

**Report of the Trustees and
Consolidated Financial Statements for the Year Ended 31 July 2021
for
WORCESTER STUDENTS' UNION**

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WORCESTER STUDENTS' UNION

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**Report of the Trustees
for the Year Ended 31 July 2021**

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.

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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.

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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%

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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			
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.

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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.

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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 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:

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• **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

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- 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)

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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's VPE 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 a 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.

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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 EMPLOYABILITY 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

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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 March 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.

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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 noting 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.

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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.

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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

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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		*		

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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	

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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.

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- 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 as 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.

Report of the Trustees for the Year Ended 31 July 2021

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 apprised 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 a 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.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2021

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).

**Report of the Trustees
for the Year Ended 31 July 2021**

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

WORCESTER STUDENTS' UNION

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

WORCESTER STUDENTS' UNION

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	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		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		<u>301,106</u>	<u>171,496</u>	<u>472,602</u>	<u>418,734</u>
		323,370	171,496	494,866	446,067
CREDITORS					
Amounts falling due within one year	16	<u>(36,952)</u>	<u>-</u>	<u>(36,952)</u>	<u>(40,140)</u>
NET CURRENT ASSETS		<u>286,418</u>	<u>171,496</u>	<u>457,914</u>	<u>405,927</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		303,402	171,496	474,898	484,195
PROVISIONS FOR LIABILITIES	17	<u>(380,075)</u>	<u>-</u>	<u>(380,075)</u>	<u>(360,225)</u>
NET ASSETS		<u>(76,673)</u>	<u>171,496</u>	<u>94,823</u>	<u>123,970</u>
FUNDS	18				
Unrestricted funds				(76,673)	(81,832)
Restricted funds				<u>171,496</u>	<u>205,802</u>
TOTAL FUNDS				<u>94,823</u>	<u>123,970</u>

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	<u>53,279</u>	<u>57,355</u>
Net cash provided by operating activities		<u>53,279</u>	<u>57,355</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(22,708)
Interest received		<u>589</u>	<u>2,533</u>
Net cash provided by/(used in) investing activities		<u>589</u>	<u>(20,175)</u>
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		<u>418,734</u>	<u>381,554</u>
Cash and cash equivalents at the end of the reporting period		<u><u>472,602</u></u>	<u><u>418,734</u></u>

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Notes to the Consolidated Cash Flow Statement for the Year Ended 31 July 2021

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	<u>(3,188)</u>	<u>(2,691)</u>
Net cash provided by operations	<u>53,279</u>	<u>57,355</u>

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	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>
	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>
Total	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>

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:

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

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.

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Grants	540,000	529,000
Other grants	5,700	8,746
CJRS grant	<u>71,188</u>	<u>11,122</u>
	<u>616,888</u>	<u>548,868</u>

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

	2021	2020
	£	£
University of Worcester	<u>540,000</u>	<u>529,000</u>

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	<u>6,130</u>	<u>1,913</u>
	<u>39,681</u>	<u>86,127</u>

4. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	<u>589</u>	<u>2,533</u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

5. INCOME FROM CHARITABLE ACTIVITIES

		2021	2020
	Activity	£	£
Student Activity			
Membership	Student activities	59,799	195,315
Bar	Bar	93,062	134,273
BII insurance claim	Bar	4,902	-
		<u>157,763</u>	<u>329,588</u>

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	-
	<u>73,466</u>	<u>74,201</u>

Other trading activities

	2021	2020
	£	£
Bad debts	<u>(350)</u>	<u>500</u>
Aggregate amounts	<u>73,116</u>	<u>74,701</u>

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
	<u>372,782</u>	<u>371,524</u>	<u>744,306</u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

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
	<u>209,200</u>	<u>162,324</u>	<u>371,524</u>

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2021 £	2020 £
Trustees' salaries	55,170	56,453
Trustees' social security	<u>4,148</u>	<u>4,008</u>
	<u>59,318</u>	<u>60,461</u>

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

Trustees' expenses

	2021 £	2020 £
Trustees' expenses	<u>35</u>	<u>301</u>

10. STAFF COSTS

	2021 £	2020 £
Wages and salaries	488,327	463,608
Social security costs	31,911	28,756
Other pension costs	<u>16,119</u>	<u>12,476</u>
	<u>536,357</u>	<u>504,840</u>

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

	2021	2020
Full time	17	16
Students - Semester only	<u>23</u>	<u>27</u>
	<u>40</u>	<u>43</u>

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	<u>2,533</u>	<u>-</u>	<u>2,533</u>
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	<u>30,566</u>	<u>-</u>	<u>30,566</u>
Total	796,672	158,850	955,522
NET INCOME/(EXPENDITURE)	(24,871)	36,465	11,594
Transfers between funds	<u>65,553</u>	<u>(65,553)</u>	<u>-</u>
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	<u>(148,501)</u>	<u>-</u>	<u>(148,501)</u>
Net movement in funds	(107,819)	(29,088)	(136,907)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>25,987</u>	<u>234,890</u>	<u>260,877</u>
TOTAL FUNDS CARRIED FORWARD	<u>(81,832)</u>	<u>205,802</u>	<u>123,970</u>

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2020 and 31 July 2021	<u>907,503</u>
DEPRECIATION	
At 1 August 2020	829,236
Charge for year	<u>61,284</u>
At 31 July 2021	<u>890,520</u>
NET BOOK VALUE	
At 31 July 2021	<u><u>16,983</u></u>
At 31 July 2020	<u><u>78,267</u></u>

