Q5.3 by 3%and Q 5.4 by 7%Down in NSS Q26 by 3%++Question not asked in BWS this year
5	The number of students voting in our Leadership Elections - target of 20% of membership	•			41% increase on last year - 20% of membership

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6	The number of available positions in our governance structures are filled - target of at least 80%	•			100% of Student Council (SC) positions filled
7	The number of ideas submitted to the SU increases year on year	•			More ideas submitted leading to more motions to SC
8	The number of students accessing our advice and support service increases year on year	•			Increased numbers of cases, individual students, and contacts
9	The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives	•		•	Safe sex campaign engagement increased significantly. Other campaigns varied
10	The number of students who are members of an SU club or society increases year on year	•	•		Sports and society members increasedNetwork members decreased
11	The number of clubs and societies increases year on year - target of 60 societies and 50 clubs		•		Both down
12	Number of volunteering hours given by students increases year on year	•	•		More hours logged but by less students

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13	The percentage of students saying that being involved with the SU enhanced their employability increases year on year		•		++Down 5% to 46%
14	Worcester sits in the top 50 in the BUCS League			•	61st out of 149 institutions
15	The number of students attending events in the Hangar increases year on year	•	•		Recorded attendees down 360 on 2020/21++BWS - up in terms of % who had attended events up 17% to 64%
16	The SU achieves at least Silver Best Bar None accreditation each year			•	Retained Gold BBN
17	The profitability of SU commercial services and contracts increases year on year	•	•		Mixed picture - commercial contracts up on year before but not at levels prior to pandemicMarketing revenue slightly upBar sales well up on 2020/21 but down on budget. Very good Sem 1, poor Sem 2

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18	The percentage of students feeling that SU events had a positive impact on their student experience increases year on year	•			++Up by 6% to 74%
	TOTAL (NB some KPIs performed both up and down within their individual measures)	**10**	**10**	**6**	

20.1 NSS

Q26 The students' union effectively represents my academic interests:
Overall University: -3% to 62% (sector average = 53%, top quartile 71%)

The Union, unfortunately, saw scores go down or remain static in all B2 optional questions (which mirrors the University and wider SU sector results) but they remained above the sector average:
B.2.1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college= 40% (41% in 2020/21), sector average this year of 36%.
B.2. 2. The Students' Union (Association or Guild) has had a positive impact on the local community = 45% (45% in 2020/21) sector average this year of 37%.
B.2.3. The Students' Union (Association or Guild) has helped me develop useful life skills = 33% (35% in 2020/21), sector average this year of 27%.

The Union was, very positively, positioned 18th out of 149 Unions nationally in the University's compiled NSS rankings (19th/149 in 2021 and 2020, 36th/152 in 2019 and 61st/151 in 2018).

20.2 COURSE EXPERIENCE SURVEY (CES)
Q.5.3 - I know who my Course Rep is:
Overall University: -3% to 80%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: -7% to 66%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:
Overall University: -1% to 69%

ACHIEVEMENT AND PERFORMANCE
20.3 BIG WORC SURVEY (BWS) 2022

The Big Worc Survey returned for its fifth year but was scaled back significantly compared to previous years, with only key questions remaining to ensure effective benchmarking. The results of the survey will contribute to a wider insights project to take place in the 2022-23 academic year.

A total of 393 students completed the survey, far fewer than in previous years and a reflection of the overall challenges in student engagement seen throughout the academic year.

The overall findings of the survey are as follows:
- 4.5% of the student population completed the survey, compared to 8% in 2021 and 6% in 2020.
- The School of Allied Health and Community provided the most respondents with 17%.
- 25% of respondents were first year students, with 30% in their second year, 19% in their third, and 19% Masters students.
- 64% had used at least one SU service during their time at the University, a 6% increase compared to previous years.
- 82% of respondents were aware of at least one of the Full-Time Officer roles
- 60% had voted in the 2022 SU Elections.
- 81% were aware of the Academic Representation system, compared to 79% in 2021 and 62% in 2020.
- 55% were aware of at least one of the Student Networks, with 31% not aware of any of them.
- 71% were aware of the SU Help & Advice service, compared to 70% in 2021 and 77% in 2020.
- 74% believed that the SU had a positive impact on their overall University experience.
- 68% were either satisfied or very satisfied with their overall experience of the SU, the same figure as in 2021.
- Advice and wellbeing (64%) was seen as the highest priority for the SU, with EDI (Equality, Diversity, and Inclusion) second and national democracy / NUS (14%) the lowest.

Overall Satisfaction with the Union	**2022**	**2021**	**2020**
Very satisfied or satisfied	68%	68%	80%
Neither satisfied nor dissatisfied	29%	30%	17%
Dissatisfied or very dissatisfied	3%	2%	3%

Overall, the 2021/22 academic year was another extremely busy one for the Union, with the Officers, as ever, responding brilliantly to the challenges of their role. We delighted in being able to bring back in-person events and in seeing students enjoying them how they used to. It is certainly the case that the student body were changed by Covid-19 and we did our best to respond to this and engage and support them in a way they would appreciate. We did not always get it right but we kept trying. We are very proud of what was achieved during the year, with many of our initiatives being commended by NUS, WonkHE or replicated by other Unions, such as the review of our student committee roles for accessibility. The positive culture of #TeamWorc continued to embed across our functions and EDI became more central than ever to the Union's activities and services.

FINANCIAL REVIEW
Financial position
Income from all sources totalled £1,028,790 (2021: £814,921). Total expenditure of £1,004,865 (2021: £844,068) on all the students' services we provide, which left a surplus for the year of £23,925 (2021 deficit £29,147).

The General Fund balance at the year end stood at £298,228 (2021: £303,402).

FINANCIAL REVIEW

Restricted funds, which represent monies raised by the Union's various clubs and societies were £189,244 (2021: £171,496).

Reserves policy

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

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

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

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

The 2022/23 academic year will see the Union deliver upon another one-year, operational plan but commence a strategic planning process to take it through the next 5 years. All areas of the Union's strategy will be reviewed, including its mission, values and core framework. This will be done in consultation with students (including through externally sourced insight work) and through the staff and officer team working together to respond to existing priorities and doing our best to anticipate future needs. We will continue to have a focus on:

- Raising satisfaction levels with the Union amongst all of our members.
- Increasing our in-person outreach activities across the campuses.
- Increasing engagement from students undertaking professional courses.
- Growing the Student Networks' membership numbers and filling core committee roles.
- Supporting students to establish new general interest and academic societies to increase their sense of belonging at University
- Ensuring Equality, Diversity, and Inclusion (EDI) is core to the Union's activities and work to a comprehensive action plan for the year, providing more training and guidance than ever to our members.
- Increasing the awareness of Student Council amongst the student body, as well as continuing to increase the number of students who engage in our Ideas Forum to effect positive change across the University.
- Ensuring the student voice is an intrinsic part of curriculum design and development.
- Supporting students who are studying at the University's partner colleges and those who are studying in the UK for the first time.
- Through advice and guidance, supporting students through the cost-of-living crisis and trying to remove as many financial barriers as we can to engagement in our activities and events.
- Working with the University on the Student Futures' Manifesto and try new ways of encouraging student wellbeing.
- Increasing the Union's efforts around sustainability and encouraging students to repair and recycle, rather than buy new.
- Continuing to promote how involvement with the Union's portfolio develops our members' employability.
- Encouraging students to re-engage with volunteering and the SU Crew to support our many RAG events.
- Helping students to raise £40k for good causes and build a close relationship with our RAG Charity of the Year.
- Increasing the cultural diversity of events within The Hangar to support a sense of belonging for different groups and to, also, help students have new experiences
- Building on the Union's good reputation regionally and nationally and nominating students and SU staff for national awards.
- Working with the University to ensure students have more opportunities to participate in recreational, physical activity.
- Ensuring that all staff would recommend WSU as a good place to work, that they feel their wellbeing has been given priority, and that they have developed and grown as people when they leave WSU.
- Seeking creative and appropriate additional sources of revenue, including wider offers within the Hangar space, increasing our media sales, external partnerships, and commercial bookings.

FUTURE FUNDING

We will work with the University annually to negotiate on our annual block grant, to ensure we continue to maximise our impact and are able to develop as an organisation to meet the needs of our increasingly diverse student body. We aim to keep strengthening the Union's services, activities and reach to students, whilst minimising financial risk to the Union and securing greater financial investment. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible. We believe it is time to strategically review the Union's space and facilities on St John's campus and elsewhere to maintain and build on student satisfaction levels and to support the University's aims around recruitment, retention and progression.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

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

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

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income through commercial and trading activities where possible, it continues to be dependent on the support of the University. The Union is confident that this support will continue for the foreseeable future as it believes it is an integral part of the University structure and strategic plans and of utmost value to the overall student experience at the University.

The Union believes it has continued to demonstrate its value and impact during difficult times nationally and globally, and has played a critical role at the University in maintaining student communities, the student voice, and the student experience. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as it works to support its diverse membership, ensuring students can create positive, ensuring memories of their time at Worcester.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union continues to have strong organisational purpose and to work to its charitable objectives, laid out in its Constitution. As reported above, the Union worked to an operational plan for the year, with the previous, longer-term, strategic planning period coming to an end in July 2021. The Trustee Board agreed that, with the backdrop of the pandemic, it was prudent to postpone development of a new longer-term strategic framework until consultation with members and stakeholders could be more effectively conducted and the world returned to some normality. A plan was agreed over course of the year to commence this strategic work in 2022/23. In the 2017/18 academic year, the Union developed 18 KPIs against which it continues to measure and benchmark its development and performance. These KPIs will, also, be revisited during the next strategic planning process.

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. Board effectiveness

The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A Skills and Experience Matrix has been created to support this process. Trustees receive training upon their appointment and an induction to the Union. The Board and its Sub-Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters, as well as meets with the Chair and Deputy Chair at least once between full Board meetings to discuss current management priorities.

6. Diversity

The Board values diversity in all its forms and is committed to reaching out to under-represented groups when recruiting Trustees to ensure they are reflective of the membership of the Union and of society. As with staff recruitment, the Union will look to external support and expertise when recruiting future Lay Trustees. When recruiting Student Trustees from its membership, the Union will do its utmost to target promotion amongst cohorts of students which are typically under-represented. Monitoring of diversity of Board membership is undertaken alongside similar monitoring of diversity amongst staff.

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. In light of the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. (The Union also maintains its own annual Statement of Legal Compliance, which is reviewed at by the Board at the same time each year as the risk register). The register was reviewed during the academic year and areas deemed to be of heightened risk, as we emerged from the pandemic, are listed below, with associated actions to try and mitigate or annul:

• **The Union suffers a significant fall in income through a lack of sponsorships:** Due to the effects the pandemic and successive lockdowns had on the hospitality industry in particular, an interim agreement was established with the Union's principal sponsor, Tramps Nightclub, for 2021/22, in order that the business was able to survive and recover as soon as possible, resulting in some but much reduced income for the Union. The approach taken with Tramps was a prudent one and negotiations for contracted income for 2022/23 towards the end of the financial year were positive, reflecting a solid business relationship and gratitude from Tramps for a human and pragmatic approach taken by the Union during a very difficult period for nightclubs. The contract with Dominos Pizza remained stable and at previous levels. Generally, contracts are re-negotiated in a timely manner by the Union's senior management, who keep the Board appraised. The Union continues to investigate ways in which it can increase income from existing commercial services and external partnerships, in way that do not create unnecessary risk or breach existing contracts.

• **The Union and its staff are adversely affected by negative developments with pension providers, namely SUSS:** Communication has been maintained with SUSS Trustees, AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments. Successive valuations suggest that the annual cost for Unions will continue to rise at a steady rate. The Union is not one of those Students' Unions affected by the legal issues uncovered by SUSS in 2018 relating to historical failings in governance of the scheme, which resulted in 'windfalls' for some members and an increase to the overall deficit (which was mitigated by some members agreeing to forego their windfall). The Union has no members affected by this.

Pay policy for senior staff

The level of remuneration agreed for senior members of staff for the academic year, was based on benchmarking with equivalent position in other Unions nationally, with an external pay and reward review for the Union conducted over several months in 2022, by Atkinson HR Limited, whilst taking into consideration the size and turnover of the Union, as well as the location of the institution and the size of the Union's membership.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1145192

Principal address

Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
L.Lees - ended term of office June 2022
R.Mularczyk - ended term of office June 2022
T.Manning - ended term of office June 2022
A.Linforth - appointed June 2022
M.Lee - appointed June 2022
G.Allcott - appointed June 2022
A.Humphrey- ended term of office October 2020
M. Osborne - appointed
D.Dudley - appointed March 2022
M.Payne - appointed March 2022
R. Williams - appointed October 2019, will commence second term in office October 2022
M. Jolley - commenced second term of office July 2019, term extended for a year in July 2022
M.Brittain - commenced second term of office October 2021

Auditors
Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

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

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare consolidated financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....
Trustee

Opinion

We have audited the financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity and groups affairs as at 31 July 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

• The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
• We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: .....

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**604,950**	**-**	**604,950**	616,888
Charitable activities					
Student activities		**-**	**173,866**	**173,866**	59,799
Bar		**156,379**	**-**	**156,379**	97,964
Other trading activities	3	**93,398**	**-**	**93,398**	39,681
Investment income	4	**197**	**-**	**197**	589
Total		**854,924**	**173,866**	**1,028,790**	814,921
EXPENDITURE ON					
Raising funds	6	**81,099**	**-**	**81,099**	73,116
Charitable activities	7				
Representation		**103,974**	**-**	**103,974**	111,449
Advice and welfare		**62,565**	**-**	**62,565**	56,364
Student activities		**309,357**	**156,118**	**465,475**	304,559
Bar		**266,454**	**-**	**266,454**	251,244
Affiliations		**25,298**	**-**	**25,298**	20,690
Total		**848,747**	**156,118**	**1,004,865**	817,422
NET INCOME/(EXPENDITURE)		**6,177**	**17,748**	**23,925**	(2,501)
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**-**	**-**	**-**	(26,646)
Net movement in funds		**6,177**	**17,748**	**23,925**	(29,147)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(76,673)**	**171,496**	**94,823**	123,970
TOTAL FUNDS CARRIED FORWARD		**(70,496)**	**189,244**	**118,748**	94,823

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	**14,383**	**-**	**14,383**	16,983
CURRENT ASSETS					
Stocks	14	**8,623**	**-**	**8,623**	9,361
Debtors	15	**3,361**	**-**	**3,361**	12,903
Cash at bank and in hand		**308,062**	**189,244**	**497,306**	472,602
		320,046	**189,244**	**509,290**	494,866
CREDITORS					
Amounts falling due within one year	16	**(36,202)**	**-**	**(36,202)**	(36,952)
NET CURRENT ASSETS		**283,844**	**189,244**	**473,088**	457,914
TOTAL ASSETS LESS CURRENT LIABILITIES		**298,227**	**189,244**	**487,471**	474,897
PROVISIONS FOR LIABILITIES	17	**(368,724)**	**-**	**(368,724)**	(380,075)
NET ASSETS		**(70,497)**	**189,244**	**118,747**	94,822
FUNDS	18				
Unrestricted funds				**(70,497)**	(76,674)
Restricted funds				**189,244**	171,496
TOTAL FUNDS				**118,747**	94,822

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2022

	Notes	Unrestricted funds £	Restricted funds £	**2022 Total funds £**	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	**14,383**	**-**	**14,383**	16,983
Investments	13	**1**	**-**	**1**	1
		14,384	**-**	**14,384**	16,984
CURRENT ASSETS					
Stocks	14	**8,623**	**-**	**8,623**	9,361
Debtors	15	**3,361**	**-**	**3,361**	12,903
Cash at bank and in hand		**308,062**	**189,244**	**497,306**	472,602
		320,046	**189,244**	**509,290**	494,866
CREDITORS					
Amounts falling due within one year	16	**(36,202)**	**-**	**(36,202)**	(36,652)
NET CURRENT ASSETS		**283,844**	**189,244**	**473,088**	457,914
TOTAL ASSETS LESS CURRENT LIABILITIES		**298,228**	**189,244**	**487,472**	474,898
PROVISIONS FOR LIABILITIES	17	**(368,724)**	**-**	**(368,724)**	(380,075)
NET ASSETS		**(70,496)**	**189,244**	**118,748**	94,823
FUNDS	18				
Unrestricted funds				**(70,496)**	(76,673)
Restricted funds				**189,244**	171,496
TOTAL FUNDS				**118,748**	94,823

The financial statements were approved by the Board of Trustees and authorised for issue on 2022 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement
for the Year Ended 31 July 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	**26,625**	53,279
Net cash provided by operating activities		**26,625**	53,279
Cash flows from investing activities			
Purchase of tangible fixed assets		**(2,118)**	-
Interest received		**197**	589
Net cash (used in)/provided by investing activities		**(1,921)**	589
Change in cash and cash equivalents in the reporting period		**24,704**	53,868
Cash and cash equivalents at the beginning of the reporting period		**472,602**	418,734
Cash and cash equivalents at the end of the reporting period		**497,306**	472,602

The notes form part of these financial statements

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

	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	**23,925**	(2,501)
Adjustments for:		
Depreciation charges	**4,718**	61,284
Interest received	**(197)**	(589)
SUSS Pension deficit movements	**(11,351)**	(6,796)
Decrease/(increase) in stocks	**738**	(1,602)
Decrease in debtors	**9,542**	6,671
Decrease in creditors	**(750)**	(3,188)
Net cash provided by operations	**26,625**	53,279

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.21	Cash flow	**At 31.7.22**
	£	£	**£**
Net cash			
Cash at bank and in hand	**472,602**	**24,704**	**497,306**
	472,602	**24,704**	**497,306**
Total	**472,602**	**24,704**	**497,306**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

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

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

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

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

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2035, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

continued...

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Grants	**600,000**	540,000
Other grants	**4,950**	5,700
CJRS grant	**-**	71,188
	604,950	616,888

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

	2022	2021
	£	£
University of Worcester	**600,000**	540,000

3. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Marketing	**58,425**	29,364
Other	**26**	317
NUS Extra	**1,020**	1,341
Commissions receivable	**3,245**	2,529
Varsity income	**16,809**	6,130
Events income	**13,873**	-
	93,398	39,681

4. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	**197**	589

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	**2022** **£**	2021 £
Student Activity			
Membership	Student activities	**173,866**	59,799
Bar	Bar	**156,379**	93,062
BII insurance claim	Bar	**-**	4,902
		330,245	157,763

6. RAISING FUNDS

Raising donations and legacies

	2022 **£**	2021 £
Staff costs	**68,909**	63,591
Telephone	**158**	381
Postage and stationery	**(100)**	100
Marketing costs	**12,132**	9,294
Legal fees	**-**	100
	81,099	73,466

Other trading activities

	2022 **£**	2021 £
Bad debts	**-**	(350)
Aggregate amounts	**81,099**	73,116

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Representation	**-**	**103,974**	**103,974**
Advice and welfare	**45,235**	**17,330**	**62,565**
Student activities	**344,174**	**121,301**	**465,475**
Bar	**162,485**	**103,969**	**266,454**
Affiliations	**25,298**	**-**	**25,298**
	577,192	**346,574**	**923,766**

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**67,737**	**36,237**	**103,974**
Advice and welfare	**11,290**	**6,040**	**17,330**
Student activities	**79,025**	**42,276**	**121,301**
Bar	**67,733**	**36,236**	**103,969**
	225,785	**120,789**	**346,574**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2022	2021
	£	£
Trustees' salaries	**61,680**	55,170
Trustees' social security	**4,649**	4,148
	66,329	59,318

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

Trustees' expenses

	2022	2021
	£	£
Trustees' expenses	**311**	35

continued...

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	**522,793**	488,327
Social security costs	**34,606**	31,911
Other pension costs	**32,866**	16,119
	590,265	536,357

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

	2022	2021
Full time	**18**	17
Students - Semester only	**22**	23
	40	40

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

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	616,888	-	616,888
Charitable activities			
Student activities	-	59,799	59,799
Bar	97,964	-	97,964
Other trading activities	39,682	(1)	39,681
Investment income	589	-	589
Total	755,123	59,798	814,921
EXPENDITURE ON			
Raising funds	73,116	-	73,116
Charitable activities			
Representation	111,449	-	111,449
Advice and welfare	56,364	-	56,364
Student activities	267,199	37,360	304,559
Bar	251,244	-	251,244
Affiliations	20,690	-	20,690
Total	780,062	37,360	817,422

continued...

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
NET INCOME/(EXPENDITURE)	(24,939)	22,438	(2,501)
Transfers between funds	56,744	(56,744)	-
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(26,646)	-	(26,646)
Net movement in funds	5,159	(34,306)	(29,147)
RECONCILIATION OF FUNDS			
Total funds brought forward	(81,832)	205,802	123,970
TOTAL FUNDS CARRIED FORWARD	(76,673)	171,496	94,823

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2021	**907,503**
Additions	**2,118**
At 31 July 2022	**909,621**
DEPRECIATION	
At 1 August 2021	**890,520**
Charge for year	**4,718**
At 31 July 2022	**895,238**
NET BOOK VALUE	
At 31 July 2022	**14,383**
At 31 July 2021	16,983

continued...

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2021 and 31 July 2022	**1**
NET BOOK VALUE	
At 31 July 2022	**1**
At 31 July 2021	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	**2022**	2021
	£	£
Stocks	**8,623**	9,361

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		**Charity**	
	2022	2021	**2022**	2021
Trade debtors	**1,694**	9,285	**1,694**	9,285
Other debtors	**1,667**	2,037		2,037
			1,667	
VAT	**-**	1,581	**-**	1,281
Inter company	**-**	-	**-**	300
	3,361	12,903	**3,361**	12,903

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	**2022**	2021
Trade creditors	**7,398**	9,032	**7,398**	9,032
Taxation and social security	**10,504**	8,118	**9,304**	8,118
Other creditors	**18,300**	19,802	**18,300**	19,502
Inter company	**-**	-	**1,200**	300
	36,202	36,952	**36,202**	36,952

17. PROVISIONS FOR LIABILITIES

	2022	2021
	£	£
Provisions	**368,724**	380,075

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS

	At 1.8.21	Net movement in funds	Transfers between funds	At 31.7.22
	£	£	£	£
Unrestricted funds				
General fund	**303,402**	**20,620**	**(25,794)**	**298,228**
Pension deficit	**(380,075)**	**(14,443)**	**25,794**	**(368,724)**
	(76,673)	**6,177**	**-**	**(70,496)**
Restricted funds				
Clubs and societies	**171,496**	**17,748**	**-**	**189,244**
TOTAL FUNDS	**94,823**	**23,925**	**-**	**118,748**

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**854,924**	**(834,304)**	**20,620**
Pension deficit	**-**	**(14,443)**	**(14,443)**
	854,924	**(848,747)**	**6,177**
Restricted funds			
Clubs and societies	**173,866**	**(156,118)**	**17,748**
TOTAL FUNDS	**1,028,790**	**(1,004,865)**	**23,925**

Comparatives for movement in funds

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	278,393	(7,684)	32,693	303,402
Pension deficit	(360,225)	(43,901)	24,051	(380,075)
	(81,832)	(51,585)	56,744	(76,673)
Restricted funds				
Clubs and societies	149,058	22,438	-	171,496
Capital grant	56,744	-	(56,744)	-
	205,802	22,438	(56,744)	171,496
TOTAL FUNDS	123,970	(29,147)	-	94,823

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	755,123	(762,807)	-	(7,684)
Pension deficit	-	(17,255)	(26,646)	(43,901)
	755,123	(780,062)	(26,646)	(51,585)
Restricted funds				
Clubs and societies	59,798	(37,360)	-	22,438
TOTAL FUNDS	814,921	(817,422)	(26,646)	(29,147)

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

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.22 £
Unrestricted funds				
General fund	278,393	12,936	6,899	298,228
Pension deficit	(360,225)	(58,344)	49,845	(368,724)
	(81,832)	(45,408)	56,744	(70,496)
Restricted funds				
Clubs and societies	149,058	40,186	-	189,244
Capital grant	56,744	-	(56,744)	-
	205,802	40,186	(56,744)	189,244
TOTAL FUNDS	123,970	(5,222)	-	118,748

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,610,047	(1,597,111)	-	12,936
Pension deficit	-	(31,698)	(26,646)	(58,344)
	1,610,047	(1,628,809)	(26,646)	(45,408)
Restricted funds				
Clubs and societies	233,664	(193,478)	-	40,186
TOTAL FUNDS	1,843,711	(1,822,287)	(26,646)	(5,222)

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

• The investment return would be 4.3% per annum before retirement and 2.3% per annum after retirement.
• Pensions accruing on the CARE basis would revalue at 3.2% per annum.
• Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

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

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

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

The liability provided for in respect of the SUSS pension deficit amounted increased to £368,724 (2021: £380,075) at 31 July 2022(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2022 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2022 was £600,000 (2021: £540,000).

At the year end the total due to the union from the University of Worcester was £xxxx.

21. ULTIMATE CONTROLLING PARTY

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

Detailed Statement of Financial Activities
for the Year Ended 31 July 2022

	2022 £	2021 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	**600,000**	540,000
Other grants	**4,950**	5,700
CJRS grant	**-**	71,188
	604,950	616,888
Other trading activities		
Marketing	**58,425**	29,364
Other	**26**	317
NUS Extra	**1,020**	1,341
Commissions receivable	**3,245**	2,529
Varsity income	**16,809**	6,130
Events income	**13,873**	-
	93,398	39,681
Investment income		
Deposit account interest	**197**	589
Charitable activities		
Bar	**156,379**	93,062
BII insurance claim	**-**	4,902
Student Activity Membership	**173,866**	59,799
	330,245	157,763
Total incoming resources	**1,028,790**	814,921
EXPENDITURE		
Raising donations and legacies		
Wages	**62,677**	57,494
Social security	**3,745**	3,651
Pensions	**2,487**	2,446
Telephone	**158**	381
Postage and stationery	**(100)**	100
Marketing costs	**12,132**	9,294
Legal fees	**-**	100
	81,099	73,466

Detailed Statement of Financial Activities
for the Year Ended 31 July 2022

	2022 £	2021 £
Raising donations and legacies		
Other trading activities		
Bad debts	**-**	(350)
Charitable activities		
Wages	**214,397**	213,446
Social security	**13,961**	13,378
Pensions	**6,832**	6,436
Insurance	**4,771**	4,071
Telephone	**68**	-
Sundries	**-**	50
Other costs	**9,429**	4,268
Clubs and Societies costs	**156,210**	37,360
Ball expenditure	**-**	303
Union awards	**360**	492
Bar purchases	**72,830**	46,382
Equipment maintenance	**1,450**	1,355
BUCS representation	**12,635**	7,669
Transport subsidy - BUCS	**26,187**	1,240
NUS	**13,868**	13,863
Event costs	**24,155**	7,931
Varsity costs	**12,906**	7,166
Equipment purchases	**2,415**	2,830
Depreciation of plant & machinery	**4,718**	4,542
	577,192	372,782
Support costs		
Management		
Wages	**153,462**	82,607
Social security	**9,592**	4,793
Pensions	**22,023**	6,545
Insurance	**17,916**	17,945
Telephone	**(2,013)**	3,136
Postage and stationery	**636**	649
Travel expenses	**628**	419
Consultancy costs	**1,283**	2,193
Conferences and training	**2,252**	6,570
Computer costs	**7,501**	5,173
Legal and professional	**5,835**	2,092
Miscellaneous cost	**1,828**	1,426
Bank charges	**1,992**	18,580
Carried forward	**222,935**	152,128

Detailed Statement of Financial Activities for the Year Ended 31 July 2022

	2022 £	2021 £
Management		
Brought forward	**222,935**	152,128
Recruitment	**2,850**	330
Fixtures and fittings	**-**	56,742
	225,785	209,200
Governance costs		
Trustees' salaries	**-**	55,170
Trustees' social security	**-**	4,148
Trustees' expenses	**311**	35
Wages	**92,257**	79,610
Social security	**7,308**	5,941
Pensions	**1,524**	692
Auditors' remuneration	**9,975**	9,250
Sundries	**659**	33
Conferences and training	**1,638**	-
Institute reps honorariums	**4,800**	5,850
Campaign costs	**2,317**	1,595
	120,789	162,324
Total resources expended	**1,004,865**	817,422
Net income/(expenditure)	**23,925**	(2,501)

WORCESTER STUDENTS' UNION

AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2022

KNOX CROPPER
chartered accountants

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2022

In accordance with our normal practice, we have set out in this report those matters arising from the audit which we are required to bring to your attention in accordance with International Auditing Standard 260. We have also provided a brief commentary on the financial statements along with a draft of the Trustees' representations on which we are placing reliance for the purpose of our audit.

As you will appreciate, our audit procedures are designed primarily to enable us to form an opinion on the accounts as a whole. Our procedures include such tests of the accounting records and internal control systems as are, in our opinion, necessary for audit purposes. Consequently, whilst our procedures may identify certain weaknesses, they should not be relied upon to reveal all systems weaknesses which may exist.

This report has been prepared for your sole use and we assume no responsibility to any other party in respect of its contents. The report should not be disclosed to any third party without our prior written consent.

In conclusion we would like to take this opportunity of expressing our appreciation to all your staff, particularly Rob, for his assistance and co-operation during the course of our audit.

If you have any queries on any of the points in this letter, please do not hesitate to contact us.

Yours faithfully,

Knox Cropper LLP

30th September 2022

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2022

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WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2022

Audit Overview

General

The purpose of our audit is to gather sufficient evidence to allow us to conclude that the transactions and balances disclosed in the accounts are unlikely to be materially misstated, to establish that disclosures reflected in the accounts comply with the requirements of legislation and relevant accounting standards, to assess whether the accounting policies adopted are appropriate and consistently applied and to assess whether judgements exercised and estimates made in the preparation of the accounts were both prudent and even handed.

Audit Report

We have completed the audit to our satisfaction and intend to issue an unqualified audit opinion on the accounts. The text of the audit report is in accordance with the standard text for unqualified audit reports issued by the Financial Reporting Council.

Audit Adjustments

No significant adjustments arose from our audit work. Minor adjustments resulting for our work have been discussed with management and appropriately reflected in the financial statements.

We confirm that no misstatements were detected during the audit which remain uncorrected in the financial statements other than matters which are both individually and cumulatively clearly trifling.

Accounting Policies and Disclosures

The accounting policies adopted by the Charity are consistent with those adopted in previous years and are appropriate to the Charity operations.

We also report that adequate consideration was given to the potential impact of changes in legislation and accounting standards which arose during the year. No changes arose during the current year which affected the accounts and therefore the form and content of the accounts are consistent with the preceding year.

Audit Overview (continued)

COVID-19

As part of our audit we have considered the impact on the charity of COVID-19. Discussions have taken place with management and we are satisfied that the impact has been adequately disclosed in the accounts and that no further adjustments to the balance sheet are necessary.

Professional Ethics and Independence

We confirm our compliance with Ethical Standards issued by the Financial Reporting Council and there are no matters in relation to our audit engagement which we consider should be brought to your attention.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2022

Key Audit Risks And Conclusions

Risk	Audit Approach	Conclusion
Classification of income Income received by the Charity could be subject to restrictions and therefore income may need to be treated as restricted income.	We will review the underlying documentation supporting income to ascertain whether restrictions apply, and if applicable, review expenditure from these funds to ascertain whether the imposed restrictions are being adhered to.	This was tested as part of our income testing. Appears to be fairly stated in the accounts.
Payroll expenditure Payroll expenditure is a substantial part of total expenditure therefore this is an area that will be thoroughly reviewed due to its materiality.	We will review salary costs on a proof in total basis by agreeing the payroll reports to the accounts. We will also perform substantive testing on a sample of employees, including checking contracts of employment.	There were no issues noted during our audit testing. Payroll expenditure appears to be fairly stated in the accounts.
Control issues The small complement of staff at the Charity could result in controls being overridden.	Expenditure will be tested to ensure that it is valid and authorised. Reconciliations will be reviewed to ensure they are regularly prepared.	No issues found. Controls are appropriate and adhered to and reconciliations are prepared regularly.
Related party transactions Identification of all related party transactions conducted throughout the year.	We will review and assess the controls in place to identify and disclose related party transactions and look out for related party transactions during our review of the accounting records.	This was tested as part of our income and expenditure testing. We requested that related party declaration forms were completed by all trustees and senior management. No issues noted were noted.

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2022

Key Audit Risks And Conclusions

Risk	Audit Approach	Conclusion
VAT Risk that VAT has been incorrectly accounted for.	During our income and expenditure testing we will perform substantive tests, which will include checking the accuracy and the treatment of the VAT recorded.	We did not find any issues during our audit work. However, we have included a point in the internal control matters section below recommending that a VAT review is considered.
SUSS Pension deficit provision The assumptions and calculations used may be inappropriate and may cause a material misstatement.	Check the calculations and assumptions used for the pension deficit provision.	The assumptions used for the SUSS pension deficit calculation are appropriate and the calculation performed has been agreed. The SUSS pension deficit liability appears to be fairly stated in the accounts.

Internal Control Matters

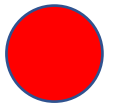
We are required to report to you in writing, significant deficiencies in the internal control environment that we have identified during the course of our audit. These matters are limited to those which we have concluded are of sufficient importance to be reported to you. Our audit cannot necessarily be expected to disclose all matters that may be of interest to you and, as a result, the matters reported may not be the only ones which exist.

We have categorised the internal deficiencies noted via a colour-scale rating system. The key to which follows:

We do not consider there to be a risk of material loss from these risks

These controls should be strengthened but we do not consider these to be an urgent priority

We consider this to be of critical importance and would recommend that it is addressed as a matter of urgent priority



WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2022

Internal Control Matters – Current Year

Risk rating	Observation	Recommendation	Managements response
	VAT Review We did not find any issues in relation to VAT during our audit and the Union appears to be adhering to its current methodology. However, the Union has not had a VAT review for a few years. VAT in the charity sector is complex and any changes to the Union's activities or changes in VAT regulations could impact on the VAT compliance of the Union. We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.	Given the complex nature of VAT within the charity sector, we recommend that the Union considers having a VAT review undertaken.	

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2022

Internal Control Matters - Prior Year

Risk rating	Observation	Recommendation	Managements response
	We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.		

Emerging Issues

New Charities Act

The Charities Bill received Royal Assent and passed into law as the Charities Act 2022 (the Act) on 24 February 2022. The primary purpose of the Act is to reduce the administrative burden on charities through the implementation of the recommendations made by the Law Commission in its report of 2017. The provisions of the Act are due to be implemented in a phased way, over a period of 18 months, which will give the Charity Commission sufficient time to update its guidance. A key point to note is that the Act does not impose any additional obligations on charity trustees. Instead, it simplifies the administrative steps which trustees are required to take when making certain decisions. The key provisions of the Act are summarised on our website.

Guidance from the Charity Commission on Investing charity funds

The existing guidance. The existing guidance, which is set out in the Charity Commission publication CC14, is currently subject to a consultation with a number of changes proposed. Charity trustees had frequently raised concerns that their responsibilities to maximise income precluded them from having an ethical investment policy or a policy to invest in social investments.

The proposed changes. The consultation paper proposes to change the term "ethical" investment to "responsible" investment and makes it more explicit that Trustees can approve investment policies which include investing ethically and supporting social investments where these policies reflect or further the charity's charitable purposes.

Cyberfraud

Cyberfraud is a growing issue for all organisations, including charities. As part of Charity Fraud Awareness Week in October 2021, charities have been asked to sign a pledge to work actively to prevent fraud in their organisations. This initiative is supported by the Fraud Advisory Panel and the Charity Commission. The website includes a wealth of information including case studies, about fraud risk and preventative tools.

Emerging Issues (continued)

Charity Financial Statements

New consultation framework. The next update of the Charities Statement of Recommended Practice (SORP) is expected to be published in Autumn 2023 to come into effect in 2024. The consultation process is already underway, involving a wide range of stakeholders (through volunteer engagement partners). One theme of the consultation is the simplification of financial statements for smaller charities.

Charity Commission Guidance

Five Minute Guides. The Charity Commission has published simple five minute guides for trustees covering the following areas:
a)Charity purposes
b)Managing charity finances
c)Managing conflicts of interest
d)Making decisions

Commentary On The Accounts

General

The consolidated accounts have been drawn up on the basis of generally accepted accounting principles (Charities SORP 2019 - FRS 102) and relevant legislation. The accounts consist of:

- The Report of the Trustees, which affords the trustees the opportunity to explain the Charity's objectives for the year and its achievements and in particular how it has delivered public benefit. It also allows them to comment on financial performance for the year and financial position at the year end as well as making a range of disclosures required either by law or by accounting standards.
- An Auditors' report, which explains the scope of the audit, the nature of the auditors' responsibilities and expresses the audit opinion.
- A consolidated Statement of Financial Activities, which analyses incoming resources and resources expended by the group arriving at a net result thereby providing a measure of financial performance.
- A consolidated Balance Sheet, which analyses the group's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A Balance Sheet, which analyses the Charity's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A consolidated Cash Flow Statement and notes, which analyses the group's movement in cash during the year.
- Notes to the accounts, which provide an indication of the accounting policies adopted and provide further analysis of the figures disclosed in the primary statements.

Commentary On The Accounts (continued)

Statement of Financial Activities
Net movement in total funds for the year showed a surplus of £23,925 in comparison to a deficit of £19,147 last year.

Total Income increased from £815k to £1,029k. The increase in income is the result of the following:

1. Income from Student Activities increased from £60k last year to £174k this year. This income represents funds raised by the various clubs and societies of the Union. These funds can only be spent for the benefit for the club or society it was raised for, consequently, this income is restricted income. The Student Activities have increased due to the removal of the COVID-19 restrictions this year.
2. Income from the bar increased from £98k to £156k. The Union bar was closed during periods of the previous year because of the COVID-19 pandemic.
3. Other trading activity income also increase this year from £40k to £93k. This includes Advertising income and Varsity income, which increased during the year. There is also Events income this year of £14k, which was nil last year because of the COVID-19 restrictions.
4. Donations and legacies have decreased slightly this year from £617k last year to £605k this year, which is because there was no CJRS grant income received this year. CJRS income was £71k last year. This has been offset slightly by an increase in the grant received from the University from £540k to £600k.

Expenditure for the year also increased from £817k to £1,005k. The main reasons for the increase are explained below:

1. Student activities costs increased from £305k to £465k. This is made up of restricted expenditure (from the clubs and societies self-raised funds) and unrestricted expenditure (expenditure by the Union). Restricted expenditure increased from £37k to £156k and unrestricted expenditure increased from £267k to £309k.
2. Bar expenditure has increased from £251k to £266k.
3. Included within expenditure is wages, which have increased this year from £536k to £590k.
4. All other expenditure was broadly in line with the previous year.

The Student Union Superannuation Pension Scheme (SUSS) liability has decreased this year as a result of the deficit funding payments made during the year being greater than the unwinding of the discount. There were no actuarial gains or losses this year because the discount rate used stayed at 3.8%.

As a result of the above, the total unrestricted reserves at the disposition of the Charity have increased by £6k. Unrestricted reserves, therefore, are now in deficit by £70k. Restricted reserves increased by £18k to £189k.

Commentary On The Accounts (continued)

Consolidated Balance Sheet

Net book value of fixed assets has decreased from £17k to £14k. There was £2k of additions and no disposals during the year. The depreciation charge for the year was £5k.

Net current assets, the principal balance sheet measure of short to medium term solvency, has increased from £458k to £473k. There is a sound margin of solvency with unrestricted cash and bank balances alone being sufficient to cover Creditors by a factor of 8.5:1 .

The stock figure of £9k relates to stocks held by the bar. This is the same as last year.

Debtors have decreased slightly from £13k to £3k.

Cash and bank balances have increased from £473k to £497k. £485k of this was held in the Union's deposit account. The balance represents the current account and various floats held by the bar or in the safe.

Creditors have decreased slightly to £36k from £37k. Other creditors have decreased from £20k to £18k this figure mainly relates to accruals of £14k. Trade creditors have decreased slightly to £7k from £9k. The balance is made up of Tax and social security of £11k, which has increased slightly compared to last year.

Provisions for liabilities' represents the calculated deficit funding contributions the Union must make in respect of the SUSS scheme. This has decreased from £380k to £369k. The decrease represents the unwinding of the discount, of £14.5k, which are net off against the contributions made to SUSS of £25.5k.

Draft Representation Letter

Worcester Students' Union
Henwick Grove
Worcester
Worcestershire WR2 6AJ

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

We confirm, to the best of our knowledge and belief, and having made appropriate enquiries of other trustees and officials of the Institution, the following representations given to you in connection with your audit of the Charity's financial statements for the year ended 31st July 2022.

1. GENERAL

We fulfilled our responsibilities as trustees under the Charities SORP for preparing financial statements which give a true and fair view and for making accurate representations to you. We confirm the financial statements are free of material misstatements, including omissions. We also acknowledge our responsibility for the design and implementation of internal controls to prevent and detect error and fraud.

2. RECORDS

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the Charity have been properly reflected in the accounting records. All other records and related information, including minutes of trustees' meetings have been made available to you. We confirm that, so far as each trustee is aware, there is no relevant audit information of which you have not been made aware.

3. GOING CONCERN

We believe that the Charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support has been considered for the next twelve months and working capital will be more than adequate for the Charity's needs. We believe that no further disclosures relating to the Charity's ability to continue as a going concern need to be made in the financial statements.

Draft Representation Letter (continued)

4. LAWS AND REGULATIONS

We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the Charity conducts its operations. The Charity has complied with all aspects of contractual and other agreements that could have a material effect on the financial statements in the event of non-compliance. There has been no communication with Regulatory Authorities during the year or subsequently concerning non-compliance with financial and regulatory matters.

5. INTERNAL CONTROL

There have been no irregularities or allegations thereof involving trustees or officials who have a significant role in internal control or others that could have a material effect on the financial statements.

6. POST-BALANCE SHEET EVENTS

There have been no further events since the balance sheet date which necessitate revision of the figures included in the financial statements or inclusion of a note thereto. Should further material events occur, which may necessitate revision of the figures included in the financial statements or inclusion of a note thereto, we will advise you accordingly.

7. CONTINGENT LIABILITIES

We are not aware of any litigation pending at 31st July 2022 or other matters giving rise to potential liabilities or guarantees.

8. LOANS AND ARRANGEMENTS

The Charity has not had, nor entered into at any time during the year, any arrangement, transaction or agreement to provide credit facilities for trustees nor to guarantee or provide security for such matters. No remuneration or reimbursement for expenses was paid to the trustees except as disclosed in the financial statements.

9. TRANSACTIONS WITH RELATED PARTIES

We confirm that we have disclosed to you all related party transactions relevant to the Charity and that we are not aware of any related party matters that require disclosure other than matters set out in the financial statements.

Draft Representation Letter (continued)

10. SIGNIFICANT ASSUMPTIONS

Significant assumptions used by us in making accounting estimates are reasonable. We confirm that we believe that a discount rate of 3.8% is appropriate for the calculation of the Charity's deficit funding contribution to SUSS.

11. ASSETS AND LIABILITIES

We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

12. TITLE TO ASSETS

The Charity has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.

Yours faithfully

.....	.....
Signed on behalf of the Board of Trustees	Date

WORCESTER STUDENTS' UNION

England & Wales - Charity number 1145192

Accounts

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2021

for

WORCESTER STUDENTS' UNION

Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2021

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2020/21 academic year was another challenging and extremely busy one for Worcester Students' Union (WSU). The pandemic continued to determine what we were able and not able to do and we, therefore, needed to find creative ways to continue to provide an excellent service to our members. The Union's team of dedicated and hard-working core staff, sessional staff and elected Officers routinely went above and beyond, adapted to new ways of working, supported colleagues in other departments and learnt new skills as a result.

This represented the final year of the Union's current Strategic Plan 2016-21 and so another formative period lays ahead. Due to the uncertainty and change caused by the pandemic, the Board has agreed that a one-year plan will see the Union through the 2021/22 academic year, during which a new, longer-term, strategic planning process will also commence. The Union remains very grateful for the continued support received from the University of Worcester's Board of Governors and senior management.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE
AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution (revised in 2020, following a comprehensive governance review) has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. The Union continued to work to the Vision, Values and Core Strategic Goals approved by the Trustee Board in 2015/16, as follows:

Our Vision Statement:
Representing and supporting students to develop and achieve.

Our Values:

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

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

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

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

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

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

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

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

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

Throughout 2020/21, the Union continued to implement consistent improvement in what we do to support and develop our members to achieve their potential. We aim to have excellent satisfaction rates amongst our members and to be a Union that defies its size in terms of local impact and national reputation. Coronavirus continued to affect the way we delivered our services but we believe we remained tenacious and motivated, working with our student groups and the University to optimise the student experience. This report will cover the key areas of focus and development under separate headings. An annual Impact Report for the year will, also, be produced later in Semester 1 of 2021/22 and shared widely with the Union's members and stakeholders.

2. GOVERNANCE REVIEW

Following the passing of the Union's new governance structure, Constitution, and Bye Laws by Student Council, the Trustee Board and the University Board of Governors in summer 2020, the process of implementation could begin in earnest. The aim of the new structure is to make the Union much more accessible to its members to get involved, have a say, and to affect change.

Student Networks
One of the most exciting and fundamental changes was the creation of 10 Student Networks (to replace the role of Part-Time Officers). Their purpose is to enable a range of welcoming and relevant student communities to develop across the University that represent and champion the needs of different students and cohorts. This will, also, allow the Union to consult with members more effectively to create positive change. The Networks established are:

- Black and Minority Ethnic Students
- Commuter Students
- Disabled Students
- LGBTQ+ Students
- Women
- International Students
- Mature Students, Parents and Carers
- Postgraduate Research Students
- Sustainability
- Widening Participation (for students who are the first in their family to go to University).

The year exceeded our expectations, with a total of 275 members, as follows:

Network	Number of Members
Black, Asian and Minority Ethnic (BAME) Students' Network	**31**
Commuter Students' Network	**18**
Disabled Students' Network	**17**
International Students' Network	**17**
LGBTQ+ Students' Network	**73**
Mature, Parents and Carers Network	**37**
Postgraduate Students' Network	**8**
Sustainability Network	**24**
The Widening Participation Network	**14**
Women's Network	**36**

Following a recruitment process, 8 of the 10 Networks had all 3 core committee positions filled. The International Network had only one position filled and the Postgraduate Network had 2 of the 3 positions filled. We supported these Networks throughout the year to enable them to continue to grow and function but felt that Covid-19 and remote learning was the main cause of reduced engagement for them.

Welfare & Inclusion Council
Another aspect of the governance review was the implementation of a new sub-committee of Student Council, Welfare and Inclusion Council. This was to provide a forum for discussion and debate on welfare, inclusion, equity, and sustainability matters. With a membership consisting of Network Chairs and Chairs of Faith and Cultural Societies, the Council had a successful first year passing six policies, ranging from lobbying for gender neutral toilets to increasing support for students from travelling communities. These policies were taken to Student Council and all of them passed. Four meetings were held throughout the year and the Council proved successful in creating a community amongst the groups represented. For example, policies would be submitted by one Network focusing on that group's experiences but discussions would highlight shared experience and the policy would be amended to reflect the intersectional nature of the issue in question.

Student Council
Student Council, the highest student body in our structure, was also 'revamped' as a result of the review, with a revised membership pulling representatives from students already engaged in the Union rather than electing separate reps to the Council. This worked well in terms of attendance with 3 of the 4 meetings reaching quoracy and only 2 positions remaining vacant throughout the year; a significant improvement on previous years. The Council naturally devoted a significant amount of time to the pandemic and the impact on students but it also passed 8 policies (2 of which came direct to Student Council and 6 of which had previously been discussed at Welfare and Inclusion Council). This was double the number of policies passed in 2019-20.

Executive Committee
Our new Executive Committee, now consisting of the 3 full time officers only (supported by the Union's Senior Management Team) has worked well and has met monthly since July 2020. Outcomes from the committee include approving 9 ideas from the Ideas Forum, discussing Bye Law changes, approving new principles for society/sports club approvals, approving applications for new clubs and societies, discussing how the Union develops its employability services, and much more. It has proved to be a very useful forum to ensure work on campaigns and policy implementation is followed up regularly.

3. ACADEMIC REPRESENTATION

Throughout 2020/21, there was significant focus on ensuring that the Academic Representation (AR) System continued to work through the restrictions and engage with students, monitoring the student experience. The Union worked closely with the University (through a joint Academic Representation Oversight Group) to raise the profile of Course and School Reps and to demonstrate the impact of their commitment and involvement. Ultimately, it was a successful year with 364 reps recruited. Despite the challenges of the various lockdowns, we maintained engagement in terms of on-line training with 56% of all reps attending. We also saw a 7% increase in the number of rep journals submitted (97 in total). These journals allow Reps to raise queries or concerns and seek guidance from the SU or to report on any successes they have had. We updated our Course Rep Accreditation system (which recognises the work of Reps on their University transcript and allows them to reflect on the skills they have developed) to make it simpler and we continued to recognise reps through 'Course Rep and School Rep of the Month'.

Fora took place throughout the year for Course Reps to attend and discuss matters with senior members of University staff, on topics ranging from the University's Access and Participation Plan, to technology enhanced learning and the implementation of lecture capture. The various national restrictions affected the delivery of forums with all events taking place online.

The Union also focused on developing the analysis of Rep data to inform work on improving the inclusivity of the rep system. This work has enabled us to get a better understanding of the students involved in the AR system showing that we have good representation from LGBTQ+ and by gender but that we need to make improvements with regards to BAME and Mature students.

A key aim in 2019/20, was to improve satisfaction with the AR System amongst certain cohorts of students , as seen in the National Student Survey (NSS) completed by final year students, the University's own Course Experience Survey (CES) - completed by non-final year students at Worcester - and the Union's own Big Worc Survey (BWS). This particularly related to the School of Psychology (SoP), Three Counties School of Nursing and Midwifery (TCSNM), and the Worcester Business School (WBS), where results in 2020 demonstrated that there were lower levels of awareness of and satisfaction with the system. Consequently, a targeted action plan was implemented by the Union this year and Officers and staff worked closely with the Heads of School and School SERCCs (Student Engagement Representation and Communication Co-ordinators), producing some very pleasing results, as follows:

Course Experience Survey (CES):
Q.5.3 - I know who my Course Rep is:
School of Psychology (SoP): +18% to 70%
Three Counties School of Nursing and Midwifery (TCSNM) +1 to 84
Worcester Business School (WBS) +2% to 67%
Overall University: +2% to 83%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
SoP: + 26% to 64%
TCSNM: +12% to 77%
WBS:- 5% to 56%
Overall University: +6% to 73%

National Student Survey (NSS)
Q26 The students' union effectively represents my academic interests:
The School data for the NSS was not available at the time of writing but will be part of our ongoing analysis.
Overall University: +1% to 65% (sector average = 53%, top quartile 55%)
With this result, the Union remained positioned at 19th (same as in 2020) out of 149 Unions nationally in the University's compiled NSS rankings (36th/152 in 2019 and 61st/151 in 2018) but was reported in a Times Article in August 2021, as being in the top 10 for student satisfaction with how it represents its members, ahead of all Russell Group Universities. It has, also, gone up to 7th (out of 130) and 1st in the Midlands in rankings compiled by Students Unions that take out those small and specialist Providers who do not have a Students' Union (as compared with 11th in 2020).

Big Worc Survey (BWS) 2021:
2021 - Are you aware of the academic representation system?

	SoP	TCSNM	WBS
Yes	78% (+16%)	76% (+11%)	66% (-4%)
No	22% (-16%)	24% (-11%)	34% (+4%)

2020 - Are you aware of the academic representation system?

	SoP	TCSNM	WBS
Yes	62%	65%	70%
No	38%	35%	30%

2021 - Do you agree that the SU represents you and gives students a voice at the University?

	SoP	TCSNM	WBS
Strongly Agree	19% (-19%)	35% (0%)	36% (+11%)
Agree	46% (-7%)	37% (-4%)	42% (-13%)
Neither Agree or Disagree	25% (+18%)	23% (-1%)	15% (-1%)
Disagree	10% (+8%)	5% (+5%)	5% (+3%)
Strongly Disagree	0% (0%) (0%)	0% (0%)	2% (0%)

2020 - Do you agree that the SU represents you and gives students a voice at the University?

	SoP	TCSNM	WBS
Strongly Agree	38%	35%	25%
Agree	53%	41%	55%
Neither Agree or Disagree	7%	24%	16%
Disagree	2%	0%	2%
Strongly Disagree	6%	0%	2%

2021 - Do you know who your Course Rep is?

	SoP	TCSNM	WBS
Yes	68%	71%	57%
No	32%	29%	43%

The Union continued to convene and record monthly intelligence gathering meetings as a means to collate and act on all student feedback and intelligence that students receive from students from a variety of directions and means, from academic representation, student groups, and the Welcome Desk.

4. STUDENT ENGAGEMENT ACTIVITIES AND EVENTS

4.1 Societies and Sport

Societies
A total of 49 societies were supported over the course of the year by the Union but, sadly by July 2021 this had reduced to 38 as some groups struggled to maintain activity and, therefore, members during the pandemic.

Students were able to acquire semester-long or annual memberships, meaning the number of memberships fluctuates between Semesters. At the end of Semester one, across 49 societies, 581 memberships were held by 557 students (a 46% and 36% decrease respectively on Semester 1 in 2020). This increased to 717 from 621 students across 38 societies by the end of Semester two (a 36% and 33% reduction respectively on Semester 2 in 2020).

Our most successful new society were the Neurodivergent Society and, in the academic field, the Arts Collective, Criminology, and Nursing and Associate Societies were also formed. During the welcome period, most societies held their own 'Give It a Go' sessions, inviting non-members to take part in their activities and sessions, the vast majority of which took place virtually due to the national restrictions in place.

Once again, Marvel and DC, Anime and Manga, and Gaming joined forces to host events and activities throughout what is now our annual 'Geek Week', which is always a highlight. In addition to this, the Uni Boob Team held a series of events and fundraisers to raise awareness for Breast Cancer Awareness Month in October, with activities such as 'Boobie Bingo' and a '24 Hour Bounceathon'. They had an exceptional year, despite the pandemic, and ultimately won our Society of the Year at the end of year TeamWorc Awards.

Sport
The year ended with a total of 40 sports clubs, of which 30 were affiliated (had 12 members or more) and 1143 members from 1017 students, which is 197 (15%) less memberships than at the same time the previous year. At the end of Semester one, there were 1087 memberships from 964 students. Due to Covid-19, there was no BUCS (British Universities and Colleges Sport) competition or knock-out leagues (in a 'normal' year, we would enter over 40 teams into these). Clubs were, instead, encouraged to maintain on-line communities and, wherever, possible, organise training sessions, which for many were virtual for the majority of the year.

Significant efforts went into risk assessing activities this year to ensure that, where sport was able to take place, it did so with student welfare as the main consideration. Initiatives were put in place, such as requiring all teams to complete (with support), a 'Return to Play' proforma before resuming any training sessions, to ensure they were following any necessary guidance from National Governing Bodies, as well as the University. We also required clubs to nominate a Covid 'lead' to act as a main point of contact for key messages from the Union, which worked well. 'Teamo' software was also introduced to all training sessions to ensure clubs complied with NHS Track and Trace requirements. Our students were extremely sensible and responsive and delighted when they were able to engage in physical activity.

Another initiative this year, which was then replicated by other Unions, was the introduction of a new membership model to ensure students were paying fair and appropriate fees during Covid, when most activity was reduced. The model offered tiered, incremental memberships from Joining, to Training to Competition and, also, enabled the Union to refund students at the end of the financial year in a more effective way if they had not been able, for example, to take part in competitions but had undertaken training.

During November, we held a virtual competition for our clubs in "Battle of the Sports". Each day, they were given a challenge and would be ranked in order of who did the challenge either the quickest, longest or highest and awarded points in accordance with their position. A bonus challenge was also given each day which would have a first, second and third place and judged by the Students' Union staff. Challenges included all sorts of fun things like recreating a scene from a movie or 'keepy-uppies'. We achieved high engagement with 17 of the 24 sports clubs who entered taking part in at least one of the challenges. The eventual winners were Paddlesport and Surf, with Badminton in second and Dance in third and they all received vouchers as prizes. The social media engagement throughout the week was also strong and highly entertaining!

Other events organised by clubs when they were permitted through relaxed restrictions were friendlies in Netball, football (men's and women's) and Equestrian, and a Men's and Women's basketball 'varsity' at the end of Term 3. Men's and Women's outdoor cricket was able to resume after the Easter break but then had several fixtures cancelled due to poor weather, which was a terrible shame. The men, however, won every fixture they played.

Varsity
After the disappointment of cancelling Varsity last year, we were absolutely delighted to be able to compete again in 2021 and rekindle our healthy rivalry with the University of Gloucestershire.

Eleven teams (Netball, American Football - a mixed team, Men's and Women's Football, Men's and Women's Hockey, Men's Tennis, Dance, Men's and Women's Rugby, and Men's Cricket took part in what was a highly competitive, hard fought, and good-natured contest on the University of Gloucestershire's Oxstalls Campus, with some fantastic performances from the players and teams in #TeamWorc. Some of the many highlights included Netball winning their game by a point in the last ten seconds, a match winning hat-trick from Emma Collins in Women's Football, and Men's Rugby securing their first win in five years.

The overall score was 5-5 going into Men's Cricket, the last fixture, and an outstanding performance from the team saw them secure the win, bringing the Varsity trophy back home to Worcester after many years of conceding the trophy to Gloucestershire. It made students and staff very happy indeed after a difficult year for all.

Varsity Fanzone
With help from University Estates and Facilities, IT Services, and staff at the University Arena, we were able to host an innovative and impressive Varsity Fanzone for the first time, giving students the opportunity to watch all the fixtures in a safe and socially distanced environment. The University Arena was fitted out with two large screens, a sound system, a pop-up Hangar bar, and a sell-out audience of 300 were able to enjoy all the action from the competition in a safe and appropriate way. Covid has meant that we have had to find creative ways to optimise the student experience and this was certainly one of those instances, with many Unions and University's commenting on our social media coverage and getting in contact to ask how we managed it.

TeamWorc Points
TeamWorc Points returned after a successful first year, rewarding the clubs and societies that went the extra mile to give their members and the wider TeamWorc community the best experience possible. Clubs and societies were eligible to receive TeamWorc Points through different criteria, including volunteering, fundraising, and online engagement.

At the end of the year, clubs and societies with enough points were awarded Bronze, Silver, or Gold level. In total, eleven received Bronze, two received Silver, and five received Gold:

Bronze - African and Caribbean Society, Anime and Manga, Arts Collective, Biomedical Science, Disney Pixar, Education Enhancement, Marvel & DC, Men's Cricket, Men's Rugby, Women's Football, Women's Hockey

Silver - Equestrian, Finnish Society

Gold - Cheerleading, Dance, Loco Show Co, Social Sports, UniBoob

TeamWorc United
TeamWorc United was introduced this year to recognise the clubs and societies that have developed their practices to ensure an inclusive community that anyone and everyone can be a part of.

Cheerleading, Dance, and UniBoob all achieved TeamWorc United status, through collaboration with other student groups, creating new policies to encourage participation from under-represented groups, running inclusive and accessible events, and running allyship workshops.

We are delighted to say that TeamWorc United received national recognition and was shortlisted for the Diversity and Inclusion Award at the BUCS Awards 2021. The award celebrates institutions and teams that have run successful campaigns to highlight and promote inclusion and accessibility in sport.

4.2 RAG (Raise and Give)

The Union's members voted for Papyrus as their RAG Charity of the Year. Students raised £32,455.77 over the year, which was an incredible achievement. We were enormously proud of all of the students who fundraised as individuals or groups, continuing during lockdowns to support those less fortunate than themselves. Some highlights included:

• Men's Rugby, Cricket and Football coming together for the Movember campaign which raised £9,916 over the course of November.
• Uni Boob Team raising over £1,500 during the month of October through their in-person and online events to raise awareness of Breast Cancer Awareness Month.
• Loco Show Co. raising £370 during their 'mindfulness and wellbeing event' during the height of the second lockdown.
• Members of the Unions Core Staff and Officer team coming to together to take part in the University's 24-hour Charity Challenge which saw them walk 19 miles, canoe 16 miles, run 18 mins, play 20-minute basketball game and complete a water assault course. They managed to raise just under £1,000 for Cure Leukaemia over the course of the weekend.
• An internal men's and women's basketball Varsity in June which raised money for 'Mind'.

4.3 TeamWorc ACTION (Volunteering)

This year we launched our rebranded volunteering offer as TeamWorc ACTION. It was particularly challenging for voluntary and charitable organisations to continue to operate during Covid-19 and this resulted in limited opportunities for our members. Despite this, 3 TeamWorc ACTION Days went ahead in the form of canal cleans, with a total of 26 students helping. Further ACTION Days had to be cancelled but we are looking forward to many successful days supporting the local community in 2021/22.

Over the course of the year, the Union saw 3141 hours logged online by 72 different students undertaking community volunteering, hours as committee members on one of the Unions Sports Clubs, Societies or Networks, or as part of the team of SU Crew.

4.4 Welcome Week and Refreshers

Welcome Events in September
In September, we were incredibly fortunate to be able to welcome new students to the University with some fantastic in-person events and activities, centred on the lovely City Campus at the University. The campus was transformed into an attractive, safe and secure festival with market and marquees and we were hugely grateful for the investment from the University to make this happen. Over two days, over 3,000 new and returning students attended in a Covid-secure way, meeting our club and society committees, enjoying some live music and fresh food, whilst sitting in deck chairs, and relaxing in our pop-up Hangar marquee.

The weekend was a huge success and an incredible way for us to start the academic year, after life in lockdown. Throughout Welcome Week, The Hangar continued to open in two locations - the main Hangar bar and the marquee on City Campus. Students were able to enjoy a drink and get to know their peers, in a welcoming, socially distanced, and Covid-safe environment. We hosted a range of evening events throughout the week, including a mini-golf fundraiser, quiz night, and bingo.

Throughout September, we ran events on-line for students who were isolating, studying remotely or who just felt more comfortable meeting virtually. These included an Officer-led quiz (which had 30 teams participate), Officer Q&As, Netflix watch parties, and a virtual Karaoke. Whilst the number of attendees overall was not as high as we might have hoped, it was still important to deliver these events and ensure that students knew they had the full support of the Union and Officer Team. We, also, organised some introductory sessions for commuter students and despite students signing up, we were very disappointed that no-one ultimately attended as we are always very keen to engage our commuter students. We are committed to keep trying new ways to engage this ever-growing and important cohort of students.

Daytime events during the welcome period included:

• **Club and Society Showcase**. This involved Volleyball, Equestrian, Dance, Cheerleading, Futsal, as well as the African Caribbean and the Psychology Societies, facilitating Covid-safe 'Give It a Go' sessions and virtual demonstrations / presentations. Over 100 students attended the sessions throughout the day and many others interacted with the associated social media coverage. It was a great way to show what a positive, welcoming and inclusive community #TeamWorc is.
• **Network Day**. This was a day dedicated to our new Student Networks so students could join and find out their purpose and role at the University. Committee members also had social media 'take overs' to help promote the activities and several of the Networks recruited new members as a result.

Virtual Refreshers
As expected, we were unable to host our traditional in-person Refreshers events of the Housing Fair, Refreshers Fair, and evening events in The Hangar. As an alternative, the Union's social media highlighted the many ways we support and represent students, and how students can get involved. We published daily videos from the Officer team, along with lots of other content, with each day of the week centred on a different theme, as follows:

- Monday - **Housing**
- Tuesday - **Your Voice**
- Wednesday - **Clubs and Socs**
- Thursday - **Volunteering and Fundraising**
- Friday - **Wellbeing**

While we would have much preferred to see our students in person, the Refreshers content received positive feedback and engagement across social media. Throughout the week our reach and impressions were well above average, and we increased our levels of engagement by more than a third, which was really pleasing.

4.5 Celebration Week

We were delighted to, once again be able to hold in-person ceremonies for Celebration Week, albeit in an amended way to ensure Covid compliance and safety. After a year of online learning and events it was fantastic to be able to see University staff and students celebrate everything they had achieved throughout the year. The week consisted of:

• **The Students' Choice Awards** - to celebrate the academic and support staff across the University who had had an enormously positive impact on students over the year. We received a record-breaking 963 nominations from students for these, our highest ever total. Awards were presented for:
• Outstanding Lecturer Award
• Module Excellence Award
• Excellence in Online Teaching (New for 2021)
• The Extra Mile Award for Support Staff (Non-Teaching) Award for Exceptional Personal Academic Tutor (PAT)
• Sustainability Award
• Excellence in Doctoral Supervision Award
• SERCC (Student Engagement, Representation, and Communication Co-ordinator) of the Year
• Deputy Vice Chancellor Award for Excellence in Teaching (shortlist and winner decided by the Deputy Vice Chancellor)

• **The TeamWorc Awards** -this was a new event, combining elements of Union Awards and Colours Ball but also incorporating our new Student Networks in a holistic, student-focussed way. It was lovely to have students from all walks of University life - volunteers, fundraisers, committee members, Academic Reps, and student staff - congratulating each other's achievements. The awards consisted of the following:

Sports
• Sports Club of the Year

• Special Achievement
• Sports Club Committee Member of the Year
• Sports Club Honours

Societies
• Society of the Year
• New Society of the Year
• Society Committee Member of the Year
• Society Honours

Networks
• Network of the Year
• Network Campaigner of the Year
• Network Committee Member of the Year
• Network Creative Virtual Engagement of the Year

Academic Representation
• Course Rep of the Year
• School Rep of the Year

RAG and Volunteering
• Charity Fundraiser of the Year (all student groups)
• Volunteer of the Year

Students' Union
• Student Staff Member of the Year
• WSU Special Recognition
• Honorary Life Membership

• **The TeamWorc Celebration Event** - held at the end of the week to allow students who had not been able to attend the Awards (which were invite only) to end the year with their fellow students on a high note.

5. ADVICE, SUPPORT AND WELLBEING

It was a record year the advice service, with a 23% increase on 2019/20 case numbers. Due to Covid-19 face-to-face appointments were no longer possible and the service moved to phone and MS Teams appointments. These were successful, allowing us to easily attend University meetings with students.

Due to increased number of cases, the Advisor was supported throughout the year by her line manager and another colleague in the Union to handle advice cases where the query was relatively straightforward. As a result of these challenges, the need to provide extra resource in this area of the Union's operations was agreed as a priority for the 2021/22 academic year.

Key information on the Service this year:
• 735 contacts from students
• 397 student cases from 355 different students
• Some of the busiest months ever seen with June equalling the busiest month ever recorded. December was the quietest month. The usually quiet periods of June and July were some of the busiest months of the year.
• 35% of all cases came from referrals from University staff
• 83% of cases were related to academic issues (75% in 2019/20)
• Some Covid-specific issues continued, relating mainly to on-line exam misconduct
• 13% of cases were accommodation issues
• The remaining 4% were finance, employment, consumer or welfare related
• 13 cases were students at partner institutions
• 70% of students using the service identified as female (71% last year), 30% male and less than 1% agender
• 16% of the total clients were postgraduate students (8% last year)

Referrals
• 108 cases were referrals from University staff and services - 35%
• 24% students recommended to seek our help via referrals from University procedures
• 46 cases or 12% via SU Staff / Networks / Officers and the SU Website

Over the year, 14 students gave direct feedback about the service, with one saying, 'I cannot thank you enough for your level of support and professionalism throughout this.' It was, also, pleasing that in the virtual world we were living through, month on month increases were seen in website views, following on from 2019/20's increases.

6. CAMPAIGNS

Mental health remains extremely important to our students and we strive to facilitate the promotion of positive health and wellbeing across the University. The past year was especially difficult for many of our students and their wellbeing was, and continues to be, a priority. Collaboration continued with the University to promote information during World and University Mental Health Days and we supported student groups to run various initiatives for Black History Month, Movember, International Women's Day, LGBTQ+ History Month, and Pride Month.

Some of the new campaigns we ran throughout the year were:

Ask the SU - As we were unable to go out and about for our normal Campus Chat sessions, we introduced the on-line Ask the SU campaign, encouraging students to ask us questions about any and all aspects of their University life. In total, 24 students submitted a question, with topics ranging from Covid-19 restrictions, to the Student Safety Net (academic policy introduced by the University in response to the pandemic), and accommodation concerns.

Chat Service - a call out service, with anyone requesting a call being contacted by our Officer team to have a chat about anything and everything. Six students took us up on the offer, one of whom was thinking about withdrawing from University and was directed to appropriate sources of support.

Care packages - In the second semester, our Vice President Student Activities (VPSA) sent out 176 care packages to students with young children, who were grappling with studying online and looking after their families. The students had over 300 children between them. Included in the packages were activity packs, colouring books and pencils, candles and bath bombs (for the parents!), and some healthy snacks. We were hugely grateful to receive help from Aldi with some of the contents and from the University with postage costs. The packages were a welcome surprise for those receiving them we received lots of great feedback. One student told us, "This has brought so much joy and happiness in a surprise package". The initiative, also, had press attention and was promoted by NUS as an example of great practice by a Union during lockdown.

Pen pal scheme - in the third Semester, the VPSA also introduced a pen pal scheme for those students who may have struggled to make friends during the various lockdowns. In total, 47 students signed up and were paired with fellow students, sharing letters and keeping in touch and we really hope some lasting friendships were made as a result.

Don't Drop Out Drop In - providing virtual drop-in sessions during lockdown with our Academic and Welfare Advisor every Tuesday and Thursday afternoon. A total of 10 students booked into the sessions, as a quick way to ask about issues related to the pandemic, including mitigating circumstances, course delivery, accommodation contracts, and rent rebates.

BetterByU -The Union's Vice President Education (VPE) co-founded the national Academic Integrity Collective with UcLan'sVPE at and NUS's VP Higher Education, leading on a campaign entitled 'BetterBYU'. It was conducted on social media to promote awareness of academic integrity, highlight the dangers of essay mills, the need for support for students who find themselves in difficult situations, and called for action across the sector. This included an open letter to social media companies and University Executives.

They also attended a meeting with Chris Skidmore MP, the Universities Minister, Michelle Donelan, and other sector professionals lobbying for legislative change against essay mills. Chris Skidmore proposed a Five-Minute Bill in Parliament in February 2021, for the prohibition of the advertising and operation of essay mills. Articles on the campaign were, also, written by the VPE and his fellow co-founders, and by the University of Nottingham's Registrar, Paul Greatrix, and published by WONKHE. As well as his efforts nationally to raise awareness of this important issue, the VPE worked with the University on their Academic Integrity (AI) work, participating in the process of appointing two new AI leads, and encouraging the University to sign up to the QAA AI Charter.

We, also, continued some of our previous campaigns:

Safe Sex Express - offering free and confidential condom delivery to Worcester students. Social media engagement with the service was positive and, whilst it was more challenging to provide this service than in previous years, in total, condoms were posted out during the 16 students (much lower than normal levels due to lockdown) We also provided up to date information and advice from local NHS services on safe sexual practices during the pandemic.

How Are You Getting Home? - This ran throughout the year, encouraging students to look out for one another when they were able to go on nights out and advising them of what to do if they find themselves in uncomfortable situations.

Emergency period provision- providing free sanitary towels in the SU toilets.

Don't Rent Yet -this ran throughout November and December, encouraging students not to rush into commitments for accommodation for 2021/22, especially if they had not had the opportunity to form as many friendships in lockdown, and to make sure they know their rights as tenants.

Housing Fair - As we were unable to hold our usual Housing Fair during Refreshers Week, we teamed up with the Accommodation team at the University to give students all the information around housing that they needed digitally, including house viewing during Covid 19. We fully updated and expanded the Housing section on the SU website and helped the University promote the StudentPad website, giving students access to a range of accredited properties and landlords.

We also created a **Student Homes Charter,** outlining all the rights and responsibilities of both tenants and landlords. All landlords signing up to StudentPad were required to agree to the Charter and this initiative will hopefully be of huge benefit to students next academic year. The President and Vice President Education were, also, active in national debates around rent rebates and reductions.

7. EQUALITY, DIVERSITY AND INCLUSION (EDI)

Following the death of George Floyd and the rise of the Black Lives Matter movement, the Union began of process of self-reflection, and worked with the University to do the same. We established an internal EDI Working Group, chaired by the President, with Terms of Reference and representation from across the organisation. The group's purpose is enable the Union to more effectively address inequalities faced by people of colour in society, to reflect on our own practices, ensuring change through action planning and addressing any barriers to student engagement and success.

The group developed an EDI Policy for the Union, in consultation with the Welfare and Inclusion Council, which was approved by the Trustee Board. It now intends to take the operations and services of the Union in turn to reflect on practices and make improvements, the first being how we communicate with students and stakeholders. Staff have now been trained in how to ensure our communications are accessible as possible and new practices will begin for the 2021/22 academic year.

The President and Chief Executive, also, worked with the University's PVC(Students) and Director of Access and Inclusion and, together, produced a paper for University Executive Board (UEB) on Race Equity on what actions we felt were necessary to take a whole-institution, anti-racist. As a result, we understand a new group is being formed to consider and take forward the recommendations made within the paper.

8. LOCAL AND NATIONAL DEMOCRACY AND POLITICS

Our own Union Leadership Elections took place in March and saw the return of our 'Don't Duck Out of Democracy' campaign. They were held entirely virtually, with all campaigning and voting taking place online. Our Student Engagement team worked hard to ensure candidates received full support and guidance on how to campaign virtually, and we saw some great campaigns and creative online content throughout the period.

With no physical polling stations on campus, it was more vital than ever for us to engage students in the virtually. We held a successful online Candidate Question Time, produced Meet the Candidates videos for every candidate, provided extra resources to be shown in lectures, and ran a prize draw for everyone voting in the election. We also gave candidates more training and support in on-line campaigning and had morning check-ins with them, as well as individual catch ups.

There were eight candidates for the three Full Time Officer roles; one candidate for President, four for Vice President Education, and three for Vice President Student Activities. A total of 4186 votes were cast by 1482 individual voters, resulting in the election of:

SU President - Liam Lees
Vice President Education - Ragnar Mularczyk
Vice President Student Activities - Neve Ricketts

In terms of regional and national politics, the Officers were active in promoting the Local Elections in May 2021, encouraging students to register to vote and providing information on how students could find out what local councillors proposed to do if elected.

The Officers were highly engaged, throughout the year, in NUS debates on student issues, such as rent refunds/rebates, and no detriment policies, as well as leading the 'BetterByU' campaign against essay mills detailed above. The President was an active contributor to WonkHE, a speaker and panel member at Wonkfest, and she was integral to the incredibly high number of Worcester students filling in the high profile WonkHE survey on their experiences during Covid in Semester 1. She also became a Board member for HESA and a Student Commissioner for the Student Futures Commission.

9. OUTREACH AND COMMUNICATION

We, of course, aim to have as many of our members as possible involved with the Union. We always aim to create relevant and compelling content for campaigns and events, reaching out to students across a range of platforms including social media, digital channels, physical media, and, where it was possible this year, face-to-face.

Social Media
Our social media platforms grew throughout the year, with strong engagement and interaction from students, and increased numbers following us across Facebook, Instagram, and Twitter.

No. of followers	2020/21	2019/20	
WSU Facebook	8,650	8,100	(+550)
The Hangar Facebook	1,200	1,000	(+200)
#TeamWorc Facebook	2,800	2,750	(+50)
Twitter	7,200	7,150	(+50)
WSU Instagram	3,200	2,500	(+700)
The Hangar Instagram	1,300	950	(+350)

We continued to provide information, support, and entertainment virtually to keep students updated and engaged throughout multiple lockdowns and restrictions. We sent out regular all student emails and Officer Vlogs on our response to the ever-changing situation and how to get in touch and access Union services. We also re-launched our PositiveWorc Facebook Community to provide a positive, fun, and engaging online space for all members of the TeamWorc community to share experiences, give each other ideas for things to do and have some social interaction. Over 1,450 students joined this community.

Some of our social media went 'viral' this year, at times reaching more than ten times our usual audience numbers:

• In November, we produced a video featuring members of Men's Cricket and Men's Rugby discussing their mental health and the barriers faced by men in relation to positive mental health. The video reached over 19,000 people on Facebook and received really positive feedback.

• Due to Covid-19 restrictions, the class of 2020 were unable to have their graduation in person during November. We still honoured their massive achievement, and our 'congratulations' post on Instagram received five times the average number of likes of our other Instagram content.

• Our announcement of the final score of Varsity was one of our most viewed and liked posts on Facebook throughout the year. The post reached ten times more people than average and almost 1,000 engagements made it one of our most popular posts ever.

Ask the SU
As we were unable to go 'out and about' for Campus Chat sessions this year, we introduced an Ask the SU campaign, encouraging students to ask us questions about any and all aspects of their University life. In total, 24 students submitted a question, with topics ranging from the impact of Covid-19 restrictions on the University, accommodation concerns, and the student safety net (academic mitigations agreed by the University).

10. STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest significant time and energy into training students for various roles, albeit the vast majority of this was done on-line this year, as well as to directly employ students as Assistants for Graphic Design, Film and Photography, Welcome Desk, Bar, and Security.

Numbers attending Union training for student roles is as follows:

• Sports and Societies' committee training conference - 328
• Student Network committee training - 23
• New student staff training - 10
• SU Crew training - 8
• School Rep training - 22 (out of 22 Reps)
• Course Rep training - 203 (56% of total numbers of Reps listed on SOLE was 364)
• Elections - 17 students attended bookable sessions for prospective candidates, all 8 of the eventual candidates attended training and 5 of them additional social media training provided by an Associate Lecturer at the University who is also co-owner of a digital marketing agency

Over the year, 26 students were employed and, despite long periods of furlough due to lockdown, still worked over 4836 hours with us, providing vital assistance in running the Union's many services and activities and earning £27,057 (outside of funds received from JRS (Job Retention Scheme).

The Union continues to support students through the job application process, with bespoke on-line guides on how to complete application forms, as well as a 'Guide to Interviews and the World of Work, which was new for 2020/21. The website page the guide is hosted on received almost 3,000 views across the year. We also make a point of providing feedback following all unsuccessful applications and interviews (the former through a standard, comprehensive response explaining reasons for the decline of their application and detailing further sources of guidance and, for the latter, individually if requested).

In May, we teamed up with the University's Careers and Employability Service to deliver an Employability Week, facilitating a range of webinars and raising awareness of resources and tools to help our students get ahead in the job market after graduation. Throughout the week there were workshops on CV building, how to develop your personal brand, navigating LinkedIn, and preparing for job interviews. Talk Twenties podcast host, Gaby Mendes, ran a session on navigating life after graduation, providing lots of practical tips on how students can make the most of life after education. The Union's Chief Executive was also interviewed by the Vice President Education, in which she shared tips for succeeding in the world of work.

11. THE HANGAR

The on-going restrictions enforced to help curb Covid-19 severely impacted the events the Hangar could host during 2020/21. After re-opening at the end of August 2020, albeit on limited opening hours, capacities and with table service only, the takings were good but marginally down compared to previous years. Despite the restrictions and a more limited drinks' menu, students appeared to enjoy the atmosphere, becoming accustomed to a 10pm curfew and table service. Post Welcome Week sales normally decline but, this year, we did not see any drop off and sales remained fairly constant every week, with students electing to remain in one venue all evening (it has become more common in recent years for students to move venues more than once in an evening). A new ordering app with payment functionality proved popular and allowed a modest reduction in student staff "waiting" wages. By the end of October sales were 16% down on the previous year and 7% down on 2018/19.

At the start of November 2020, the bar was closed and all staff furloughed as a result of the national lockdown. It was agreed to retain all student staff throughout any period of lockdown and, where possible, furlough the core staff team. Negotiations were held with NUS, our insurers, BT Sport, Dransfields pool table hire to save costs wherever possible. All private functions were cancelled and where necessary refunds provided.

Unfortunately, the bar did not re-open until 12th April, some 6 months later. Again, restrictions were imposed, however, thanks to the generosity of the University we were able to open an outdoor bar in a marquee and, although numbers and opening times were restricted, this allowed us to re-open. By this time sales were £94k, the equivalent of 62%, down on prior year and £95k down on 2018/19.

Upon re-opening in April 2021, the Hangar enjoyed much success, with some of our biggest single night bar takings on record. During the first week of re-opening we recorded sales of £11.6k, levels normally only ever associated with Welcome Week. Over the coming weeks sales remained very high. By the end of the financial year sales were only 26% down on prior year and 39% down on 2018/19, despite being closed for 6 months and operating within significant restrictions for the period we were open. Sales were only £14k down on 2016/17, a year we were open all year without any restrictions, showing how much the bar has improved in recent years to have almost achieved a year's takings in six months.

The pandemic also affected bar takings associated with private bookings in the Hangar. Only the Christopher Whitehead School Prom was able to take place during 2020/21, raising sales of only £0.8k compared to sales at private events in 2019/20 of £10.7k (which was, also, hit by a number of cancelled events post Mach 2020) and £27k in 2018/19.

With sales below budgeted levels and student wages much higher as a result of needing to employ more staff to provide table service, the Hangar's profitability was below expected levels resulting in a net loss of £9k.

12. SUSTAINABILITY

The Union was delighted to, for the first time, achieve Excellent in the Green Impact Students Union accreditation scheme (following successive years of 'Very Good' accreditation). To achieve this, several initiatives were undertaken by the Union's internal SUstainability Committee, often working in partnership with the new Sustainability Network, as well as the University. These included:

• Maintaining Responsible Futures accreditation (in partnership with the University);
• Working with the University to deliver Go Green Week
• Supporting the Sustainability Network to deliver a host of workshops during the UN SDG Teach In
• Achieving the third highest response rate in the country for the SOS-Sustainability Skills Survey (574 students)
• Beginning the process of aligning all out work to the UN Sustainable Development Goals, including aligning all our Bye Laws
• Working with Hazaar (a zero-waste student marketplace) to launch an online swap shop for University of Worcester students

13. STAFF DEVELOPMENT

The Union continued to place importance on developing its core and student staff, as well as its members. The pandemic and staff vacancies brought with it the need for staff to support areas of operational delivery that was outside of their normal remit. Staff involved in the delivery of sport, for example, were utilised to support the academic representation, democracy and governance, due to staff shortages. This enabled these staff to develop new skills and become familiar with more aspects of the Union's operations.

SU staff and Officers undertook various training and attended courses over the year which included Equity at Work, Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Active Bystander training, Mental Health Awareness, Finance for non-Financial managers, Anti-Semitism training, Zero Suicide Alliance, Being a Trustee, Sage 50, Funding Bid Writing, LGBTQ+ Allies, One Drive, using MS Teams, and First Aid. As well as these, staff and Officers attended many of the annual NUS-facilitated conferences and events which were mostly held virtually in the past academic year.

Due to the continuing Covid pandemic, a virtual student staff induction was held for the first time, which was well received by our new recruits. Sadly, due to student staff being furloughed for much of the academic year, there were no student staff representatives on the Union's Staff Consultative Forum and Health and Safety Committee this academic year but it was important that the committees continued to meet.

Most staff had their Personal Performance Appraisal which is held annually to monitor and appraise staff performance. A number of core staff received reward and recognition after demonstrating hard work and going above and beyond following events such as Welcome Fair and Celebration week awards, as well as the outside bar which was very busy following the easing of lockdown in April. Student staff were recognised at the end of the year through nominations for Student Staff of the Year Award, presented at the TeamWorc Awards. Two members of the bar team and all members of the Graphic Design team received nominations and the ultimate winner was one of our fabulous designers who worked on major projects such as our impact report, Elections, Welcome Week, and Refreshers.

Two members of the core team, unfortunately, left the Union before completing their probationary periods, which not only reduced the diversity of the core staff team significantly but, also, resulted in higher than normal turnover of staff and recruitment activity. The key reason for the staff members leaving was the location of work from their homes and a difficult commute. Working from home eased this for a limited period of time but the staff members decided to seek employment closer to home. It remains a challenge for the Union, with many of its front-facing, entry-level roles, to recruit people from outside of Worcester (or those who are prepared to move to Worcester), as well as staff from diverse backgrounds. This remains a key concern for the Union's management and an area that needs addressing.

Employee Engagement Survey
For the first time the Union took part in the NUS Employee Engagement Survey (EES) conducted by third party, Agenda Consulting. In prior years, the organisation conducted an internal survey, due to financial limitations. The EES, by virtue of more Unions now taking part, reduced in price and the Board felt that it was a good investment, particularly as it would provide greater externality and independence to the survey and reduce the burden on the Chief Executive and HR Co-ordinator in administering an internal survey.

The survey was conducted between February and March 2021 and the results received in April. It had 74 questions and covered several different aspects of the organisation, including:

- Covid 19
- Colleagues
- Communication
- Employee Wellbeing
- Engagement
- EDI
- Leadership
- Learning and Development
- Management
- Performance Management
- Reward
- Role
- Service
- Values

Student staff, as well as core staff and Officers were invited to take part and a total of 59% of the organisation completed it (above the sector average of 53%) - 14 (out of a possible 16) core staff/officers and 10 student staff (out of a possible 23). It is worth nothing that, apart from our Graphic Design Assistants, all student staff were furloughed at the time of conducting the survey, which likely affected engagement.

The results from the student staff survey were excellent, with over 45% questions scoring a 100% positive response. A further 36% achieved a 90-99% positive score. Areas where scores were lower were (i) pay and (ii) managers dealing with performance that falls short of expected levels. The latter has been raised with student staff line managers and the former addressed within the communication sent to the student staff about their results, in which we explained the context for their levels of pay.

The results for the core staff/officers were more mixed but we were delighted to come 8th out of the 33 Unions taking part in the survey nationally, for the key engagement question of, 'I would recommend this to others as a good place to work.' We achieved a 91% positive response to this, whereas the national average was 80%, making us one of the survey's 'All Stars.' NUS were impressed that we had achieved this score the first time of doing the survey and so have written a case study about us. The Chief Executive also presented at the annual SU conference, SURA, on the experiences of undertaking the survey for the first year.

Areas where the Union scored very well (with 8% of questions receiving a 100% positive score) were:

• Colleagues help each other out
• Colleagues support and encourage each other
• People feel they are treated with fairness and respect
• We provide high quality service to members
• Communication over impact of Covid
• Being able to work flexibly

Areas for us from the results to work on are:

• Pay and reward (as well as in comparison with others in the SU)
• Opportunities to develop for all colleagues
• High workloads affecting perception of performance
• Work-life balance
• Welfare and mental health support for staff
• Developing staff's personal potential /skills
• Leadership team being in touch with the views of staff
• Idea generation and implementation / innovation
• Communication and sharing knowledge across organisation

Staff were, also, able to give free text comments at the end, one of which was to describe the organisation in 3 words. The word cloud below illustrates the words given, which did seem to sum up the organisation fairly accurately during the pandemic:

Overall, the picture was one where staff were willing to go the extra mile for students and for their colleagues and felt the Union provided a good service to students but some felt they had excessive workloads, needed greater reward and more equitable opportunities to develop, and that communication across the organisation needs to improve.

The leadership team will be addressing the results with the team within two groups, creating an action plan from the feedback that will form part of the 2021/22 operational plan. The survey will also inform our future strategic plans in the area of 'People and Culture' and any revised Key Performance Indicators.

14. OVERALL PERFORMANCE AND STUDENT SATISFACTION

The Union had a challenging year in terms of overall performance, due to operating in a pandemic, and a mixed picture in terms of student satisfaction.

With regards to the Union's 18 Key Performance Indicators, (KPIs), improvements were seen in 8 areas, performance remained the same or was not comparable (for various reasons) in 3 areas, and declined in 11 (NB some KPIs saw both an increase and a decline within them, depending on the range of measures for that KPI).

Most areas of decline were felt to be as a result of the pandemic as it significantly affected the way students were able to engage with us - we had to engage in new ways which are not necessarily reflected in our existing KPIs- as well as the income we were able to secure, and the events we were able to facilitate. The table below outlines performance by KPI.

No.	KPI	Performance up on 2019/20	Performance down on 2019/20	Not comparable, N/A, or stayed same	Comments
1	Satisfaction with the Students' Union for our members increases year on year - target of 80% across the board	*	*		Performance down in CES and BWS and up in Q26 NSS (but down in B2 optional questions)
2	The percentage of the student body aware of the range of services run by the SU increases year on year		*		
3	The percentage of the student body filling in our Big Survey increases year on year	*			
4	The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year	*	*		Performance up in CES, down in BWS and up in Q26 NSS

5	The number of students voting in our Leadership Elections – target of 20% of membership		*		
6	The number of available positions in our governance structures are filled – target of at least 80%	*			
7	The number of ideas submitted to the SU increases year on year			*	Change week did not take place. Replaced by first year of full implementation of Ideas Forum
8	The number of students accessing our advice and support service increases year on year	*			
9	The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives	*			
10	The number of students who are members of an SU club or society increases year on year		*		
11	The number of clubs and societies increases year on year – target of 60 societies and 50 clubs	*	*		
12	Number of volunteering hours given by students increases year on year		*		

13	The percentage of students saying that being involved with the SU enhanced their employability increases year on year		*		
14	Worcester sits in the top 50 in the BUCS League			*	No BUCS leagues took place due to Covid-19
15	The number of students attending events in the Hangar increases year on year	*	*		Numbers recorded as attending Hangar increased on 19/20 but % of students in BWS saying they been to an event in the Hangar decreased
16	The SU achieves at least Silver Best Bar None accreditation each year			*	
17	The profitability of SU commercial services and contracts increases year on year		*		
18	The percentage of students feeling that SU events had a positive impact on their student experience increases year on year		*		Less events able to take place
	TOTAL (NB some KPIs performed both up and down within their individual measures)	8	11	3	

NSS
Q26 The students' union effectively represents my academic interests:
Overall University: +1% to 65% (sector average = 53%, top quartile 55%)

The Union, unfortunately, saw scores go down in all B2 optional questions (which we feel was a product of the pandemic reducing our ability to facilitate our normal in-person events) but they remained above the sector average:
B.2.1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college. - 41% (47% in 2019/20, sector average this year of 36%).
B.2. 2. The Students' Union (Association or Guild) has had a positive impact on the local community - 45% (51% in 2019/20, sector average this year of 37%).
B.2.3. The Students' Union (Association or Guild) has helped me develop useful life skills. - 35% (41% in 2019/20, sector average this year of 41%).

The Union remained positioned at 19th (same as in 2020) out of 149 Unions nationally in the University's compiled NSS rankings (36th/152 in 2019 and 61st/151 in 2018) but was reported in a Times Article in August 2021, as being in the top 10 for student satisfaction with how it represents its members, ahead of all Russell Group Universities. It has, also, gone up to 7th (out of 130) and 1st in the Midlands in rankings compiled by Students Unions that take out those small and specialist Providers who do not have a Students' Union (as compared with 11th in 2020), which is very positive news.

CES
Q.5.3 - I know who my Course Rep is:
Overall University: +2% to 83%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: +6% to 73%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:
Overall University: -9% to 70%

Big Worc Survey (BWS) 2021:
The Big Worc Survey returned for a fourth year in April and May 2021, receiving a total of 809 responses (8% of the student population), as compared to 571 (and 5.5% of the population) in 2019/20.

The survey gauged overall awareness, satisfaction, and engagement with SU services, events and campaigns, as well as, new for this year, asking students about the Union's response to the pandemic.

It is clear that Covid-19 has had a measurable impact on the overall student experience and this has been reflected in some of the results of the survey, with over 70% of respondents stating that the pandemic and subsequent restrictions influenced whether or not they were involved with the SU. There were also some decreases in positive feedback when compared to 2020, with results more in line with those seen in 2018 and 2019. There was, however, little or no increase in overtly negative responses, with more respondents selecting neutral options in their answers

Overall Satisfaction with the Union	**2021**	**2020**	**2019**
Very satisfied or satisfied	68%	80%	68%
Neither satisfied nor dissatisfied	30%	17%	28%
Dissatisfied or very dissatisfied	2%	3%	4%

Some of the key findings from this year's survey were:

- Almost 60% of respondents had used an SU service at some point during their time at University.

- Over 75% of respondents believed that the SU represents them and gives them a voice within the University.
- Almost 80% of respondents had used the Academic Representation system in some capacity.
- 25% of respondents had used the Help & Advice service during their time at University.
- Almost 50% of respondents had attended an event in The Hangar.

The survey also highlighted several areas for us to work on to help improve the student experience.

15. BUSINESS CONTINUITY

Coronavirus continued to give all organisations and sectors considerable challenges and the Union was no exception. Close liaison was maintained with the University and the Union produced regular, updated business continuity plans to reflect what it could deliver at key points during the pandemic, as government regulations changed and we moved in and out of lockdown in its various forms. The plans focussed on the key areas of operation of academic and housing advice, representation, communications and community, HR and wellbeing, and finance/stock. Staff and Officers worked within their departments and cross-organisationally to ensure that services and support were continued to be provided to students, implementing new initiatives, such as a pen pal scheme and care packages for student parents, and to continue fundamental programmes of work, such as academic representation. Contact was maintained with student groups to try and encourage them to continue as much activity as they could (albeit 'zoom fatigue' did settle in after a while). Whilst some student groups struggled with on-line delivery and student engagement, many others delivered activities in an incredibly positive way, making us very proud.

The advice service had its busiest ever year and the Officer team, senior managers and Academic and Welfare Advisor maintained regular contact to ensure collaboration on key student concerns or worries. The Advisor's line manager and another colleague were trained up to take on the simpler cases to allow her to focus on the increasingly common, complex cases where students present with more than one issue.

Communication with members was the top priority, not least so we could signpost them to the sources of support that were available to them. Overall, the Union was very pleased with the engagement from students, with excellent engagement in activities like Battle of the Sports, Battle of the Societies, Varsity, and Celebration Week and good engagement maintained in the Leadership Elections and the All Student Meeting (our AGM).

Staff morale and wellbeing remained an important concern and very regular whole team meetings, as well as individual staff 1-2-1s, were scheduled and maintained to reduce potential feelings of isolation or anxiety. The government's Job Retention Scheme (JRS) was utilised where appropriate and, during the return to lockdown towards the end of Semester 1, most staff were part-time furloughed. The two members of the team responsible for our bar and venue were furloughed full-time for a longer period. The Chief Executive and one Officer were not furloughed at all. Staff whose normal area of operation was severely limited, such a sport, were part-time furloughed and, due to some staff vacancies, also asked to support other functions of the Union, such as academic representation and democracy.

As the year progressed, staff were able to return to the office in a hybrid way, mixing their time between working from home and in the office, with the organisation working to a minimum and maximum quota in the building each day (minimum to be able to support increasing numbers of students on campus effectively and maximise to ensure safety) . Some members of the team continued to have individual circumstances that caused them difficulty or distress and so their welfare was closely monitored. Communication between team members was sometimes challenging when some staff were in the office and others weren't and so creative ways had to be sought to ensure everyone was kept abreast of project planning and developments - Unions are always very paced organisations.

The Chief Executive remained a member of the University's strategic Covid Safety Recovery Group and was, therefore, able to ensure that the Students' Union followed agreed procedures and protocols.

Overall, the 2020/21 academic year was an incredibly busy one for the Union, with the Officers, notably, responding amazingly well to the challenges of being a student representative at a time when many of their normal activities were impossible. They demonstrated commendable tenacity and resilience in adapting events to what was possible, such as with Varsity and Celebration Week, and implementing new initiatives such as the Chat Service and Pen Pal Scheme. They also continued to build Worcester's presence nationally by driving or collaborating on campaigns that gained wider traction.

We are very proud of what was achieved during the year, with many of our initiatives being commended by NUS or 'copied' by other Unions. The unique and positive culture of #TeamWorc certainly continued to grow and evolve, becoming even more inclusive for our members who engaged with us in different ways.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £814,921 (2020: £967,116). Total expenditure of £844,068 (2020: £1,104,023) on all the students' services we provide, which left a deficit for the year of £29,147 (2020 deficit £136,907).

The General Fund balance at the year end stood at £303,402 (2020: £278,393).

Restricted funds, which represent a capital grant received from the University of Worcester a few years ago and monies raised by the Union's various clubs and societies were £171,496 (2020: £205,802).

Reserves policy

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

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

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

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

The coming year will see the Union deliver upon a one-year interim, operational plan and embark on a new longer-term strategic planning process to take it through the next 3-5 years. All areas of the Union's strategy will be reviewed, including its mission, values and core aims. This will be done in consultation with students and through the staff and officer team working together to respond to existing priorities and do the best to anticipate future needs. We will continue to have a focus on:

• Ensuring safe and accessible activities and services for a diverse range of students, bearing in mind life may never return fully to pre-pandemic ways.
• Raising satisfaction levels with the Union amongst all of our members.
• Re-instating our in-person outreach activities across the campuses.
• Increasing engagement from students undertaking professional courses and those with caring responsibilities.
• Growing and embedding the Student Networks.
• Ensuring Equality, Diversity, and Inclusion is core to the Union's communications, activities and procedures, as well as supporting change across the University.
• Increasing the involvement of students in our Ideas Forum to ensure continual, positive change across the University.
• Ensuring students can be fully engaged in a quality academic experience and are an intrinsic part of curriculum design and development.
• Supporting students who are studying at the University's partner colleges and those who are studying in the UK for the first time.
• Increasing the Union's efforts around sustainability, working with the University towards carbon neutrality by 2030.
• Continuing to develop how the Union supports students with their health and wellbeing.
• Helping clubs and societies who struggled during the pandemic to rebuild and recommence activities.
• Reviewing the Union's portfolio around supporting and developing our members' employability and 'life skills'.
• Ensuring our students groups - clubs, societies, student-led services, and networks - are inclusive and reducing barriers (real or perceived) to participation, with increased engagement in 'TeamWorc UNITED'.
• Encouraging students to re-engage with volunteering and, in so doing, developing the Union's role in the local community.
• Ensuring a great social experience for students within The Hangar and that the Union is where students create lasting memories.
• Building on the Union's good reputation regionally and nationally and nominating student groups for national awards.
• Encouraging students to engage in local and national democracy and the importance of doing so.
• Working with the University to ensure more opportunities are made available to students to participate in recreational, physical activity.
• Raising awareness amongst the University's staff team around the role and services of the Union and how it supports, represents, and develops the student body.
• Ensuring that all staff would recommend WSU as a good place to work and that all staff (student and core) and Officers have developed and grown as people when they leave WSU, responding to feedback received in the Employee Engagement Survey;
• Seeking creative and appropriate additional sources of revenue, increasing our media sales and commercial bookings.

FUTURE FUNDING

We will continue to work with the University to negotiate on our annual block grant, to ensure we continue to maximise our impact and are able to develop as an organisation to meet the ever-changing needs of our diverse student body. As we habitually build the Union's services, activities and reach to our membership, our aim is to minimise financial risk to the Union and to secure greater financial investment. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

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

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

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income where possible, through commercial and trading activities, it continues to be dependent on the support of the University. The Union is confident that this support will continue for the foreseeable future as it believes it is an integral part of the University structure and strategic plans and of utmost value to the overall student experience at the University. The Union believes it has continued to demonstrate its value and impact during a difficult 18 months, in which it has continued to play a critical role in maintaining student communities, morale, and communication. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as we work to support our diverse range of students, ensuring they have a quality experience as the country begins to return to some normality.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union has strong organisational purpose, and was, this year, in the final year of its 2016-21 strategic plan, working towards the vision, values and five core aims agreed therein. Following the uncertainty and change caused by the pandemic, the Trustee Board has agreed for the Union to deliver an interim, one-year operating plan for the 2021/22 academic year, during which the planning process for a new longer-term strategic plan will begin in earnest. In the 2017/18 academic year, the Union developed 18 KPIs against which it continues to measure and benchmark its development and performance. These KPIs will, also, be revisited during the next strategic planning process.

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

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A new Skills and Experience Matrix has been devised and implemented this year to support this process. Trustees receive training upon their appointment and an induction to the Union. The Board and its Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters.

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

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

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. In light of the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The register was reviewed during the academic year and it was acknowledged within that review that this year, as for many sectors, was one which brought significant risk to the Union. Areas deemed to be of heightened risk are listed below, with associated actions to try and mitigate or annul:

• **The Union receives a substantial cut in its annual block grant from the University as a result of low student recruitment:** The Chief Executive of the Union now sits on the University Leadership Group and is kept appraised of developments and strategy in terms of student recruitment, which allows the Union to respond to particular needs in terms of student experience. The Union regularly reports on its outcomes and impact through the University's senior committees and Board of Governors and the ways in which it demonstrates value for money and its importance to the institution as a whole. The Union engages with the University's annual budget process in timely and efficient way, submitting a budget proposal each year by March at the latest. The Union continues to demonstrate ways in which it is seeking its own income streams in a responsible way and the success of the events and activities it organises for students (reflected in student satisfaction rates and feedback), contributing to the recruitment, retention and progression of students, as well as an inclusive and welcoming community where all students can feel a sense of belonging.

• **Union trading operations are not profitable as expected as a result of University or external influences**: The Union produces monthly management accounts and shares with the Trustee Board and University, to monitor income and ensure regular financial forecasting and communication. Several year-end projections were produced throughout the year and the Finance Sub Committee of the Trustee Board remained active with regular meetings. The government's Job Retention Scheme (JRS) was utilised where appropriate where services were only able to operate in a limited way or not at all. Regular meetings took place across the year with the University, key sponsors, and stakeholders, as well as advice sought from NUS in relation to the Union's membership of the national purchasing consortium. Efficiencies and savings were made wherever possible, as well as supplier contracts negotiated in the spirit of 'every little helps', which cumulatively had a positive impact on the financial sustainability of the Union.

• **The Union suffers a significant fall in income through a lack of sponsorship contract**: Interim agreements were put in place during the pandemic with key sponsors, resulting in some but much reduced income. The Union continues to investigate ways to increase income from our existing commercial services e.g. extended opening hours or to expand SU commercial operations in a way that does not create unnecessary or inappropriate risk. Contracts with key sponsors are monitored and renegotiated by senior managers within the Union in a timely manner to enable as much forward planning as possible.

• **The Union and its staff are adversely affected by negative developments with pension providers, namely SUSS**: Communication has been maintained with SUSS Trustees, AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments.

STRUCTURE, GOVERNANCE AND MANAGEMENT

• **That 'Totum' (NUS Extra) card sales decline as a result of major companies and partners withdrawing their support or NUS/OneVoice consortium fail to compete adequately with competitors who provide a student card free of charge:** The Union continues to promote the card to members to maintain some form of income (although it has proven extremely difficult to secure local deals for students) and to raise concerns at a strategic level with NUS about the sustainability of the offer.

Pay policy for senior staff

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

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
M.Price - ended term of office June 2021
H.South - ended term of office June 2021
T.Manning - ended term of office June 2021
L.Lees - appointed June 2021
R.Mularczyk - appointed June 2021
N.Ricketts - appointed June 2021
I.Lines - ended term of office May 2021
D.Andrews - ended term of office June 2021
A.Humphrey- appointed October 2020
R. Williams - appointed October 2019
M. Jolley - commenced second term of office July 2019
M.Brittain - appointed August 2018

Auditors
Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare consolidated financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the income and expenditure, of the charity and the group for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 7th October 2021 and signed on its behalf by:

.....
Trustee

Opinion
We have audited the consolidated financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charity and groups affairs as at 31 July 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

• The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
• We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: 7th October 2021

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**616,888**	**-**	**616,888**	548,868
Charitable activities	5				
Student activities		**-**	**59,799**	**59,799**	195,315
Bar		**97,964**	**-**	**97,964**	134,273
Other trading activities	3	**39,682**	**(1)**	**39,681**	86,127
Investment income	4	**589**	**-**	**589**	2,533
Total		**755,123**	**59,798**	**814,921**	967,116
EXPENDITURE ON					
Raising funds	6	**73,116**	**-**	**73,116**	74,701
Charitable activities	7				
Representation		**111,449**	**-**	**111,449**	115,608
Advice and welfare		**56,364**	**-**	**56,364**	55,998
Student activities		**267,199**	**37,360**	**304,559**	423,186
Bar		**251,244**	**-**	**251,244**	255,463
Affiliations		**20,690**	**-**	**20,690**	30,566
Total		**780,062**	**37,360**	**817,422**	955,522
NET INCOME/(EXPENDITURE)		**(24,939)**	**22,438**	**(2,501)**	11,594
Transfers between funds	18	**56,744**	**(56,744)**	**-**	-
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**(26,646)**	**-**	**(26,646)**	(148,501)
Net movement in funds		**5,159**	**(34,306)**	**(29,147)**	(136,907)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(81,832)**	**205,802**	**123,970**	260,877
TOTAL FUNDS CARRIED FORWARD		**(76,673)**	**171,496**	**94,823**	123,970

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	**16,983**	**-**	**16,983**	78,267
CURRENT ASSETS					
Stocks	14	**9,361**	**-**	**9,361**	7,759
Debtors	15	**12,903**	**-**	**12,903**	19,574
Cash at bank and in hand		**301,106**	**171,496**	**472,602**	418,734
		323,370	**171,496**	**494,866**	446,067
CREDITORS					
Amounts falling due within one year	16	**(36,952)**	**-**	**(36,952)**	(40,140)
NET CURRENT ASSETS		**286,418**	**171,496**	**457,914**	405,927
TOTAL ASSETS LESS CURRENT LIABILITIES		**303,401**	**171,496**	**474,897**	484,194
PROVISIONS FOR LIABILITIES	17	**(380,075)**	**-**	**(380,075)**	(360,225)
NET ASSETS		**(76,674)**	**171,496**	**94,822**	123,969
FUNDS	18				
Unrestricted funds				**(76,674)**	(81,833)
Restricted funds				**171,496**	205,802
TOTAL FUNDS				**94,822**	123,969

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2021 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	**16,983**	**-**	**16,983**	78,267
Investments	13	**1**	**-**	**1**	1
		16,984	**-**	**16,984**	78,268
CURRENT ASSETS					
Stocks	14	**9,361**	**-**	**9,361**	7,759
Debtors	15	**12,903**	**-**	**12,903**	19,574
Cash at bank and in hand		**301,106**	**171,496**	**472,602**	418,734
		323,370	**171,496**	**494,866**	446,067
CREDITORS					
Amounts falling due within one year	16	**(36,952)**	**-**	**(36,952)**	(40,140)
NET CURRENT ASSETS		**286,418**	**171,496**	**457,914**	405,927
TOTAL ASSETS LESS CURRENT LIABILITIES		**303,402**	**171,496**	**474,898**	484,195
PROVISIONS FOR LIABILITIES	17	**(380,075)**	**-**	**(380,075)**	(360,225)
NET ASSETS		**(76,673)**	**171,496**	**94,823**	123,970
FUNDS	18				
Unrestricted funds				**(76,673)**	(81,832)
Restricted funds				**171,496**	205,802
TOTAL FUNDS				**94,823**	123,970

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2021 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement
for the Year Ended 31 July 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	**53,279**	57,355
Net cash provided by operating activities		**53,279**	57,355
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(22,708)
Interest received		**589**	2,533
Net cash provided by/(used in) investing activities		**589**	(20,175)
Change in cash and cash equivalents in the reporting period	2	**53,868**	37,180
Cash and cash equivalents at the beginning of the reporting period		**418,734**	381,554
Cash and cash equivalents at the end of the reporting period		**472,602**	418,734

The notes form part of these financial statements

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

	2021	2020
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(2,501)**	11,594
Adjustments for:		
Depreciation charges	**61,284**	66,737
Interest received	**(589)**	(2,533)
Other pension deficit movements	(**6,796)**	(10,899)
Increase in stocks	**(1,602)**	(2,141)
Decrease/(increase) in debtors	**6,671**	(2,712)
Decrease in creditors	**(3,188)**	(2,691)
Net cash provided by operations	**53,279**	57,355

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.20	Cash flow	**At 31.7.21**
	£	£	**£**
Net cash			
Cash at bank and in hand	**418,734**	**53,868**	**472,602**
	418,734	**53,868**	**472,602**
Total	**418,734**	**53,868**	**472,602**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

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

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

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

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

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2035, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Grants	**540,000**	529,000
Other grants	**5,700**	8,746
CJRS grant	**71,188**	11,122
	616,888	548,868

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

	2021	2020
	£	£
University of Worcester	**540,000**	529,000

3. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Marketing	**29,364**	67,250
Other	**317**	9,890
NUS Extra	**1,341**	3,481
Commissions receivable	**2,529**	3,593
Varsity income	**6,130**	1,913
	39,681	86,127

4. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	**589**	2,533

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	**2021** **£**	2020 £
Student Activity			
Membership	Student activities	**59,799**	195,315
Bar	Bar	**93,062**	134,273
BII insurance claim	Bar	**4,902**	-
		157,763	329,588

6. RAISING FUNDS

Raising donations and legacies

	2021 **£**	2020 £
Staff costs	**63,591**	63,233
Telephone	**381**	-
Postage and stationery	**100**	-
Marketing costs	**9,294**	10,968
Legal fees	**100**	-
	73,466	74,201

Other trading activities

	2021 **£**	2020 £
Bad debts	**(350)**	500
Aggregate amounts	**73,116**	74,701

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Representation	**-**	**111,449**	**111,449**
Advice and welfare	**37,785**	**18,579**	**56,364**
Student activities	**174,522**	**130,037**	**304,559**
Bar	**139,785**	**111,459**	**251,244**
Affiliations	**20,690**	**-**	**20,690**
	372,782	**371,524**	**744,306**

continued...

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**62,754**	**48,695**	**111,449**
Advice and welfare	**10,461**	**8,118**	**18,579**
Student activities	**73,223**	**56,814**	**130,037**
Bar	**62,762**	**48,697**	**111,459**
	209,200	**162,324**	**371,524**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2021	2020
	£	£
Trustees' salaries	**55,170**	56,453
Trustees' social security	**4,148**	4,008
	59,318	60,461

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

Trustees' expenses

	2021	2020
	£	£
Trustees' expenses	**35**	301

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**488,327**	463,608
Social security costs	**31,911**	28,756
Other pension costs	**16,119**	12,476
	536,357	504,840

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

	2021	2020
Full time	**17**	16
Students - Semester only	**23**	27
	40	43

continued...

10. STAFF COSTS - continued

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

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	548,868	-	548,868
Charitable activities			
Student activities	-	195,315	195,315
Bar	134,273	-	134,273
Other trading activities	86,127	-	86,127
Investment income	2,533	-	2,533
Total	771,801	195,315	967,116
EXPENDITURE ON			
Raising funds	74,701	-	74,701
Charitable activities			
Representation	115,608	-	115,608
Advice and welfare	55,998	-	55,998
Student activities	264,336	158,850	423,186
Bar	255,463	-	255,463
Affiliations	30,566	-	30,566
Total	796,672	158,850	955,522
NET INCOME/(EXPENDITURE)	(24,871)	36,465	11,594
Transfers between funds	65,553	(65,553)	-
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(148,501)	-	(148,501)
Net movement in funds	(107,819)	(29,088)	(136,907)
RECONCILIATION OF FUNDS			
Total funds brought forward	25,987	234,890	260,877
TOTAL FUNDS CARRIED FORWARD	(81,832)	205,802	123,970

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2020 and 31 July 2021	**907,503**
DEPRECIATION	
At 1 August 2020	**829,236**
Charge for year	**61,284**
At 31 July 2021	**890,520**
NET BOOK VALUE	
At 31 July 2021	**16,983**
At 31 July 2020	78,267

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2020 and 31 July 2021	**1**
NET BOOK VALUE	
At 31 July 2021	**1**
At 31 July 2020	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2021 £	2020 £
Stocks	**9,361**	7,759

continued...

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	**2021**	2020
Trade debtors	**9,285**	14,012	**9,285**	4,412
Other debtors	**2,037**	2,979	**2,037**	1,699
VAT	**1,581**	2,583	**1,281**	2,583
Inter company	**-**	-	**300**	10,880
	12,903	19,574	**12,903**	19,574

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
Group and Charity	**£**	£
Trade creditors	**9,032**	15,356
Taxation and social security	**8,118**	7,562
Other creditors	**19,802**	17,222
	36,952	40,140

17. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Provisions	**380,075**	360,225

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS – Group and Charity

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	**278,393**	**(7,684)**	**32,693**	**303,402**
Pension deficit	**(360,225)**	**(43,901)**	**24,051**	**(380,075)**
	(81,832)	**(51,585)**	**56,744**	**(76,673)**
Restricted funds				
Clubs and societies	**149,058**	**22,438**	**-**	**171,496**
Capital grant	**56,744**	**-**	**(56,744)**	**-**
	205,802	**22,438**	**(56,744)**	**171,496**
TOTAL FUNDS	**123,970**	**(29,147)**	**-**	**94,823**

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**755,123**	**(762,807)**	**(7,684)**
Pension deficit	**-**	**(43,901)**	**(43,901)**
	755,123	**(806,708)**	**(51,585)**
Restricted funds			
Clubs and societies	**59,798**	**(37,360)**	**22,438**
TOTAL FUNDS	**814,921**	**(844,068)**	**(29,147)**

Comparatives for movement in funds

	At 1.8.19 £	Net movement in funds £	Transfers between funds £	At 31.7.20 £
Unrestricted funds				
General fund	248,610	(12,850)	42,633	278,393
Pension deficit	(222,623)	(160,522)	22,920	(360,225)
	25,987	(173,372)	65,553	(81,832)
Restricted funds				
Clubs and societies	112,594	36,465	-	149,059
Capital grant	122,296	-	(65,553)	56,743
	234,890	36,465	(65,553)	205,802
TOTAL FUNDS	260,877	(136,907)	-	123,970

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

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

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

	At 1.8.19 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	248,610	(20,534)	75,326	303,402
Pension deficit	(222,623)	(204,423)	46,971	(380,075)
	25,987	(224,957)	122,297	(76,673)
Restricted funds				
Clubs and societies	112,594	58,903	-	171,497
Capital grant	122,296	-	(122,297)	(1)
	234,890	58,903	(122,297)	171,496
TOTAL FUNDS	260,877	(166,054)	-	94,823

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,526,924	(1,547,458)	-	(20,534)
Pension deficit	-	(55,922)	(148,501)	(204,423)
	1,526,924	(1,603,380)	(148,501)	(224,957)
Restricted funds				
Clubs and societies	255,113	(196,210)	-	58,903
TOTAL FUNDS	1,782,037	(1,799,590)	(148,501)	(166,054)

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

• The investment return would be 4.3% per annum before retirement and 2.3% per annum after retirement.
• Pensions accruing on the CARE basis would revalue at 3.2% per annum.
• Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

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

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

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

The liability provided for in respect of the SUSS pension deficit amounted increased to £380,075 (2020: £360,225) at 31 July 2021(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2021 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2021 was £540,000 (2020: £529,000).

At the year end the total due to the union from the University of Worcester was £7,311.

21. ULTIMATE CONTROLLING PARTY

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

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	**540,000**	529,000
Other grants	**5,700**	8,746
CJRS grant	**71,188**	11,122
	616,888	548,868
Other trading activities		
Marketing	**29,364**	67,250
Other	**317**	9,890
NUS Extra	**1,341**	3,481
Commissions receivable	**2,529**	3,593
Varsity income	**6,130**	1,913
	39,681	86,127
Investment income		
Deposit account interest	**589**	2,533
Charitable activities		
Bar	**93,062**	134,273
BII insurance claim	**4,902**	-
Student Activity Membership	**59,799**	195,315
	157,763	329,588
Total incoming resources	**814,921**	967,116
EXPENDITURE		
Raising donations and legacies		
Wages	**57,494**	58,516
Social security	**3,651**	3,365
Pensions	**2,446**	1,352
Telephone	**381**	-
Postage and stationery	**100**	-
Marketing costs	**9,294**	10,968
Legal fees	**100**	-
	73,466	74,201
Other trading activities		
Bad debts	**(350)**	500

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
Other trading activities		
Charitable activities		
Wages	**213,446**	167,607
Social security	**13,378**	10,705
Pensions	**6,436**	3,357
Insurance	**4,071**	5,496
Sundries	**50**	1,057
Other costs	**4,268**	4,935
Clubs and Societies costs	**37,360**	158,850
Freshers Fayre	**-**	628
Ball expenditure	**303**	438
Union awards	**492**	-
Bar purchases	**46,382**	71,720
Equipment maintenance	**1,355**	1,209
BUCS representation	**7,669**	13,518
Transport subsidy - BUCS	**1,240**	26,965
NUS	**13,863**	19,853
Event costs	**7,931**	3,424
Varsity costs	**7,166**	2,178
Equipment purchases	**2,830**	2,329
Depreciation of plant & machinery	**4,542**	1,184
	372,782	495,453
Support costs		
Management		
Wages	**82,607**	152,193
Social security	**4,793**	8,416
Pensions	**6,545**	7,106
Insurance	**17,945**	18,201
Telephone	**3,136**	191
Postage and stationery	**649**	3,165
Travel expenses	**419**	705
Consultancy costs	**2,193**	1,906
Conferences and training	**6,570**	2,793
Computer costs	**5,173**	2,640
Repairs and maintenance	**-**	(166)
Legal and professional	**2,092**	3,888
Miscellaneous cost	**1,426**	4,425
Bank charges	**1,325**	5,237
Recruitment	**330**	510
Fixtures and fittings	**56,742**	65,553
	209,200	276,763
Governance costs		
Trustees' salaries	**55,170**	56,453
Carried forward	**55,170**	56,453

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
Governance costs		
Brought forward	**55,170**	56,453
Trustees' social security	**4,148**	4,008
Trustees' expenses	**35**	301
Wages	**79,610**	28,839
Social security	**5,941**	2,262
Pensions	**692**	661
Auditors' remuneration	**9,250**	9,750
Sundries	**33**	2,231
Institute reps honorariums	**5,850**	4,100
Campaign costs	**1,595**	-
	162,324	108,605
Total resources expended	**817,422**	955,522
Net (expenditure)/income	**(2,501)**	11,594

REGISTERED CHARITY NUMBER: 1145192

Report of the Trustees and

Consolidated Financial Statements for the Year Ended 31 July 2021

for

WORCESTER STUDENTS' UNION

Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

WORCESTER STUDENTS' UNION

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for the Year Ended 31 July 2021

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The trustees present their report with the consolidated financial statements of the charity for the year ended 31 July 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The 2020/21 academic year was another challenging and extremely busy one for Worcester Students' Union (WSU). The pandemic continued to determine what we were able and not able to do and we, therefore, needed to find creative ways to continue to provide an excellent service to our members. The Union's team of dedicated and hard-working core staff, sessional staff and elected Officers routinely went above and beyond, adapted to new ways of working, supported colleagues in other departments and learnt new skills as a result.

This represented the final year of the Union's current Strategic Plan 2016-21 and so another formative period lays ahead. Due to the uncertainty and change caused by the pandemic, the Board has agreed that a one-year plan will see the Union through the 2021/22 academic year, during which a new, longer-term, strategic planning process will also commence. The Union remains very grateful for the continued support received from the University of Worcester's Board of Governors and senior management.

Status and Administration

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

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

Charitable Objects

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

Its Objects under its Constitution are:

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

ACHIEVEMENT AND PERFORMANCE
AIMS AND ACTIVITIES

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

The Union will seek at all times to:

(i) ensure that the diversity of its membership is recognised and that equal access is available to all Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group;

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

When reviewing our objectives and planning our activities, we have given due consideration to the Charity Commission's general and relevant supplementary guidance on public benefit. Our Constitution (revised in 2020, following a comprehensive governance review) has been structured to give the Board of Trustees reasonable authority to manage the affairs of the Union in a professional manner. The Board of Trustees will give the utmost consideration to the views of Members. The Union continued to work to the Vision, Values and Core Strategic Goals approved by the Trustee Board in 2015/16, as follows:

Our Vision Statement:
Representing and supporting students to develop and achieve.

Our Values:

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

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

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

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

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

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

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

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

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

Throughout 2020/21, the Union continued to implement consistent improvement in what we do to support and develop our members to achieve their potential. We aim to have excellent satisfaction rates amongst our members and to be a Union that defies its size in terms of local impact and national reputation. Coronavirus continued to affect the way we delivered our services but we believe we remained tenacious and motivated, working with our student groups and the University to optimise the student experience. This report will cover the key areas of focus and development under separate headings. An annual Impact Report for the year will, also, be produced later in Semester 1 of 2021/22 and shared widely with the Union's members and stakeholders.

2. GOVERNANCE REVIEW

Following the passing of the Union's new governance structure, Constitution, and Bye Laws by Student Council, the Trustee Board and the University Board of Governors in summer 2020, the process of implementation could begin in earnest. The aim of the new structure is to make the Union much more accessible to its members to get involved, have a say, and to affect change.

Student Networks
One of the most exciting and fundamental changes was the creation of 10 Student Networks (to replace the role of Part-Time Officers). Their purpose is to enable a range of welcoming and relevant student communities to develop across the University that represent and champion the needs of different students and cohorts. This will, also, allow the Union to consult with members more effectively to create positive change. The Networks established are:

- Black and Minority Ethnic Students
- Commuter Students
- Disabled Students
- LGBTQ+ Students
- Women
- International Students
- Mature Students, Parents and Carers
- Postgraduate Research Students
- Sustainability
- Widening Participation (for students who are the first in their family to go to University).

The year exceeded our expectations, with a total of 275 members, as follows:

Network	Number of Members
Black, Asian and Minority Ethnic (BAME) Students' Network	**31**
Commuter Students' Network	**18**
Disabled Students' Network	**17**
International Students' Network	**17**
LGBTQ+ Students' Network	**73**
Mature, Parents and Carers Network	**37**
Postgraduate Students' Network	**8**
Sustainability Network	**24**
The Widening Participation Network	**14**
Women's Network	**36**

Following a recruitment process, 8 of the 10 Networks had all 3 core committee positions filled. The International Network had only one position filled and the Postgraduate Network had 2 of the 3 positions filled. We supported these Networks throughout the year to enable them to continue to grow and function but felt that Covid-19 and remote learning was the main cause of reduced engagement for them.

Welfare & Inclusion Council
Another aspect of the governance review was the implementation of a new sub-committee of Student Council, Welfare and Inclusion Council. This was to provide a forum for discussion and debate on welfare, inclusion, equity, and sustainability matters. With a membership consisting of Network Chairs and Chairs of Faith and Cultural Societies, the Council had a successful first year passing six policies, ranging from lobbying for gender neutral toilets to increasing support for students from travelling communities. These policies were taken to Student Council and all of them passed. Four meetings were held throughout the year and the Council proved successful in creating a community amongst the groups represented. For example, policies would be submitted by one Network focusing on that group's experiences but discussions would highlight shared experience and the policy would be amended to reflect the intersectional nature of the issue in question.

Student Council
Student Council, the highest student body in our structure, was also 'revamped' as a result of the review, with a revised membership pulling representatives from students already engaged in the Union rather than electing separate reps to the Council. This worked well in terms of attendance with 3 of the 4 meetings reaching quoracy and only 2 positions remaining vacant throughout the year; a significant improvement on previous years. The Council naturally devoted a significant amount of time to the pandemic and the impact on students but it also passed 8 policies (2 of which came direct to Student Council and 6 of which had previously been discussed at Welfare and Inclusion Council). This was double the number of policies passed in 2019-20.

Executive Committee
Our new Executive Committee, now consisting of the 3 full time officers only (supported by the Union's Senior Management Team) has worked well and has met monthly since July 2020. Outcomes from the committee include approving 9 ideas from the Ideas Forum, discussing Bye Law changes, approving new principles for society/sports club approvals, approving applications for new clubs and societies, discussing how the Union develops its employability services, and much more. It has proved to be a very useful forum to ensure work on campaigns and policy implementation is followed up regularly.

3. ACADEMIC REPRESENTATION

Throughout 2020/21, there was significant focus on ensuring that the Academic Representation (AR) System continued to work through the restrictions and engage with students, monitoring the student experience. The Union worked closely with the University (through a joint Academic Representation Oversight Group) to raise the profile of Course and School Reps and to demonstrate the impact of their commitment and involvement. Ultimately, it was a successful year with 364 reps recruited. Despite the challenges of the various lockdowns, we maintained engagement in terms of on-line training with 56% of all reps attending. We also saw a 7% increase in the number of rep journals submitted (97 in total). These journals allow Reps to raise queries or concerns and seek guidance from the SU or to report on any successes they have had. We updated our Course Rep Accreditation system (which recognises the work of Reps on their University transcript and allows them to reflect on the skills they have developed) to make it simpler and we continued to recognise reps through 'Course Rep and School Rep of the Month'.

Fora took place throughout the year for Course Reps to attend and discuss matters with senior members of University staff, on topics ranging from the University's Access and Participation Plan, to technology enhanced learning and the implementation of lecture capture. The various national restrictions affected the delivery of forums with all events taking place online.

The Union also focused on developing the analysis of Rep data to inform work on improving the inclusivity of the rep system. This work has enabled us to get a better understanding of the students involved in the AR system showing that we have good representation from LGBTQ+ and by gender but that we need to make improvements with regards to BAME and Mature students.

A key aim in 2019/20, was to improve satisfaction with the AR System amongst certain cohorts of students , as seen in the National Student Survey (NSS) completed by final year students, the University's own Course Experience Survey (CES) - completed by non-final year students at Worcester - and the Union's own Big Worc Survey (BWS). This particularly related to the School of Psychology (SoP), Three Counties School of Nursing and Midwifery (TCSNM), and the Worcester Business School (WBS), where results in 2020 demonstrated that there were lower levels of awareness of and satisfaction with the system. Consequently, a targeted action plan was implemented by the Union this year and Officers and staff worked closely with the Heads of School and School SERCCs (Student Engagement Representation and Communication Co-ordinators), producing some very pleasing results, as follows:

Course Experience Survey (CES):
Q.5.3 - I know who my Course Rep is:
School of Psychology (SoP): +18% to 70%
Three Counties School of Nursing and Midwifery (TCSNM) +1 to 84
Worcester Business School (WBS) +2% to 67%
Overall University: +2% to 83%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
SoP: + 26% to 64%
TCSNM: +12% to 77%
WBS:- 5% to 56%
Overall University: +6% to 73%

National Student Survey (NSS)
Q26 The students' union effectively represents my academic interests:
The School data for the NSS was not available at the time of writing but will be part of our ongoing analysis.
Overall University: +1% to 65% (sector average = 53%, top quartile 55%)
With this result, the Union remained positioned at 19th (same as in 2020) out of 149 Unions nationally in the University's compiled NSS rankings (36th/152 in 2019 and 61st/151 in 2018) but was reported in a Times Article in August 2021, as being in the top 10 for student satisfaction with how it represents its members, ahead of all Russell Group Universities. It has, also, gone up to 7th (out of 130) and 1st in the Midlands in rankings compiled by Students Unions that take out those small and specialist Providers who do not have a Students' Union (as compared with 11th in 2020).

Big Worc Survey (BWS) 2021:
2021 - Are you aware of the academic representation system?

	SoP	TCSNM	WBS
Yes	78% (+16%)	76% (+11%)	66% (-4%)
No	22% (-16%)	24% (-11%)	34% (+4%)

2020 - Are you aware of the academic representation system?

	SoP	TCSNM	WBS
Yes	62%	65%	70%
No	38%	35%	30%

2021 - Do you agree that the SU represents you and gives students a voice at the University?

	SoP	TCSNM	WBS
Strongly Agree	19% (-19%)	35% (0%)	36% (+11%)
Agree	46% (-7%)	37% (-4%)	42% (-13%)
Neither Agree or Disagree	25% (+18%)	23% (-1%)	15% (-1%)
Disagree	10% (+8%)	5% (+5%)	5% (+3%)
Strongly Disagree	0% (0%) (0%)	0% (0%)	2% (0%)

2020 - Do you agree that the SU represents you and gives students a voice at the University?

	SoP	TCSNM	WBS
Strongly Agree	38%	35%	25%
Agree	53%	41%	55%
Neither Agree or Disagree	7%	24%	16%
Disagree	2%	0%	2%
Strongly Disagree	6%	0%	2%

2021 - Do you know who your Course Rep is?

	SoP	TCSNM	WBS
Yes	68%	71%	57%
No	32%	29%	43%

The Union continued to convene and record monthly intelligence gathering meetings as a means to collate and act on all student feedback and intelligence that students receive from students from a variety of directions and means, from academic representation, student groups, and the Welcome Desk.

4. STUDENT ENGAGEMENT ACTIVITIES AND EVENTS

4.1 Societies and Sport

Societies
A total of 49 societies were supported over the course of the year by the Union but, sadly by July 2021 this had reduced to 38 as some groups struggled to maintain activity and, therefore, members during the pandemic.

Students were able to acquire semester-long or annual memberships, meaning the number of memberships fluctuates between Semesters. At the end of Semester one, across 49 societies, 581 memberships were held by 557 students (a 46% and 36% decrease respectively on Semester 1 in 2020). This increased to 717 from 621 students across 38 societies by the end of Semester two (a 36% and 33% reduction respectively on Semester 2 in 2020).

Our most successful new society were the Neurodivergent Society and, in the academic field, the Arts Collective, Criminology, and Nursing and Associate Societies were also formed. During the welcome period, most societies held their own 'Give It a Go' sessions, inviting non-members to take part in their activities and sessions, the vast majority of which took place virtually due to the national restrictions in place.

Once again, Marvel and DC, Anime and Manga, and Gaming joined forces to host events and activities throughout what is now our annual 'Geek Week', which is always a highlight. In addition to this, the Uni Boob Team held a series of events and fundraisers to raise awareness for Breast Cancer Awareness Month in October, with activities such as 'Boobie Bingo' and a '24 Hour Bounceathon'. They had an exceptional year, despite the pandemic, and ultimately won our Society of the Year at the end of year TeamWorc Awards.

Sport
The year ended with a total of 40 sports clubs, of which 30 were affiliated (had 12 members or more) and 1143 members from 1017 students, which is 197 (15%) less memberships than at the same time the previous year. At the end of Semester one, there were 1087 memberships from 964 students. Due to Covid-19, there was no BUCS (British Universities and Colleges Sport) competition or knock-out leagues (in a 'normal' year, we would enter over 40 teams into these). Clubs were, instead, encouraged to maintain on-line communities and, wherever, possible, organise training sessions, which for many were virtual for the majority of the year.

Significant efforts went into risk assessing activities this year to ensure that, where sport was able to take place, it did so with student welfare as the main consideration. Initiatives were put in place, such as requiring all teams to complete (with support), a 'Return to Play' proforma before resuming any training sessions, to ensure they were following any necessary guidance from National Governing Bodies, as well as the University. We also required clubs to nominate a Covid 'lead' to act as a main point of contact for key messages from the Union, which worked well. 'Teamo' software was also introduced to all training sessions to ensure clubs complied with NHS Track and Trace requirements. Our students were extremely sensible and responsive and delighted when they were able to engage in physical activity.

Another initiative this year, which was then replicated by other Unions, was the introduction of a new membership model to ensure students were paying fair and appropriate fees during Covid, when most activity was reduced. The model offered tiered, incremental memberships from Joining, to Training to Competition and, also, enabled the Union to refund students at the end of the financial year in a more effective way if they had not been able, for example, to take part in competitions but had undertaken training.

During November, we held a virtual competition for our clubs in "Battle of the Sports". Each day, they were given a challenge and would be ranked in order of who did the challenge either the quickest, longest or highest and awarded points in accordance with their position. A bonus challenge was also given each day which would have a first, second and third place and judged by the Students' Union staff. Challenges included all sorts of fun things like recreating a scene from a movie or 'keepy-uppies'. We achieved high engagement with 17 of the 24 sports clubs who entered taking part in at least one of the challenges. The eventual winners were Paddlesport and Surf, with Badminton in second and Dance in third and they all received vouchers as prizes. The social media engagement throughout the week was also strong and highly entertaining!

Other events organised by clubs when they were permitted through relaxed restrictions were friendlies in Netball, football (men's and women's) and Equestrian, and a Men's and Women's basketball 'varsity' at the end of Term 3. Men's and Women's outdoor cricket was able to resume after the Easter break but then had several fixtures cancelled due to poor weather, which was a terrible shame. The men, however, won every fixture they played.

Varsity
After the disappointment of cancelling Varsity last year, we were absolutely delighted to be able to compete again in 2021 and rekindle our healthy rivalry with the University of Gloucestershire.

Eleven teams (Netball, American Football - a mixed team, Men's and Women's Football, Men's and Women's Hockey, Men's Tennis, Dance, Men's and Women's Rugby, and Men's Cricket took part in what was a highly competitive, hard fought, and good-natured contest on the University of Gloucestershire's Oxstalls Campus, with some fantastic performances from the players and teams in #TeamWorc. Some of the many highlights included Netball winning their game by a point in the last ten seconds, a match winning hat-trick from Emma Collins in Women's Football, and Men's Rugby securing their first win in five years.

The overall score was 5-5 going into Men's Cricket, the last fixture, and an outstanding performance from the team saw them secure the win, bringing the Varsity trophy back home to Worcester after many years of conceding the trophy to Gloucestershire. It made students and staff very happy indeed after a difficult year for all.

Varsity Fanzone
With help from University Estates and Facilities, IT Services, and staff at the University Arena, we were able to host an innovative and impressive Varsity Fanzone for the first time, giving students the opportunity to watch all the fixtures in a safe and socially distanced environment. The University Arena was fitted out with two large screens, a sound system, a pop-up Hangar bar, and a sell-out audience of 300 were able to enjoy all the action from the competition in a safe and appropriate way. Covid has meant that we have had to find creative ways to optimise the student experience and this was certainly one of those instances, with many Unions and University's commenting on our social media coverage and getting in contact to ask how we managed it.

TeamWorc Points
TeamWorc Points returned after a successful first year, rewarding the clubs and societies that went the extra mile to give their members and the wider TeamWorc community the best experience possible. Clubs and societies were eligible to receive TeamWorc Points through different criteria, including volunteering, fundraising, and online engagement.

At the end of the year, clubs and societies with enough points were awarded Bronze, Silver, or Gold level. In total, eleven received Bronze, two received Silver, and five received Gold:

Bronze - African and Caribbean Society, Anime and Manga, Arts Collective, Biomedical Science, Disney Pixar, Education Enhancement, Marvel & DC, Men's Cricket, Men's Rugby, Women's Football, Women's Hockey

Silver - Equestrian, Finnish Society

Gold - Cheerleading, Dance, Loco Show Co, Social Sports, UniBoob

TeamWorc United
TeamWorc United was introduced this year to recognise the clubs and societies that have developed their practices to ensure an inclusive community that anyone and everyone can be a part of.

Cheerleading, Dance, and UniBoob all achieved TeamWorc United status, through collaboration with other student groups, creating new policies to encourage participation from under-represented groups, running inclusive and accessible events, and running allyship workshops.

We are delighted to say that TeamWorc United received national recognition and was shortlisted for the Diversity and Inclusion Award at the BUCS Awards 2021. The award celebrates institutions and teams that have run successful campaigns to highlight and promote inclusion and accessibility in sport.

4.2 RAG (Raise and Give)

The Union's members voted for Papyrus as their RAG Charity of the Year. Students raised £32,455.77 over the year, which was an incredible achievement. We were enormously proud of all of the students who fundraised as individuals or groups, continuing during lockdowns to support those less fortunate than themselves. Some highlights included:

• Men's Rugby, Cricket and Football coming together for the Movember campaign which raised £9,916 over the course of November.
• Uni Boob Team raising over £1,500 during the month of October through their in-person and online events to raise awareness of Breast Cancer Awareness Month.
• Loco Show Co. raising £370 during their 'mindfulness and wellbeing event' during the height of the second lockdown.
• Members of the Unions Core Staff and Officer team coming to together to take part in the University's 24-hour Charity Challenge which saw them walk 19 miles, canoe 16 miles, run 18 mins, play 20-minute basketball game and complete a water assault course. They managed to raise just under £1,000 for Cure Leukaemia over the course of the weekend.
• An internal men's and women's basketball Varsity in June which raised money for 'Mind'.

4.3 TeamWorc ACTION (Volunteering)

This year we launched our rebranded volunteering offer as TeamWorc ACTION. It was particularly challenging for voluntary and charitable organisations to continue to operate during Covid-19 and this resulted in limited opportunities for our members. Despite this, 3 TeamWorc ACTION Days went ahead in the form of canal cleans, with a total of 26 students helping. Further ACTION Days had to be cancelled but we are looking forward to many successful days supporting the local community in 2021/22.

Over the course of the year, the Union saw 3141 hours logged online by 72 different students undertaking community volunteering, hours as committee members on one of the Unions Sports Clubs, Societies or Networks, or as part of the team of SU Crew.

4.4 Welcome Week and Refreshers

Welcome Events in September
In September, we were incredibly fortunate to be able to welcome new students to the University with some fantastic in-person events and activities, centred on the lovely City Campus at the University. The campus was transformed into an attractive, safe and secure festival with market and marquees and we were hugely grateful for the investment from the University to make this happen. Over two days, over 3,000 new and returning students attended in a Covid-secure way, meeting our club and society committees, enjoying some live music and fresh food, whilst sitting in deck chairs, and relaxing in our pop-up Hangar marquee.

The weekend was a huge success and an incredible way for us to start the academic year, after life in lockdown. Throughout Welcome Week, The Hangar continued to open in two locations - the main Hangar bar and the marquee on City Campus. Students were able to enjoy a drink and get to know their peers, in a welcoming, socially distanced, and Covid-safe environment. We hosted a range of evening events throughout the week, including a mini-golf fundraiser, quiz night, and bingo.

Throughout September, we ran events on-line for students who were isolating, studying remotely or who just felt more comfortable meeting virtually. These included an Officer-led quiz (which had 30 teams participate), Officer Q&As, Netflix watch parties, and a virtual Karaoke. Whilst the number of attendees overall was not as high as we might have hoped, it was still important to deliver these events and ensure that students knew they had the full support of the Union and Officer Team. We, also, organised some introductory sessions for commuter students and despite students signing up, we were very disappointed that no-one ultimately attended as we are always very keen to engage our commuter students. We are committed to keep trying new ways to engage this ever-growing and important cohort of students.

Daytime events during the welcome period included:

• **Club and Society Showcase**. This involved Volleyball, Equestrian, Dance, Cheerleading, Futsal, as well as the African Caribbean and the Psychology Societies, facilitating Covid-safe 'Give It a Go' sessions and virtual demonstrations / presentations. Over 100 students attended the sessions throughout the day and many others interacted with the associated social media coverage. It was a great way to show what a positive, welcoming and inclusive community #TeamWorc is.
• **Network Day**. This was a day dedicated to our new Student Networks so students could join and find out their purpose and role at the University. Committee members also had social media 'take overs' to help promote the activities and several of the Networks recruited new members as a result.

Virtual Refreshers
As expected, we were unable to host our traditional in-person Refreshers events of the Housing Fair, Refreshers Fair, and evening events in The Hangar. As an alternative, the Union's social media highlighted the many ways we support and represent students, and how students can get involved. We published daily videos from the Officer team, along with lots of other content, with each day of the week centred on a different theme, as follows:

- Monday - **Housing**
- Tuesday - **Your Voice**
- Wednesday - **Clubs and Socs**
- Thursday - **Volunteering and Fundraising**
- Friday - **Wellbeing**

While we would have much preferred to see our students in person, the Refreshers content received positive feedback and engagement across social media. Throughout the week our reach and impressions were well above average, and we increased our levels of engagement by more than a third, which was really pleasing.

4.5 Celebration Week

We were delighted to, once again be able to hold in-person ceremonies for Celebration Week, albeit in an amended way to ensure Covid compliance and safety. After a year of online learning and events it was fantastic to be able to see University staff and students celebrate everything they had achieved throughout the year. The week consisted of:

• **The Students' Choice Awards** - to celebrate the academic and support staff across the University who had had an enormously positive impact on students over the year. We received a record-breaking 963 nominations from students for these, our highest ever total. Awards were presented for:
• Outstanding Lecturer Award
• Module Excellence Award
• Excellence in Online Teaching (New for 2021)
• The Extra Mile Award for Support Staff (Non-Teaching) Award for Exceptional Personal Academic Tutor (PAT)
• Sustainability Award
• Excellence in Doctoral Supervision Award
• SERCC (Student Engagement, Representation, and Communication Co-ordinator) of the Year
• Deputy Vice Chancellor Award for Excellence in Teaching (shortlist and winner decided by the Deputy Vice Chancellor)

• **The TeamWorc Awards** -this was a new event, combining elements of Union Awards and Colours Ball but also incorporating our new Student Networks in a holistic, student-focussed way. It was lovely to have students from all walks of University life - volunteers, fundraisers, committee members, Academic Reps, and student staff - congratulating each other's achievements. The awards consisted of the following:

Sports
• Sports Club of the Year

• Special Achievement
• Sports Club Committee Member of the Year
• Sports Club Honours

Societies
• Society of the Year
• New Society of the Year
• Society Committee Member of the Year
• Society Honours

Networks
• Network of the Year
• Network Campaigner of the Year
• Network Committee Member of the Year
• Network Creative Virtual Engagement of the Year

Academic Representation
• Course Rep of the Year
• School Rep of the Year

RAG and Volunteering
• Charity Fundraiser of the Year (all student groups)
• Volunteer of the Year

Students' Union
• Student Staff Member of the Year
• WSU Special Recognition
• Honorary Life Membership

• **The TeamWorc Celebration Event** - held at the end of the week to allow students who had not been able to attend the Awards (which were invite only) to end the year with their fellow students on a high note.

5. ADVICE, SUPPORT AND WELLBEING

It was a record year the advice service, with a 23% increase on 2019/20 case numbers. Due to Covid-19 face-to-face appointments were no longer possible and the service moved to phone and MS Teams appointments. These were successful, allowing us to easily attend University meetings with students.

Due to increased number of cases, the Advisor was supported throughout the year by her line manager and another colleague in the Union to handle advice cases where the query was relatively straightforward. As a result of these challenges, the need to provide extra resource in this area of the Union's operations was agreed as a priority for the 2021/22 academic year.

Key information on the Service this year:
• 735 contacts from students
• 397 student cases from 355 different students
• Some of the busiest months ever seen with June equalling the busiest month ever recorded. December was the quietest month. The usually quiet periods of June and July were some of the busiest months of the year.
• 35% of all cases came from referrals from University staff
• 83% of cases were related to academic issues (75% in 2019/20)
• Some Covid-specific issues continued, relating mainly to on-line exam misconduct
• 13% of cases were accommodation issues
• The remaining 4% were finance, employment, consumer or welfare related
• 13 cases were students at partner institutions
• 70% of students using the service identified as female (71% last year), 30% male and less than 1% agender
• 16% of the total clients were postgraduate students (8% last year)

Referrals
• 108 cases were referrals from University staff and services - 35%
• 24% students recommended to seek our help via referrals from University procedures
• 46 cases or 12% via SU Staff / Networks / Officers and the SU Website

Over the year, 14 students gave direct feedback about the service, with one saying, 'I cannot thank you enough for your level of support and professionalism throughout this.' It was, also, pleasing that in the virtual world we were living through, month on month increases were seen in website views, following on from 2019/20's increases.

6. CAMPAIGNS

Mental health remains extremely important to our students and we strive to facilitate the promotion of positive health and wellbeing across the University. The past year was especially difficult for many of our students and their wellbeing was, and continues to be, a priority. Collaboration continued with the University to promote information during World and University Mental Health Days and we supported student groups to run various initiatives for Black History Month, Movember, International Women's Day, LGBTQ+ History Month, and Pride Month.

Some of the new campaigns we ran throughout the year were:

Ask the SU - As we were unable to go out and about for our normal Campus Chat sessions, we introduced the on-line Ask the SU campaign, encouraging students to ask us questions about any and all aspects of their University life. In total, 24 students submitted a question, with topics ranging from Covid-19 restrictions, to the Student Safety Net (academic policy introduced by the University in response to the pandemic), and accommodation concerns.

Chat Service - a call out service, with anyone requesting a call being contacted by our Officer team to have a chat about anything and everything. Six students took us up on the offer, one of whom was thinking about withdrawing from University and was directed to appropriate sources of support.

Care packages - In the second semester, our Vice President Student Activities (VPSA) sent out 176 care packages to students with young children, who were grappling with studying online and looking after their families. The students had over 300 children between them. Included in the packages were activity packs, colouring books and pencils, candles and bath bombs (for the parents!), and some healthy snacks. We were hugely grateful to receive help from Aldi with some of the contents and from the University with postage costs. The packages were a welcome surprise for those receiving them we received lots of great feedback. One student told us, "This has brought so much joy and happiness in a surprise package". The initiative, also, had press attention and was promoted by NUS as an example of great practice by a Union during lockdown.

Pen pal scheme - in the third Semester, the VPSA also introduced a pen pal scheme for those students who may have struggled to make friends during the various lockdowns. In total, 47 students signed up and were paired with fellow students, sharing letters and keeping in touch and we really hope some lasting friendships were made as a result.

Don't Drop Out Drop In - providing virtual drop-in sessions during lockdown with our Academic and Welfare Advisor every Tuesday and Thursday afternoon. A total of 10 students booked into the sessions, as a quick way to ask about issues related to the pandemic, including mitigating circumstances, course delivery, accommodation contracts, and rent rebates.

BetterByU -The Union's Vice President Education (VPE) co-founded the national Academic Integrity Collective with UcLan'sVPE at and NUS's VP Higher Education, leading on a campaign entitled 'BetterBYU'. It was conducted on social media to promote awareness of academic integrity, highlight the dangers of essay mills, the need for support for students who find themselves in difficult situations, and called for action across the sector. This included an open letter to social media companies and University Executives.

They also attended a meeting with Chris Skidmore MP, the Universities Minister, Michelle Donelan, and other sector professionals lobbying for legislative change against essay mills. Chris Skidmore proposed a Five-Minute Bill in Parliament in February 2021, for the prohibition of the advertising and operation of essay mills. Articles on the campaign were, also, written by the VPE and his fellow co-founders, and by the University of Nottingham's Registrar, Paul Greatrix, and published by WONKHE. As well as his efforts nationally to raise awareness of this important issue, the VPE worked with the University on their Academic Integrity (AI) work, participating in the process of appointing two new AI leads, and encouraging the University to sign up to the QAA AI Charter.

We, also, continued some of our previous campaigns:

Safe Sex Express - offering free and confidential condom delivery to Worcester students. Social media engagement with the service was positive and, whilst it was more challenging to provide this service than in previous years, in total, condoms were posted out during the 16 students (much lower than normal levels due to lockdown) We also provided up to date information and advice from local NHS services on safe sexual practices during the pandemic.

How Are You Getting Home? - This ran throughout the year, encouraging students to look out for one another when they were able to go on nights out and advising them of what to do if they find themselves in uncomfortable situations.

Emergency period provision- providing free sanitary towels in the SU toilets.

Don't Rent Yet -this ran throughout November and December, encouraging students not to rush into commitments for accommodation for 2021/22, especially if they had not had the opportunity to form as many friendships in lockdown, and to make sure they know their rights as tenants.

Housing Fair - As we were unable to hold our usual Housing Fair during Refreshers Week, we teamed up with the Accommodation team at the University to give students all the information around housing that they needed digitally, including house viewing during Covid 19. We fully updated and expanded the Housing section on the SU website and helped the University promote the StudentPad website, giving students access to a range of accredited properties and landlords.

We also created a **Student Homes Charter,** outlining all the rights and responsibilities of both tenants and landlords. All landlords signing up to StudentPad were required to agree to the Charter and this initiative will hopefully be of huge benefit to students next academic year. The President and Vice President Education were, also, active in national debates around rent rebates and reductions.

7. EQUALITY, DIVERSITY AND INCLUSION (EDI)

Following the death of George Floyd and the rise of the Black Lives Matter movement, the Union began of process of self-reflection, and worked with the University to do the same. We established an internal EDI Working Group, chaired by the President, with Terms of Reference and representation from across the organisation. The group's purpose is enable the Union to more effectively address inequalities faced by people of colour in society, to reflect on our own practices, ensuring change through action planning and addressing any barriers to student engagement and success.

The group developed an EDI Policy for the Union, in consultation with the Welfare and Inclusion Council, which was approved by the Trustee Board. It now intends to take the operations and services of the Union in turn to reflect on practices and make improvements, the first being how we communicate with students and stakeholders. Staff have now been trained in how to ensure our communications are accessible as possible and new practices will begin for the 2021/22 academic year.

The President and Chief Executive, also, worked with the University's PVC(Students) and Director of Access and Inclusion and, together, produced a paper for University Executive Board (UEB) on Race Equity on what actions we felt were necessary to take a whole-institution, anti-racist. As a result, we understand a new group is being formed to consider and take forward the recommendations made within the paper.

8. LOCAL AND NATIONAL DEMOCRACY AND POLITICS

Our own Union Leadership Elections took place in March and saw the return of our 'Don't Duck Out of Democracy' campaign. They were held entirely virtually, with all campaigning and voting taking place online. Our Student Engagement team worked hard to ensure candidates received full support and guidance on how to campaign virtually, and we saw some great campaigns and creative online content throughout the period.

With no physical polling stations on campus, it was more vital than ever for us to engage students in the virtually. We held a successful online Candidate Question Time, produced Meet the Candidates videos for every candidate, provided extra resources to be shown in lectures, and ran a prize draw for everyone voting in the election. We also gave candidates more training and support in on-line campaigning and had morning check-ins with them, as well as individual catch ups.

There were eight candidates for the three Full Time Officer roles; one candidate for President, four for Vice President Education, and three for Vice President Student Activities. A total of 4186 votes were cast by 1482 individual voters, resulting in the election of:

SU President - Liam Lees
Vice President Education - Ragnar Mularczyk
Vice President Student Activities - Neve Ricketts

In terms of regional and national politics, the Officers were active in promoting the Local Elections in May 2021, encouraging students to register to vote and providing information on how students could find out what local councillors proposed to do if elected.

The Officers were highly engaged, throughout the year, in NUS debates on student issues, such as rent refunds/rebates, and no detriment policies, as well as leading the 'BetterByU' campaign against essay mills detailed above. The President was an active contributor to WonkHE, a speaker and panel member at Wonkfest, and she was integral to the incredibly high number of Worcester students filling in the high profile WonkHE survey on their experiences during Covid in Semester 1. She also became a Board member for HESA and a Student Commissioner for the Student Futures Commission.

9. OUTREACH AND COMMUNICATION

We, of course, aim to have as many of our members as possible involved with the Union. We always aim to create relevant and compelling content for campaigns and events, reaching out to students across a range of platforms including social media, digital channels, physical media, and, where it was possible this year, face-to-face.

Social Media
Our social media platforms grew throughout the year, with strong engagement and interaction from students, and increased numbers following us across Facebook, Instagram, and Twitter.

No. of followers	2020/21	2019/20	
WSU Facebook	8,650	8,100	(+550)
The Hangar Facebook	1,200	1,000	(+200)
#TeamWorc Facebook	2,800	2,750	(+50)
Twitter	7,200	7,150	(+50)
WSU Instagram	3,200	2,500	(+700)
The Hangar Instagram	1,300	950	(+350)

We continued to provide information, support, and entertainment virtually to keep students updated and engaged throughout multiple lockdowns and restrictions. We sent out regular all student emails and Officer Vlogs on our response to the ever-changing situation and how to get in touch and access Union services. We also re-launched our PositiveWorc Facebook Community to provide a positive, fun, and engaging online space for all members of the TeamWorc community to share experiences, give each other ideas for things to do and have some social interaction. Over 1,450 students joined this community.

Some of our social media went 'viral' this year, at times reaching more than ten times our usual audience numbers:

• In November, we produced a video featuring members of Men's Cricket and Men's Rugby discussing their mental health and the barriers faced by men in relation to positive mental health. The video reached over 19,000 people on Facebook and received really positive feedback.

• Due to Covid-19 restrictions, the class of 2020 were unable to have their graduation in person during November. We still honoured their massive achievement, and our 'congratulations' post on Instagram received five times the average number of likes of our other Instagram content.

• Our announcement of the final score of Varsity was one of our most viewed and liked posts on Facebook throughout the year. The post reached ten times more people than average and almost 1,000 engagements made it one of our most popular posts ever.

Ask the SU
As we were unable to go 'out and about' for Campus Chat sessions this year, we introduced an Ask the SU campaign, encouraging students to ask us questions about any and all aspects of their University life. In total, 24 students submitted a question, with topics ranging from the impact of Covid-19 restrictions on the University, accommodation concerns, and the student safety net (academic mitigations agreed by the University).

10. STUDENT EMPLOYABILTY AND DEVELOPMENT

The Union continued to invest significant time and energy into training students for various roles, albeit the vast majority of this was done on-line this year, as well as to directly employ students as Assistants for Graphic Design, Film and Photography, Welcome Desk, Bar, and Security.

Numbers attending Union training for student roles is as follows:

• Sports and Societies' committee training conference - 328
• Student Network committee training - 23
• New student staff training - 10
• SU Crew training - 8
• School Rep training - 22 (out of 22 Reps)
• Course Rep training - 203 (56% of total numbers of Reps listed on SOLE was 364)
• Elections - 17 students attended bookable sessions for prospective candidates, all 8 of the eventual candidates attended training and 5 of them additional social media training provided by an Associate Lecturer at the University who is also co-owner of a digital marketing agency

Over the year, 26 students were employed and, despite long periods of furlough due to lockdown, still worked over 4836 hours with us, providing vital assistance in running the Union's many services and activities and earning £27,057 (outside of funds received from JRS (Job Retention Scheme).

The Union continues to support students through the job application process, with bespoke on-line guides on how to complete application forms, as well as a 'Guide to Interviews and the World of Work, which was new for 2020/21. The website page the guide is hosted on received almost 3,000 views across the year. We also make a point of providing feedback following all unsuccessful applications and interviews (the former through a standard, comprehensive response explaining reasons for the decline of their application and detailing further sources of guidance and, for the latter, individually if requested).

In May, we teamed up with the University's Careers and Employability Service to deliver an Employability Week, facilitating a range of webinars and raising awareness of resources and tools to help our students get ahead in the job market after graduation. Throughout the week there were workshops on CV building, how to develop your personal brand, navigating LinkedIn, and preparing for job interviews. Talk Twenties podcast host, Gaby Mendes, ran a session on navigating life after graduation, providing lots of practical tips on how students can make the most of life after education. The Union's Chief Executive was also interviewed by the Vice President Education, in which she shared tips for succeeding in the world of work.

11. THE HANGAR

The on-going restrictions enforced to help curb Covid-19 severely impacted the events the Hangar could host during 2020/21. After re-opening at the end of August 2020, albeit on limited opening hours, capacities and with table service only, the takings were good but marginally down compared to previous years. Despite the restrictions and a more limited drinks' menu, students appeared to enjoy the atmosphere, becoming accustomed to a 10pm curfew and table service. Post Welcome Week sales normally decline but, this year, we did not see any drop off and sales remained fairly constant every week, with students electing to remain in one venue all evening (it has become more common in recent years for students to move venues more than once in an evening). A new ordering app with payment functionality proved popular and allowed a modest reduction in student staff "waiting" wages. By the end of October sales were 16% down on the previous year and 7% down on 2018/19.

At the start of November 2020, the bar was closed and all staff furloughed as a result of the national lockdown. It was agreed to retain all student staff throughout any period of lockdown and, where possible, furlough the core staff team. Negotiations were held with NUS, our insurers, BT Sport, Dransfields pool table hire to save costs wherever possible. All private functions were cancelled and where necessary refunds provided.

Unfortunately, the bar did not re-open until 12th April, some 6 months later. Again, restrictions were imposed, however, thanks to the generosity of the University we were able to open an outdoor bar in a marquee and, although numbers and opening times were restricted, this allowed us to re-open. By this time sales were £94k, the equivalent of 62%, down on prior year and £95k down on 2018/19.

Upon re-opening in April 2021, the Hangar enjoyed much success, with some of our biggest single night bar takings on record. During the first week of re-opening we recorded sales of £11.6k, levels normally only ever associated with Welcome Week. Over the coming weeks sales remained very high. By the end of the financial year sales were only 26% down on prior year and 39% down on 2018/19, despite being closed for 6 months and operating within significant restrictions for the period we were open. Sales were only £14k down on 2016/17, a year we were open all year without any restrictions, showing how much the bar has improved in recent years to have almost achieved a year's takings in six months.

The pandemic also affected bar takings associated with private bookings in the Hangar. Only the Christopher Whitehead School Prom was able to take place during 2020/21, raising sales of only £0.8k compared to sales at private events in 2019/20 of £10.7k (which was, also, hit by a number of cancelled events post Mach 2020) and £27k in 2018/19.

With sales below budgeted levels and student wages much higher as a result of needing to employ more staff to provide table service, the Hangar's profitability was below expected levels resulting in a net loss of £9k.

12. SUSTAINABILITY

The Union was delighted to, for the first time, achieve Excellent in the Green Impact Students Union accreditation scheme (following successive years of 'Very Good' accreditation). To achieve this, several initiatives were undertaken by the Union's internal SUstainability Committee, often working in partnership with the new Sustainability Network, as well as the University. These included:

• Maintaining Responsible Futures accreditation (in partnership with the University);
• Working with the University to deliver Go Green Week
• Supporting the Sustainability Network to deliver a host of workshops during the UN SDG Teach In
• Achieving the third highest response rate in the country for the SOS-Sustainability Skills Survey (574 students)
• Beginning the process of aligning all out work to the UN Sustainable Development Goals, including aligning all our Bye Laws
• Working with Hazaar (a zero-waste student marketplace) to launch an online swap shop for University of Worcester students

13. STAFF DEVELOPMENT

The Union continued to place importance on developing its core and student staff, as well as its members. The pandemic and staff vacancies brought with it the need for staff to support areas of operational delivery that was outside of their normal remit. Staff involved in the delivery of sport, for example, were utilised to support the academic representation, democracy and governance, due to staff shortages. This enabled these staff to develop new skills and become familiar with more aspects of the Union's operations.

SU staff and Officers undertook various training and attended courses over the year which included Equity at Work, Diversity & Inclusion, Health & Safety, GDPR, Information Security Awareness, Active Bystander training, Mental Health Awareness, Finance for non-Financial managers, Anti-Semitism training, Zero Suicide Alliance, Being a Trustee, Sage 50, Funding Bid Writing, LGBTQ+ Allies, One Drive, using MS Teams, and First Aid. As well as these, staff and Officers attended many of the annual NUS-facilitated conferences and events which were mostly held virtually in the past academic year.

Due to the continuing Covid pandemic, a virtual student staff induction was held for the first time, which was well received by our new recruits. Sadly, due to student staff being furloughed for much of the academic year, there were no student staff representatives on the Union's Staff Consultative Forum and Health and Safety Committee this academic year but it was important that the committees continued to meet.

Most staff had their Personal Performance Appraisal which is held annually to monitor and appraise staff performance. A number of core staff received reward and recognition after demonstrating hard work and going above and beyond following events such as Welcome Fair and Celebration week awards, as well as the outside bar which was very busy following the easing of lockdown in April. Student staff were recognised at the end of the year through nominations for Student Staff of the Year Award, presented at the TeamWorc Awards. Two members of the bar team and all members of the Graphic Design team received nominations and the ultimate winner was one of our fabulous designers who worked on major projects such as our impact report, Elections, Welcome Week, and Refreshers.

Two members of the core team, unfortunately, left the Union before completing their probationary periods, which not only reduced the diversity of the core staff team significantly but, also, resulted in higher than normal turnover of staff and recruitment activity. The key reason for the staff members leaving was the location of work from their homes and a difficult commute. Working from home eased this for a limited period of time but the staff members decided to seek employment closer to home. It remains a challenge for the Union, with many of its front-facing, entry-level roles, to recruit people from outside of Worcester (or those who are prepared to move to Worcester), as well as staff from diverse backgrounds. This remains a key concern for the Union's management and an area that needs addressing.

Employee Engagement Survey
For the first time the Union took part in the NUS Employee Engagement Survey (EES) conducted by third party, Agenda Consulting. In prior years, the organisation conducted an internal survey, due to financial limitations. The EES, by virtue of more Unions now taking part, reduced in price and the Board felt that it was a good investment, particularly as it would provide greater externality and independence to the survey and reduce the burden on the Chief Executive and HR Co-ordinator in administering an internal survey.

The survey was conducted between February and March 2021 and the results received in April. It had 74 questions and covered several different aspects of the organisation, including:

- Covid 19
- Colleagues
- Communication
- Employee Wellbeing
- Engagement
- EDI
- Leadership
- Learning and Development
- Management
- Performance Management
- Reward
- Role
- Service
- Values

Student staff, as well as core staff and Officers were invited to take part and a total of 59% of the organisation completed it (above the sector average of 53%) - 14 (out of a possible 16) core staff/officers and 10 student staff (out of a possible 23). It is worth nothing that, apart from our Graphic Design Assistants, all student staff were furloughed at the time of conducting the survey, which likely affected engagement.

The results from the student staff survey were excellent, with over 45% questions scoring a 100% positive response. A further 36% achieved a 90-99% positive score. Areas where scores were lower were (i) pay and (ii) managers dealing with performance that falls short of expected levels. The latter has been raised with student staff line managers and the former addressed within the communication sent to the student staff about their results, in which we explained the context for their levels of pay.

The results for the core staff/officers were more mixed but we were delighted to come 8th out of the 33 Unions taking part in the survey nationally, for the key engagement question of, 'I would recommend this to others as a good place to work.' We achieved a 91% positive response to this, whereas the national average was 80%, making us one of the survey's 'All Stars.' NUS were impressed that we had achieved this score the first time of doing the survey and so have written a case study about us. The Chief Executive also presented at the annual SU conference, SURA, on the experiences of undertaking the survey for the first year.

Areas where the Union scored very well (with 8% of questions receiving a 100% positive score) were:

• Colleagues help each other out
• Colleagues support and encourage each other
• People feel they are treated with fairness and respect
• We provide high quality service to members
• Communication over impact of Covid
• Being able to work flexibly

Areas for us from the results to work on are:

• Pay and reward (as well as in comparison with others in the SU)
• Opportunities to develop for all colleagues
• High workloads affecting perception of performance
• Work-life balance
• Welfare and mental health support for staff
• Developing staff's personal potential /skills
• Leadership team being in touch with the views of staff
• Idea generation and implementation / innovation
• Communication and sharing knowledge across organisation

Staff were, also, able to give free text comments at the end, one of which was to describe the organisation in 3 words. The word cloud below illustrates the words given, which did seem to sum up the organisation fairly accurately during the pandemic:

Overall, the picture was one where staff were willing to go the extra mile for students and for their colleagues and felt the Union provided a good service to students but some felt they had excessive workloads, needed greater reward and more equitable opportunities to develop, and that communication across the organisation needs to improve.

The leadership team will be addressing the results with the team within two groups, creating an action plan from the feedback that will form part of the 2021/22 operational plan. The survey will also inform our future strategic plans in the area of 'People and Culture' and any revised Key Performance Indicators.

14. OVERALL PERFORMANCE AND STUDENT SATISFACTION

The Union had a challenging year in terms of overall performance, due to operating in a pandemic, and a mixed picture in terms of student satisfaction.

With regards to the Union's 18 Key Performance Indicators, (KPIs), improvements were seen in 8 areas, performance remained the same or was not comparable (for various reasons) in 3 areas, and declined in 11 (NB some KPIs saw both an increase and a decline within them, depending on the range of measures for that KPI).

Most areas of decline were felt to be as a result of the pandemic as it significantly affected the way students were able to engage with us - we had to engage in new ways which are not necessarily reflected in our existing KPIs- as well as the income we were able to secure, and the events we were able to facilitate. The table below outlines performance by KPI.

No.	KPI	Performance up on 2019/20	Performance down on 2019/20	Not comparable, N/A, or stayed same	Comments
1	Satisfaction with the Students' Union for our members increases year on year - target of 80% across the board	*	*		Performance down in CES and BWS and up in Q26 NSS (but down in B2 optional questions)
2	The percentage of the student body aware of the range of services run by the SU increases year on year		*		
3	The percentage of the student body filling in our Big Survey increases year on year	*			
4	The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year	*	*		Performance up in CES, down in BWS and up in Q26 NSS

5	The number of students voting in our Leadership Elections – target of 20% of membership		*		
6	The number of available positions in our governance structures are filled – target of at least 80%	*			
7	The number of ideas submitted to the SU increases year on year			*	Change week did not take place. Replaced by first year of full implementation of Ideas Forum
8	The number of students accessing our advice and support service increases year on year	*			
9	The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives	*			
10	The number of students who are members of an SU club or society increases year on year		*		
11	The number of clubs and societies increases year on year – target of 60 societies and 50 clubs	*	*		
12	Number of volunteering hours given by students increases year on year		*		

13	The percentage of students saying that being involved with the SU enhanced their employability increases year on year		*		
14	Worcester sits in the top 50 in the BUCS League			*	No BUCS leagues took place due to Covid-19
15	The number of students attending events in the Hangar increases year on year	*	*		Numbers recorded as attending Hangar increased on 19/20 but % of students in BWS saying they been to an event in the Hangar decreased
16	The SU achieves at least Silver Best Bar None accreditation each year			*	
17	The profitability of SU commercial services and contracts increases year on year		*		
18	The percentage of students feeling that SU events had a positive impact on their student experience increases year on year		*		Less events able to take place
	TOTAL (NB some KPIs performed both up and down within their individual measures)	8	11	3	

NSS
Q26 The students' union effectively represents my academic interests:
Overall University: +1% to 65% (sector average = 53%, top quartile 55%)

The Union, unfortunately, saw scores go down in all B2 optional questions (which we feel was a product of the pandemic reducing our ability to facilitate our normal in-person events) but they remained above the sector average:
B.2.1. The Students' Union (Association or Guild) had had a positive impact on my sense of belonging to the university or college. - 41% (47% in 2019/20, sector average this year of 36%).
B.2. 2. The Students' Union (Association or Guild) has had a positive impact on the local community - 45% (51% in 2019/20, sector average this year of 37%).
B.2.3. The Students' Union (Association or Guild) has helped me develop useful life skills. - 35% (41% in 2019/20, sector average this year of 41%).

The Union remained positioned at 19th (same as in 2020) out of 149 Unions nationally in the University's compiled NSS rankings (36th/152 in 2019 and 61st/151 in 2018) but was reported in a Times Article in August 2021, as being in the top 10 for student satisfaction with how it represents its members, ahead of all Russell Group Universities. It has, also, gone up to 7th (out of 130) and 1st in the Midlands in rankings compiled by Students Unions that take out those small and specialist Providers who do not have a Students' Union (as compared with 11th in 2020), which is very positive news.

CES
Q.5.3 - I know who my Course Rep is:
Overall University: +2% to 83%

Q 5.4 - Course Reps represent the interests of students on my course effectively:
Overall University: +6% to 73%

Q14.2 Overall satisfaction with the Students' Union and its services/activities:
Overall University: -9% to 70%

Big Worc Survey (BWS) 2021:
The Big Worc Survey returned for a fourth year in April and May 2021, receiving a total of 809 responses (8% of the student population), as compared to 571 (and 5.5% of the population) in 2019/20.

The survey gauged overall awareness, satisfaction, and engagement with SU services, events and campaigns, as well as, new for this year, asking students about the Union's response to the pandemic.

It is clear that Covid-19 has had a measurable impact on the overall student experience and this has been reflected in some of the results of the survey, with over 70% of respondents stating that the pandemic and subsequent restrictions influenced whether or not they were involved with the SU. There were also some decreases in positive feedback when compared to 2020, with results more in line with those seen in 2018 and 2019. There was, however, little or no increase in overtly negative responses, with more respondents selecting neutral options in their answers

Overall Satisfaction with the Union	**2021**	**2020**	**2019**
Very satisfied or satisfied	68%	80%	68%
Neither satisfied nor dissatisfied	30%	17%	28%
Dissatisfied or very dissatisfied	2%	3%	4%

Some of the key findings from this year's survey were:

- Almost 60% of respondents had used an SU service at some point during their time at University.

- Over 75% of respondents believed that the SU represents them and gives them a voice within the University.
- Almost 80% of respondents had used the Academic Representation system in some capacity.
- 25% of respondents had used the Help & Advice service during their time at University.
- Almost 50% of respondents had attended an event in The Hangar.

The survey also highlighted several areas for us to work on to help improve the student experience.

15. BUSINESS CONTINUITY

Coronavirus continued to give all organisations and sectors considerable challenges and the Union was no exception. Close liaison was maintained with the University and the Union produced regular, updated business continuity plans to reflect what it could deliver at key points during the pandemic, as government regulations changed and we moved in and out of lockdown in its various forms. The plans focussed on the key areas of operation of academic and housing advice, representation, communications and community, HR and wellbeing, and finance/stock. Staff and Officers worked within their departments and cross-organisationally to ensure that services and support were continued to be provided to students, implementing new initiatives, such as a pen pal scheme and care packages for student parents, and to continue fundamental programmes of work, such as academic representation. Contact was maintained with student groups to try and encourage them to continue as much activity as they could (albeit 'zoom fatigue' did settle in after a while). Whilst some student groups struggled with on-line delivery and student engagement, many others delivered activities in an incredibly positive way, making us very proud.

The advice service had its busiest ever year and the Officer team, senior managers and Academic and Welfare Advisor maintained regular contact to ensure collaboration on key student concerns or worries. The Advisor's line manager and another colleague were trained up to take on the simpler cases to allow her to focus on the increasingly common, complex cases where students present with more than one issue.

Communication with members was the top priority, not least so we could signpost them to the sources of support that were available to them. Overall, the Union was very pleased with the engagement from students, with excellent engagement in activities like Battle of the Sports, Battle of the Societies, Varsity, and Celebration Week and good engagement maintained in the Leadership Elections and the All Student Meeting (our AGM).

Staff morale and wellbeing remained an important concern and very regular whole team meetings, as well as individual staff 1-2-1s, were scheduled and maintained to reduce potential feelings of isolation or anxiety. The government's Job Retention Scheme (JRS) was utilised where appropriate and, during the return to lockdown towards the end of Semester 1, most staff were part-time furloughed. The two members of the team responsible for our bar and venue were furloughed full-time for a longer period. The Chief Executive and one Officer were not furloughed at all. Staff whose normal area of operation was severely limited, such a sport, were part-time furloughed and, due to some staff vacancies, also asked to support other functions of the Union, such as academic representation and democracy.

As the year progressed, staff were able to return to the office in a hybrid way, mixing their time between working from home and in the office, with the organisation working to a minimum and maximum quota in the building each day (minimum to be able to support increasing numbers of students on campus effectively and maximise to ensure safety) . Some members of the team continued to have individual circumstances that caused them difficulty or distress and so their welfare was closely monitored. Communication between team members was sometimes challenging when some staff were in the office and others weren't and so creative ways had to be sought to ensure everyone was kept abreast of project planning and developments - Unions are always very paced organisations.

The Chief Executive remained a member of the University's strategic Covid Safety Recovery Group and was, therefore, able to ensure that the Students' Union followed agreed procedures and protocols.

Overall, the 2020/21 academic year was an incredibly busy one for the Union, with the Officers, notably, responding amazingly well to the challenges of being a student representative at a time when many of their normal activities were impossible. They demonstrated commendable tenacity and resilience in adapting events to what was possible, such as with Varsity and Celebration Week, and implementing new initiatives such as the Chat Service and Pen Pal Scheme. They also continued to build Worcester's presence nationally by driving or collaborating on campaigns that gained wider traction.

We are very proud of what was achieved during the year, with many of our initiatives being commended by NUS or 'copied' by other Unions. The unique and positive culture of #TeamWorc certainly continued to grow and evolve, becoming even more inclusive for our members who engaged with us in different ways.

FINANCIAL REVIEW

Financial position

Income from all sources totalled £814,921 (2020: £967,116). Total expenditure of £844,068 (2020: £1,104,023) on all the students' services we provide, which left a deficit for the year of £29,147 (2020 deficit £136,907).

The General Fund balance at the year end stood at £303,402 (2020: £278,393).

Restricted funds, which represent a capital grant received from the University of Worcester a few years ago and monies raised by the Union's various clubs and societies were £171,496 (2020: £205,802).

Reserves policy

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

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

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

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FUTURE PLANS

The coming year will see the Union deliver upon a one-year interim, operational plan and embark on a new longer-term strategic planning process to take it through the next 3-5 years. All areas of the Union's strategy will be reviewed, including its mission, values and core aims. This will be done in consultation with students and through the staff and officer team working together to respond to existing priorities and do the best to anticipate future needs. We will continue to have a focus on:

• Ensuring safe and accessible activities and services for a diverse range of students, bearing in mind life may never return fully to pre-pandemic ways.
• Raising satisfaction levels with the Union amongst all of our members.
• Re-instating our in-person outreach activities across the campuses.
• Increasing engagement from students undertaking professional courses and those with caring responsibilities.
• Growing and embedding the Student Networks.
• Ensuring Equality, Diversity, and Inclusion is core to the Union's communications, activities and procedures, as well as supporting change across the University.
• Increasing the involvement of students in our Ideas Forum to ensure continual, positive change across the University.
• Ensuring students can be fully engaged in a quality academic experience and are an intrinsic part of curriculum design and development.
• Supporting students who are studying at the University's partner colleges and those who are studying in the UK for the first time.
• Increasing the Union's efforts around sustainability, working with the University towards carbon neutrality by 2030.
• Continuing to develop how the Union supports students with their health and wellbeing.
• Helping clubs and societies who struggled during the pandemic to rebuild and recommence activities.
• Reviewing the Union's portfolio around supporting and developing our members' employability and 'life skills'.
• Ensuring our students groups - clubs, societies, student-led services, and networks - are inclusive and reducing barriers (real or perceived) to participation, with increased engagement in 'TeamWorc UNITED'.
• Encouraging students to re-engage with volunteering and, in so doing, developing the Union's role in the local community.
• Ensuring a great social experience for students within The Hangar and that the Union is where students create lasting memories.
• Building on the Union's good reputation regionally and nationally and nominating student groups for national awards.
• Encouraging students to engage in local and national democracy and the importance of doing so.
• Working with the University to ensure more opportunities are made available to students to participate in recreational, physical activity.
• Raising awareness amongst the University's staff team around the role and services of the Union and how it supports, represents, and develops the student body.
• Ensuring that all staff would recommend WSU as a good place to work and that all staff (student and core) and Officers have developed and grown as people when they leave WSU, responding to feedback received in the Employee Engagement Survey;
• Seeking creative and appropriate additional sources of revenue, increasing our media sales and commercial bookings.

FUTURE FUNDING

We will continue to work with the University to negotiate on our annual block grant, to ensure we continue to maximise our impact and are able to develop as an organisation to meet the ever-changing needs of our diverse student body. As we habitually build the Union's services, activities and reach to our membership, our aim is to minimise financial risk to the Union and to secure greater financial investment. We will continue to allocate as much resource as possible to student-facing services and representation and to work hard behind the scenes to review contracts and reduce costs wherever possible.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

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

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

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

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

RELATIONSHIP WITH THE UNIVERSITY OF WORCESTER

The Union receives a Block Grant from the University and occupies buildings owned by the University, which also pays for utilities. This support is intrinsic to the relationship between the University and Union. Although the Union seeks to supplement and diversify its income where possible, through commercial and trading activities, it continues to be dependent on the support of the University. The Union is confident that this support will continue for the foreseeable future as it believes it is an integral part of the University structure and strategic plans and of utmost value to the overall student experience at the University. The Union believes it has continued to demonstrate its value and impact during a difficult 18 months, in which it has continued to play a critical role in maintaining student communities, morale, and communication. The Union remains grateful to the University for their ongoing support and looks forward to continued collaboration as we work to support our diverse range of students, ensuring they have a quality experience as the country begins to return to some normality.

CHARITY GOVERNANCE CODE

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

1. Organisational Purpose
The Union has strong organisational purpose, and was, this year, in the final year of its 2016-21 strategic plan, working towards the vision, values and five core aims agreed therein. Following the uncertainty and change caused by the pandemic, the Trustee Board has agreed for the Union to deliver an interim, one-year operating plan for the 2021/22 academic year, during which the planning process for a new longer-term strategic plan will begin in earnest. In the 2017/18 academic year, the Union developed 18 KPIs against which it continues to measure and benchmark its development and performance. These KPIs will, also, be revisited during the next strategic planning process.

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

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

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

5. Board effectiveness
The structure and composition of the Board, as well as recruitment to it, ensure an appropriate balance of skills, knowledge and student representation. A new Skills and Experience Matrix has been devised and implemented this year to support this process. Trustees receive training upon their appointment and an induction to the Union. The Board and its Committees meet regularly to receive information and reports and to have full and frank discussions of important issues. The Chief Executive also maintains email communication with the Board between meetings on important matters.

STRUCTURE, GOVERNANCE AND MANAGEMENT

6. Diversity

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

7. Openness and accountability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

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

The Board of Trustees reviews the risk factors that could affect the strategic, operational and business interests of the Union. In light of the possible risks, the Board has put in place a risk register with attendant checks and balances to ensure compliance with health and safety, employment law and financial competency. The register was reviewed during the academic year and it was acknowledged within that review that this year, as for many sectors, was one which brought significant risk to the Union. Areas deemed to be of heightened risk are listed below, with associated actions to try and mitigate or annul:

• **The Union receives a substantial cut in its annual block grant from the University as a result of low student recruitment:** The Chief Executive of the Union now sits on the University Leadership Group and is kept appraised of developments and strategy in terms of student recruitment, which allows the Union to respond to particular needs in terms of student experience. The Union regularly reports on its outcomes and impact through the University's senior committees and Board of Governors and the ways in which it demonstrates value for money and its importance to the institution as a whole. The Union engages with the University's annual budget process in timely and efficient way, submitting a budget proposal each year by March at the latest. The Union continues to demonstrate ways in which it is seeking its own income streams in a responsible way and the success of the events and activities it organises for students (reflected in student satisfaction rates and feedback), contributing to the recruitment, retention and progression of students, as well as an inclusive and welcoming community where all students can feel a sense of belonging.

• **Union trading operations are not profitable as expected as a result of University or external influences**: The Union produces monthly management accounts and shares with the Trustee Board and University, to monitor income and ensure regular financial forecasting and communication. Several year-end projections were produced throughout the year and the Finance Sub Committee of the Trustee Board remained active with regular meetings. The government's Job Retention Scheme (JRS) was utilised where appropriate where services were only able to operate in a limited way or not at all. Regular meetings took place across the year with the University, key sponsors, and stakeholders, as well as advice sought from NUS in relation to the Union's membership of the national purchasing consortium. Efficiencies and savings were made wherever possible, as well as supplier contracts negotiated in the spirit of 'every little helps', which cumulatively had a positive impact on the financial sustainability of the Union.

• **The Union suffers a significant fall in income through a lack of sponsorship contract**: Interim agreements were put in place during the pandemic with key sponsors, resulting in some but much reduced income. The Union continues to investigate ways to increase income from our existing commercial services e.g. extended opening hours or to expand SU commercial operations in a way that does not create unnecessary or inappropriate risk. Contracts with key sponsors are monitored and renegotiated by senior managers within the Union in a timely manner to enable as much forward planning as possible.

• **The Union and its staff are adversely affected by negative developments with pension providers, namely SUSS**: Communication has been maintained with SUSS Trustees, AGMs attended, and questions posed regarding projections for the scheme. Advice regularly sought from Auditors and the University is being kept abreast of developments.

STRUCTURE, GOVERNANCE AND MANAGEMENT

• **That 'Totum' (NUS Extra) card sales decline as a result of major companies and partners withdrawing their support or NUS/OneVoice consortium fail to compete adequately with competitors who provide a student card free of charge:** The Union continues to promote the card to members to maintain some form of income (although it has proven extremely difficult to secure local deals for students) and to raise concerns at a strategic level with NUS about the sustainability of the offer.

Pay policy for senior staff

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

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1145192

Principal address
Henwick Grove
Worcester
Worcestershire
WR2 6AJ

Trustees
M.Price - ended term of office June 2021
H.South - ended term of office June 2021
T.Manning - ended term of office June 2021
L.Lees - appointed June 2021
R.Mularczyk - appointed June 2021
N.Ricketts - appointed June 2021
I.Lines - ended term of office May 2021
D.Andrews - ended term of office June 2021
A.Humphrey- appointed October 2020
R. Williams - appointed October 2019
M. Jolley - commenced second term of office July 2019
M.Brittain - appointed August 2018

Auditors
Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare consolidated financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the income and expenditure, of the charity and the group for that period. In preparing those financial statements, the trustees are required to

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

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

Approved by order of the board of trustees on 7th October 2021 and signed on its behalf by:

.....
Trustee

Opinion
We have audited the consolidated financial statements of Worcester Students' Union (the 'charity') for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charity and groups affairs as at 31 July 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 charity'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 Report of the Independent Auditors thereon.

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

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

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

• The Group is required to comply with charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
• We gained an understanding of how the charity complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
• The audit team, which is experienced in the audit of charities, considered the group's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
• Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper
Chartered Accountants and Statutory Auditors
153 -155 London Road
Hemel Hempstead
Hertfordshire
HP3 9SQ

Date: 7th October 2021

WORCESTER STUDENTS' UNION

Consolidated Statement of Financial Activities
for the Year Ended 31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**616,888**	**-**	**616,888**	548,868
Charitable activities	5				
Student activities		**-**	**59,799**	**59,799**	195,315
Bar		**97,964**	**-**	**97,964**	134,273
Other trading activities	3	**39,682**	**(1)**	**39,681**	86,127
Investment income	4	**589**	**-**	**589**	2,533
Total		**755,123**	**59,798**	**814,921**	967,116
EXPENDITURE ON					
Raising funds	6	**73,116**	**-**	**73,116**	74,701
Charitable activities	7				
Representation		**111,449**	**-**	**111,449**	115,608
Advice and welfare		**56,364**	**-**	**56,364**	55,998
Student activities		**267,199**	**37,360**	**304,559**	423,186
Bar		**251,244**	**-**	**251,244**	255,463
Affiliations		**20,690**	**-**	**20,690**	30,566
Total		**780,062**	**37,360**	**817,422**	955,522
NET INCOME/(EXPENDITURE)		**(24,939)**	**22,438**	**(2,501)**	11,594
Transfers between funds	18	**56,744**	**(56,744)**	**-**	-
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		**(26,646)**	**-**	**(26,646)**	(148,501)
Net movement in funds		**5,159**	**(34,306)**	**(29,147)**	(136,907)
RECONCILIATION OF FUNDS					
Total funds brought forward		**(81,832)**	**205,802**	**123,970**	260,877
TOTAL FUNDS CARRIED FORWARD		**(76,673)**	**171,496**	**94,823**	123,970

The notes form part of these financial statements

Consolidated Balance Sheet
31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	**16,983**	**-**	**16,983**	78,267
CURRENT ASSETS					
Stocks	14	**9,361**	**-**	**9,361**	7,759
Debtors	15	**12,903**	**-**	**12,903**	19,574
Cash at bank and in hand		**301,106**	**171,496**	**472,602**	418,734
		323,370	**171,496**	**494,866**	446,067
CREDITORS					
Amounts falling due within one year	16	**(36,952)**	**-**	**(36,952)**	(40,140)
NET CURRENT ASSETS		**286,418**	**171,496**	**457,914**	405,927
TOTAL ASSETS LESS CURRENT LIABILITIES		**303,401**	**171,496**	**474,897**	484,194
PROVISIONS FOR LIABILITIES	17	**(380,075)**	**-**	**(380,075)**	(360,225)
NET ASSETS		**(76,674)**	**171,496**	**94,822**	123,969
FUNDS	18				
Unrestricted funds				**(76,674)**	(81,833)
Restricted funds				**171,496**	205,802
TOTAL FUNDS				**94,822**	123,969

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2021 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 July 2021

	Notes	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	**16,983**	**-**	**16,983**	78,267
Investments	13	**1**	**-**	**1**	1
		16,984	**-**	**16,984**	78,268
CURRENT ASSETS					
Stocks	14	**9,361**	**-**	**9,361**	7,759
Debtors	15	**12,903**	**-**	**12,903**	19,574
Cash at bank and in hand		**301,106**	**171,496**	**472,602**	418,734
		323,370	**171,496**	**494,866**	446,067
CREDITORS					
Amounts falling due within one year	16	**(36,952)**	**-**	**(36,952)**	(40,140)
NET CURRENT ASSETS		**286,418**	**171,496**	**457,914**	405,927
TOTAL ASSETS LESS CURRENT LIABILITIES		**303,402**	**171,496**	**474,898**	484,195
PROVISIONS FOR LIABILITIES	17	**(380,075)**	**-**	**(380,075)**	(360,225)
NET ASSETS		**(76,673)**	**171,496**	**94,823**	123,970
FUNDS	18				
Unrestricted funds				**(76,673)**	(81,832)
Restricted funds				**171,496**	205,802
TOTAL FUNDS				**94,823**	123,970

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2021 and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Consolidated Cash Flow Statement
for the Year Ended 31 July 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	**53,279**	57,355
Net cash provided by operating activities		**53,279**	57,355
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(22,708)
Interest received		**589**	2,533
Net cash provided by/(used in) investing activities		**589**	(20,175)
Change in cash and cash equivalents in the reporting period	2	**53,868**	37,180
Cash and cash equivalents at the beginning of the reporting period		**418,734**	381,554
Cash and cash equivalents at the end of the reporting period		**472,602**	418,734

The notes form part of these financial statements

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

	2021	2020
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(2,501)**	11,594
Adjustments for:		
Depreciation charges	**61,284**	66,737
Interest received	**(589)**	(2,533)
Other pension deficit movements	(**6,796)**	(10,899)
Increase in stocks	**(1,602)**	(2,141)
Decrease/(increase) in debtors	**6,671**	(2,712)
Decrease in creditors	**(3,188)**	(2,691)
Net cash provided by operations	**53,279**	57,355

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.20	Cash flow	**At 31.7.21**
	£	£	**£**
Net cash			
Cash at bank and in hand	**418,734**	**53,868**	**472,602**
	418,734	**53,868**	**472,602**
Total	**418,734**	**53,868**	**472,602**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

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

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

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

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

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

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

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

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

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

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

continued...

1. ACCOUNTING POLICIES - continued

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

Taxation
The charity is exempt from tax on its charitable activities.

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

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

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

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

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

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

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

Under FRS 102, where a scheme participates in a multi-employer defined benefit pension scheme that is in deficit and the employer has entered into an agreement to fund the deficit the entity shall recognise a liability for the contributions payable that arise from the agreement. As the agreement runs until 2035, a discount rate of 3.8% has been applied in determining the net present value of the contributions made in the period.

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

Going concern
After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Grants	**540,000**	529,000
Other grants	**5,700**	8,746
CJRS grant	**71,188**	11,122
	616,888	548,868

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

	2021	2020
	£	£
University of Worcester	**540,000**	529,000

3. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Marketing	**29,364**	67,250
Other	**317**	9,890
NUS Extra	**1,341**	3,481
Commissions receivable	**2,529**	3,593
Varsity income	**6,130**	1,913
	39,681	86,127

4. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	**589**	2,533

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	**2021** **£**	2020 £
Student Activity			
Membership	Student activities	**59,799**	195,315
Bar	Bar	**93,062**	134,273
BII insurance claim	Bar	**4,902**	-
		157,763	329,588

6. RAISING FUNDS

Raising donations and legacies

	2021 **£**	2020 £
Staff costs	**63,591**	63,233
Telephone	**381**	-
Postage and stationery	**100**	-
Marketing costs	**9,294**	10,968
Legal fees	**100**	-
	73,466	74,201

Other trading activities

	2021 **£**	2020 £
Bad debts	**(350)**	500
Aggregate amounts	**73,116**	74,701

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Representation	**-**	**111,449**	**111,449**
Advice and welfare	**37,785**	**18,579**	**56,364**
Student activities	**174,522**	**130,037**	**304,559**
Bar	**139,785**	**111,459**	**251,244**
Affiliations	**20,690**	**-**	**20,690**
	372,782	**371,524**	**744,306**

continued...

8. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Representation	**62,754**	**48,695**	**111,449**
Advice and welfare	**10,461**	**8,118**	**18,579**
Student activities	**73,223**	**56,814**	**130,037**
Bar	**62,762**	**48,697**	**111,459**
	209,200	**162,324**	**371,524**

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2021	2020
	£	£
Trustees' salaries	**55,170**	56,453
Trustees' social security	**4,148**	4,008
	59,318	60,461

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

Trustees' expenses

	2021	2020
	£	£
Trustees' expenses	**35**	301

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**488,327**	463,608
Social security costs	**31,911**	28,756
Other pension costs	**16,119**	12,476
	536,357	504,840

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

	2021	2020
Full time	**17**	16
Students - Semester only	**23**	27
	40	43

continued...

10. STAFF COSTS - continued

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

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	548,868	-	548,868
Charitable activities			
Student activities	-	195,315	195,315
Bar	134,273	-	134,273
Other trading activities	86,127	-	86,127
Investment income	2,533	-	2,533
Total	771,801	195,315	967,116
EXPENDITURE ON			
Raising funds	74,701	-	74,701
Charitable activities			
Representation	115,608	-	115,608
Advice and welfare	55,998	-	55,998
Student activities	264,336	158,850	423,186
Bar	255,463	-	255,463
Affiliations	30,566	-	30,566
Total	796,672	158,850	955,522
NET INCOME/(EXPENDITURE)	(24,871)	36,465	11,594
Transfers between funds	65,553	(65,553)	-
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(148,501)	-	(148,501)
Net movement in funds	(107,819)	(29,088)	(136,907)
RECONCILIATION OF FUNDS			
Total funds brought forward	25,987	234,890	260,877
TOTAL FUNDS CARRIED FORWARD	(81,832)	205,802	123,970

continued...

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2020 and 31 July 2021	**907,503**
DEPRECIATION	
At 1 August 2020	**829,236**
Charge for year	**61,284**
At 31 July 2021	**890,520**
NET BOOK VALUE	
At 31 July 2021	**16,983**
At 31 July 2020	78,267

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2020 and 31 July 2021	**1**
NET BOOK VALUE	
At 31 July 2021	**1**
At 31 July 2020	1

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2021 £	2020 £
Stocks	**9,361**	7,759

continued...

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	**2021**	2020
Trade debtors	**9,285**	14,012	**9,285**	4,412
Other debtors	**2,037**	2,979	**2,037**	1,699
VAT	**1,581**	2,583	**1,281**	2,583
Inter company	**-**	-	**300**	10,880
	12,903	19,574	**12,903**	19,574

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
Group and Charity	**£**	£
Trade creditors	**9,032**	15,356
Taxation and social security	**8,118**	7,562
Other creditors	**19,802**	17,222
	36,952	40,140

17. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Provisions	**380,075**	360,225

The above provision relates to the deficit funding contributions the Union is required to make to SUSS (see notes 1 and 19).

18. MOVEMENT IN FUNDS – Group and Charity

	At 1.8.20 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	**278,393**	**(7,684)**	**32,693**	**303,402**
Pension deficit	**(360,225)**	**(43,901)**	**24,051**	**(380,075)**
	(81,832)	**(51,585)**	**56,744**	**(76,673)**
Restricted funds				
Clubs and societies	**149,058**	**22,438**	**-**	**171,496**
Capital grant	**56,744**	**-**	**(56,744)**	**-**
	205,802	**22,438**	**(56,744)**	**171,496**
TOTAL FUNDS	**123,970**	**(29,147)**	**-**	**94,823**

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**755,123**	**(762,807)**	**(7,684)**
Pension deficit	**-**	**(43,901)**	**(43,901)**
	755,123	**(806,708)**	**(51,585)**
Restricted funds			
Clubs and societies	**59,798**	**(37,360)**	**22,438**
TOTAL FUNDS	**814,921**	**(844,068)**	**(29,147)**

Comparatives for movement in funds

	At 1.8.19 £	Net movement in funds £	Transfers between funds £	At 31.7.20 £
Unrestricted funds				
General fund	248,610	(12,850)	42,633	278,393
Pension deficit	(222,623)	(160,522)	22,920	(360,225)
	25,987	(173,372)	65,553	(81,832)
Restricted funds				
Clubs and societies	112,594	36,465	-	149,059
Capital grant	122,296	-	(65,553)	56,743
	234,890	36,465	(65,553)	205,802
TOTAL FUNDS	260,877	(136,907)	-	123,970

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

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

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

	At 1.8.19 £	Net movement in funds £	Transfers between funds £	At 31.7.21 £
Unrestricted funds				
General fund	248,610	(20,534)	75,326	303,402
Pension deficit	(222,623)	(204,423)	46,971	(380,075)
	25,987	(224,957)	122,297	(76,673)
Restricted funds				
Clubs and societies	112,594	58,903	-	171,497
Capital grant	122,296	-	(122,297)	(1)
	234,890	58,903	(122,297)	171,496
TOTAL FUNDS	260,877	(166,054)	-	94,823

continued...

18. MOVEMENT IN FUNDS - Group and Charity continued

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,526,924	(1,547,458)	-	(20,534)
Pension deficit	-	(55,922)	(148,501)	(204,423)
	1,526,924	(1,603,380)	(148,501)	(224,957)
Restricted funds				
Clubs and societies	255,113	(196,210)	-	58,903
TOTAL FUNDS	1,782,037	(1,799,590)	(148,501)	(166,054)

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

• The investment return would be 4.3% per annum before retirement and 2.3% per annum after retirement.
• Pensions accruing on the CARE basis would revalue at 3.2% per annum.
• Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

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

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

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS - continued

The liability provided for in respect of the SUSS pension deficit amounted increased to £380,075 (2020: £360,225) at 31 July 2021(see note 17).

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

The total contributions due to the Schemes by the Union in respect of eligible employees for the year ended 31 July 2021 are disclosed in the staff costs note.

20. RELATED PARTY DISCLOSURES

The union is in receipt of a recurrent grant from the parent body to cover salaries and overheads. The amount received for the year ended 31 July 2021 was £540,000 (2020: £529,000).

At the year end the total due to the union from the University of Worcester was £7,311.

21. ULTIMATE CONTROLLING PARTY

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

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	**540,000**	529,000
Other grants	**5,700**	8,746
CJRS grant	**71,188**	11,122
	616,888	548,868
Other trading activities		
Marketing	**29,364**	67,250
Other	**317**	9,890
NUS Extra	**1,341**	3,481
Commissions receivable	**2,529**	3,593
Varsity income	**6,130**	1,913
	39,681	86,127
Investment income		
Deposit account interest	**589**	2,533
Charitable activities		
Bar	**93,062**	134,273
BII insurance claim	**4,902**	-
Student Activity Membership	**59,799**	195,315
	157,763	329,588
Total incoming resources	**814,921**	967,116
EXPENDITURE		
Raising donations and legacies		
Wages	**57,494**	58,516
Social security	**3,651**	3,365
Pensions	**2,446**	1,352
Telephone	**381**	-
Postage and stationery	**100**	-
Marketing costs	**9,294**	10,968
Legal fees	**100**	-
	73,466	74,201
Other trading activities		
Bad debts	**(350)**	500

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
Other trading activities		
Charitable activities		
Wages	**213,446**	167,607
Social security	**13,378**	10,705
Pensions	**6,436**	3,357
Insurance	**4,071**	5,496
Sundries	**50**	1,057
Other costs	**4,268**	4,935
Clubs and Societies costs	**37,360**	158,850
Freshers Fayre	**-**	628
Ball expenditure	**303**	438
Union awards	**492**	-
Bar purchases	**46,382**	71,720
Equipment maintenance	**1,355**	1,209
BUCS representation	**7,669**	13,518
Transport subsidy - BUCS	**1,240**	26,965
NUS	**13,863**	19,853
Event costs	**7,931**	3,424
Varsity costs	**7,166**	2,178
Equipment purchases	**2,830**	2,329
Depreciation of plant & machinery	**4,542**	1,184
	372,782	495,453
Support costs		
Management		
Wages	**82,607**	152,193
Social security	**4,793**	8,416
Pensions	**6,545**	7,106
Insurance	**17,945**	18,201
Telephone	**3,136**	191
Postage and stationery	**649**	3,165
Travel expenses	**419**	705
Consultancy costs	**2,193**	1,906
Conferences and training	**6,570**	2,793
Computer costs	**5,173**	2,640
Repairs and maintenance	**-**	(166)
Legal and professional	**2,092**	3,888
Miscellaneous cost	**1,426**	4,425
Bank charges	**1,325**	5,237
Recruitment	**330**	510
Fixtures and fittings	**56,742**	65,553
	209,200	276,763
Governance costs		
Trustees' salaries	**55,170**	56,453
Carried forward	**55,170**	56,453

Detailed Statement of Financial Activities
for the Year Ended 31 July 2021

	2021 £	2020 £
Governance costs		
Brought forward	**55,170**	56,453
Trustees' social security	**4,148**	4,008
Trustees' expenses	**35**	301
Wages	**79,610**	28,839
Social security	**5,941**	2,262
Pensions	**692**	661
Auditors' remuneration	**9,250**	9,750
Sundries	**33**	2,231
Institute reps honorariums	**5,850**	4,100
Campaign costs	**1,595**	-
	162,324	108,605
Total resources expended	**817,422**	955,522
Net (expenditure)/income	**(2,501)**	11,594

WORCESTER STUDENTS' UNION

AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021

KNOX CROPPER
chartered accountants

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021

In accordance with our normal practice, we have set out in this report those matters arising from the audit which we are required to bring to your attention in accordance with International Auditing Standard 260. We have also provided a brief commentary on the financial statements along with a draft of the Trustees' representations on which we are placing reliance for the purpose of our audit.

As you will appreciate, our audit procedures are designed primarily to enable us to form an opinion on the accounts as a whole. Our procedures include such tests of the accounting records and internal control systems as are, in our opinion, necessary for audit purposes. Consequently, whilst our procedures may identify certain weaknesses, they should not be relied upon to reveal all systems weaknesses which may exist.

This report has been prepared for your sole use and we assume no responsibility to any other party in respect of its contents. The report should not be disclosed to any third party without our prior written consent.

In conclusion we would like to take this opportunity of expressing our appreciation to all your staff, particularly Sophie and Rob, for their assistance and co-operation during the course of our audit.

If you have any queries on any of the points in this letter, please do not hesitate to contact us.

Yours faithfully,

Knox Cropper LLP

29th September 2021

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021

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WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021

Audit Overview

General

The purpose of our audit is to gather sufficient evidence to allow us to conclude that the transactions and balances disclosed in the accounts are unlikely to be materially misstated, to establish that disclosures reflected in the accounts comply with the requirements of legislation and relevant accounting standards, to assess whether the accounting policies adopted are appropriate and consistently applied and to assess whether judgements exercised and estimates made in the preparation of the accounts were both prudent and even handed.

Audit Report

We have completed the audit to our satisfaction and intend to issue an unqualified audit opinion on the accounts. The text of the audit report is in accordance with the standard text for unqualified audit reports issued by the Auditing Practices Board.

Audit Adjustments

No significant adjustments arose from our audit work. Minor adjustments resulting for our work have been discussed with management and appropriately reflected in the financial statements.

We confirm that no misstatements were detected during the audit which remain uncorrected in the financial statements other than matters which are both individually and cumulatively clearly trifling.

Accounting Policies and Disclosures

The accounting policies adopted by the Charity are consistent with those adopted in previous years and are appropriate to the Charity operations.

We also report that adequate consideration was given to the potential impact of changes in legislation and accounting standards which arose during the year. No changes arose during the current year which affected the accounts and therefore the form and content of the accounts are consistent with the preceding year.

Audit Overview (continued)

COVID-19

As part of our audit we have considered the impact on the charity of COVID-19. Discussions have taken place with management and we are satisfied that the impact has been adequately disclosed in the accounts and that no further adjustments to the balance sheet are necessary.

Professional Ethics and Independence

We confirm our compliance with Ethical Standards issued by the Auditing Practices Board and there are no matters in relation to our audit engagement which we consider should be brought to your attention.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Key Audit Risks And Conclusions

Risk	Audit Approach	Conclusion
Classification of income Income received by the Charity could be subject to restrictions and therefore income may need to be treated as restricted income.	We will review the underlying documentation supporting income to ascertain whether restrictions apply, and if applicable, review expenditure from these funds to ascertain whether the imposed restrictions are being adhered to.	Tested as part of our income testing. Appears to be fairly stated in the accounts.
Payroll expenditure Payroll expenditure is a substantial part of total expenditure therefore this is an area that will be thoroughly reviewed due to its materiality.	We will review salary costs on a proof in total basis by agreeing the payroll reports to the accounts. We will also perform substantive testing on a sample of employees, including checking contracts of employment.	There were no issues noted during our audit testing. Payroll expenditure appears to be fairly stated in the accounts.
Control issues The small complement of staff at the Charity could result in controls being overridden.	Expenditure will be tested to ensure that it is valid and authorised. Reconciliations will be reviewed to ensure they are regularly prepared.	No issues found. Controls are appropriate and adhered to and reconciliations are prepared regularly.
Related party transactions Identification of all related party transactions conducted throughout the year.	We will review and assess the controls in place to identify and disclose related party transactions and look out for related party transactions during our review of the accounting records.	Tested as part of our income and expenditure testing. Requested that related party declaration forms are completed by all trustees and senior management. No issues noted.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Key Audit Risks And Conclusions

Risk	Audit Approach	Conclusion
VAT Risk that VAT has been incorrectly accounted for.	During our income and expenditure testing we will perform substantive tests, which will include checking the accuracy and the treatment of the VAT recorded.	Tested as part of income and expenditure.
COVID-19 Impact of COVID-19 on the operations of the Charity.	Discuss with management the impact of COVID-19. Review balance sheet items, such as debtors, to ensure that they are recoverable and that no adjustments are required for impairment. Review budgets for next year to ensure no going concern issues.	No going concern issues noted. The impact of COVID-19 has been adequately disclosed in the trustee's report and accounts.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Internal Control Matters

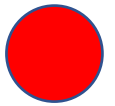
We are required to report to you in writing, significant deficiencies in the internal control environment that we have identified during the course of our audit. These matters are limited to those which we have concluded are of sufficient importance to be reported to you. Our audit cannot necessarily be expected to disclose all matters that may be of interest to you and, as a result, the matters reported may not be the only ones which exist.

We have categorised the internal deficiencies noted via a colour-scale rating system. The key to which follows:

We do not consider there to be a risk of material loss from these risks

These controls should be strengthened but we do not consider these to be an urgent priority

We consider this to be of critical importance and would recommend that it is addressed as a matter of urgent priority



WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Internal Control Matters – Current Year

Risk rating	Observation	Recommendation	Managements response
	We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.		

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Internal Control Matters - Prior Year

Risk rating	Observation	Recommendation	Managements response
	We are pleased to report that the accounting records were well maintained. No significant weaknesses were identified during the audit. Internal controls were generally appropriate for the size of organisation and our compliance testing indicated that they were operating effectively in practice.		

Emerging Issues

Charity Commission guidance on Responsible Investment

The Charity Commission has announced that it plans to update its guidance on responsible investment and that a consultation paper will be issued in Spring 2021. By responsible investment, the Charity Commission means investing in a way which aligns with the charity's mission and purposes. The current guidance is set out in CC14 which deals with both financial investment and programme related investment.

Charity Governance Code Update

The Charity Governance Code has been refreshed in December 2020. The code, which is endorsed by the charity commission although not compulsory, sets out the seven principles of good governance, with separate versions for small and large charities. The main changes relate to the Diversity principle and to the Integrity principle:

1. The Diversity principle has been renamed the Equality, Diversity and Inclusion principle and there is a greater focus on the Trustees defining the importance of this principle for their charity and then establishing and monitoring targets and publicising progress.
2. The updated Integrity principle emphasises the importance of understanding safeguarding responsibilities and establishing robust procedures including processes whereby concerns can be raised.

Timeline for updating the Charity SORP

The next update of the charity SORP is expected to be published in Autumn 2023, coming into effect for accounting periods beginning on or after 1 January 2024. A new framework for consultation is now in place with the SORP making body and the SORP Committee engaging with stakeholders through the recruitment of volunteer engagement partners representing various strands of the consultation.

Commentary On The Accounts

General

The consolidated accounts have been drawn up on the basis of generally accepted accounting principles (Charities SORP 2019 - FRS 102) and relevant legislation. The accounts consist of:

- The Report of the Trustees, which affords the trustees the opportunity to explain the Charity's objectives for the year and its achievements and in particular how it has delivered public benefit. It also allows them to comment on financial performance for the year and financial position at the year end as well as making a range of disclosures required either by law or by accounting standards.
- An Auditors' report, which explains the scope of the audit, the nature of the auditors' responsibilities and expresses the audit opinion.
- A consolidated Statement of Financial Activities, which analyses incoming resources and resources expended by the group arriving at a net result thereby providing a measure of financial performance.
- A consolidated Balance Sheet, which analyses the group's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A Balance Sheet, which analyses the Charity's assets and liabilities at the year end, thereby providing a measure of financial position at that date.
- A consolidated Cash Flow Statement and notes, which analyses the group's movement in cash during the year.
- Notes to the accounts, which provide an indication of the accounting policies adopted and provide further analysis of the figures disclosed in the primary statements.

Commentary On The Accounts (continued)

Statement of Financial Activities
Net movement in total funds for the year showed a deficit of £29,147 in comparison to a deficit of £136,907 last year.

Total Income decreased from £967k to £815k. The decrease in income is the result of the following:

1. Income from Student Activities decreased from £197k last year to £60k this year. This income represents funds raised by the various clubs and societies of the Union. These funds can only be spent for the benefit for the club or society it was raised for, consequently, this income is restricted income. This is due to a reduction in activities due to the COVID-19 pandemic.
2. Income from the bar decreased from £134k to £98k. The Union bar was closed during periods of the year because of the COVID-19 pandemic.
3. Other trading activity income also decrease this year from £86k to £40k. This includes NUS Extra income and Advertising income, which decreased during the year and Varsity income, which increased slightly.
4. The decreases have been offset by the increase in Donations and legacies from £549k last year to £617k this year, which is because of an increase in the grant received from the University from £529k to £540k and an increase in CJRS grant income from £11k last year to £71k this year.

Expenditure for the year also decreased from £956k to £817k. The main reasons for the decrease are explained below:

1. Student activities costs decreased from £423k to £305k. This is made up of restricted expenditure (from the clubs and societies self-raised funds) and unrestricted expenditure (expenditure by the Union). Restricted expenditure decreased from £159k to £37k and unrestricted expenditure increased from £264k to £267k.
2. Affiliations expenditure has decreased from £31k to £21k.
3. All other expenditure was in line with the previous year or it had decreased slightly.

The Student Union Superannuation Pension Scheme (SUSS) liability has increased this year as a result of a drop in the discount rate from 4.8% to 3.8%, which has given rise to an actuarial loss of £27k this year compared to a loss of £149k last year. The greater loss last year arose from a new deficit funding agreement last year.

As a result of the above, the total unrestricted reserves at the disposition of the Charity have increased by £5k. Unrestricted reserves, therefore, are now in deficit by £77k. Restricted reserves reduced by £34k to £171k.

Commentary On The Accounts (continued)

Consolidated Balance Sheet

Net book value of fixed assets has decreased from £78k to £17k. There were no additions or disposals during the year. The decrease in net book value is due to the annual depreciation charge for the usage of those assets in the Unions various activities of £61k.

Net current assets, the principal balance sheet measure of short to medium term solvency, has increased from £406k to £458k. There is a sound margin of solvency with unrestricted cash and bank balances alone being sufficient to cover Creditors by a factor of 8.1:1 .

The stock figure of £9k relates to stocks held by the bar. Last year the stock figure was £8k.

Debtors have decreased slightly from £20k to £13k. £7k of this represents monies owed by Worcester University which is disclosed within trade debtors.

Cash and bank balances have increased from £419k to £473k. £462k of this was held in the Union's deposit account. The balance represents the current account and various floats held by the bar or in the safe.

Creditors have decreased to £37k from £40k. Other creditors have increased from £17k to £20k because of an increase in accruals. Trade creditors have decreased to £9k from £15k. The balance is made up of Tax and social security of £8k, which is in line with last year.

Provisions for liabilities' represents the calculated deficit funding contributions the Union must make in respect of the SUSS scheme. This has increased from £360k to £380k. The increase represents the changes in assumption, of £27k, and the unwinding of the discount, of £17k, which are net off against the contributions made to SUSS of £24k.

Draft Representation Letter

Worcester Students' Union
Henwick Grove
Worcester
Worcestershire WR2 6AJ

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

We confirm, to the best of our knowledge and belief, and having made appropriate enquiries of other trustees and officials of the Institution, the following representations given to you in connection with your audit of the Charity's financial statements for the year ended 31st July 2021.

1. GENERAL

We fulfilled our responsibilities as trustees under the Charities SORP for preparing financial statements which give a true and fair view and for making accurate representations to you. We confirm the financial statements are free of material misstatements, including omissions. We also acknowledge our responsibility for the design and implementation of internal controls to prevent and detect error and fraud.

2. RECORDS

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the Charity have been properly reflected in the accounting records. All other records and related information, including minutes of trustees' meetings have been made available to you. We confirm that, so far as each trustee is aware, there is no relevant audit information of which you have not been made aware.

3. GOING CONCERN

We believe that the Charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support has been considered for the next twelve months and working capital will be more than adequate for the Charity's needs. We believe that no further disclosures relating to the Charity's ability to continue as a going concern need to be made in the financial statements.

Draft Representation Letter (continued)

4. LAWS AND REGULATIONS

We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the Charity conducts its operations. The Charity has complied with all aspects of contractual and other agreements that could have a material effect on the financial statements in the event of non-compliance. There has been no communication with Regulatory Authorities during the year or subsequently concerning non-compliance with financial and regulatory matters.

5. INTERNAL CONTROL

There have been no irregularities or allegations thereof involving trustees or officials who have a significant role in internal control or others that could have a material effect on the financial statements.

6. POST-BALANCE SHEET EVENTS

There have been no further events since the balance sheet date which necessitate revision of the figures included in the financial statements or inclusion of a note thereto. Should further material events occur, which may necessitate revision of the figures included in the financial statements or inclusion of a note thereto, we will advise you accordingly.

7. CONTINGENT LIABILITIES

We are not aware of any litigation pending at 31st July 2021 or other matters giving rise to potential liabilities or guarantees.

8. LOANS AND ARRANGEMENTS

The Charity has not had, nor entered into at any time during the year, any arrangement, transaction or agreement to provide credit facilities for trustees nor to guarantee or provide security for such matters. No remuneration or reimbursement for expenses was paid to the trustees except as disclosed in the financial statements.

9. TRANSACTIONS WITH RELATED PARTIES

We confirm that we have disclosed to you all related party transactions relevant to the Charity and that we are not aware of any related party matters that require disclosure other than matters set out in the financial statements.

Draft Representation Letter (continued)

10. SIGNIFICANT ASSUMPTIONS

Significant assumptions used by us in making accounting estimates are reasonable. We confirm that we believe that a discount rate of 3.8% is appropriate for the calculation of the Charity's deficit funding contribution to SUSS.

11. ASSETS AND LIABILITIES

We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

12. TITLE TO ASSETS

The Charity has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.

Yours faithfully

.....	.....
Signed on behalf of the Board of Trustees	Date