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2020 and 31 July 2021	<u>1</u>
NET BOOK VALUE	
At 31 July 2021	<u><u>1</u></u>
At 31 July 2020	<u><u>1</u></u>

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2021 £	2020 £
Stocks	<u><u>9,361</u></u>	<u><u>7,759</u></u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

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
	<u>12,903</u>	<u>19,574</u>	<u>12,903</u>	<u>19,574</u>

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	<u>19,802</u>	<u>17,222</u>
	<u>36,952</u>	<u>40,140</u>

17. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Provisions	<u>380,075</u>	<u>360,225</u>

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	<u>(360,225)</u>	<u>(43,901)</u>	<u>24,051</u>	<u>(380,075)</u>
	(81,832)	(51,585)	56,744	(76,673)
Restricted funds				
Clubs and societies	149,058	22,438	-	171,496
Capital grant	<u>56,744</u>	<u>-</u>	<u>(56,744)</u>	<u>-</u>
	<u>205,802</u>	<u>22,438</u>	<u>(56,744)</u>	<u>171,496</u>
TOTAL FUNDS	<u>123,970</u>	<u>(29,147)</u>	<u>-</u>	<u>94,823</u>

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	<u>814,921</u>	<u>(844,068)</u>	<u>(29,147)</u>

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	<u>260,877</u>	<u>(136,907)</u>	<u>-</u>	<u>123,970</u>

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	<u>967,116</u>	<u>(955,522)</u>	<u>(148,501)</u>	<u>(136,907)</u>

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	<u>260,877</u>	<u>(166,054)</u>	<u>-</u>	<u>94,823</u>

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	<u>1,782,037</u>	<u>(1,799,590)</u>	<u>(148,501)</u>	<u>(166,054)</u>

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

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

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.

WORCESTER STUDENTS' 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

This page does not form part of the statutory financial statements

WORCESTER STUDENTS' UNION

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

This page does not form part of the statutory financial statements

WORCESTER STUDENTS' UNION**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	-
	<u>162,324</u>	<u>108,605</u>
Total resources expended	<u>817,422</u>	<u>955,522</u>
Net (expenditure)/income	<u>(2,501)</u>	<u>11,594</u>

This page does not form part of the statutory financial statements

**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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**Report of the Trustees
for the Year Ended 31 July 2021**

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.

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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.

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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%

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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			
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.

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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.

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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 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:

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• **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

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- 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)

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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's VPE 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 a 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.

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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 EMPLOYABILITY 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

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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 March 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.

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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 noting 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.

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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.

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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

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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		*		

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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	

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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.

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- 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 as 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.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2021

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 apprised 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 a 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.

WORCESTER STUDENTS' UNION

Report of the Trustees for the Year Ended 31 July 2021

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

WORCESTER STUDENTS' UNION

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		<u>301,106</u>	<u>171,496</u>	<u>472,602</u>	<u>418,734</u>
		323,370	171,496	494,866	446,067
CREDITORS					
Amounts falling due within one year	16	<u>(36,952)</u>	-	<u>(36,952)</u>	<u>(40,140)</u>
NET CURRENT ASSETS		<u>286,418</u>	<u>171,496</u>	<u>457,914</u>	<u>405,927</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		303,401	171,496	474,897	484,194
PROVISIONS FOR LIABILITIES	17	<u>(380,075)</u>	-	<u>(380,075)</u>	<u>(360,225)</u>
NET ASSETS		<u>(76,674)</u>	<u>171,496</u>	<u>94,822</u>	<u>123,969</u>
FUNDS	18				
Unrestricted funds				(76,674)	(81,833)
Restricted funds				<u>171,496</u>	<u>205,802</u>
TOTAL FUNDS				<u>94,822</u>	<u>123,969</u>

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

**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	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		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		<u>301,106</u>	<u>171,496</u>	<u>472,602</u>	<u>418,734</u>
		323,370	171,496	494,866	446,067
CREDITORS					
Amounts falling due within one year	16	<u>(36,952)</u>	<u>-</u>	<u>(36,952)</u>	<u>(40,140)</u>
NET CURRENT ASSETS		<u>286,418</u>	<u>171,496</u>	<u>457,914</u>	<u>405,927</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		303,402	171,496	474,898	484,195
PROVISIONS FOR LIABILITIES	17	<u>(380,075)</u>	<u>-</u>	<u>(380,075)</u>	<u>(360,225)</u>
NET ASSETS		<u><u>(76,673)</u></u>	<u><u>171,496</u></u>	<u><u>94,823</u></u>	<u><u>123,970</u></u>
FUNDS	18				
Unrestricted funds				(76,673)	(81,832)
Restricted funds				<u>171,496</u>	<u>205,802</u>
TOTAL FUNDS				<u><u>94,823</u></u>	<u><u>123,970</u></u>

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	<u>53,279</u>	<u>57,355</u>
Net cash provided by operating activities		<u>53,279</u>	<u>57,355</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(22,708)
Interest received		<u>589</u>	<u>2,533</u>
Net cash provided by/(used in) investing activities		<u>589</u>	<u>(20,175)</u>
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		<u>418,734</u>	<u>381,554</u>
Cash and cash equivalents at the end of the reporting period		<u><u>472,602</u></u>	<u><u>418,734</u></u>

The notes form part of these financial statements

WORCESTER STUDENTS' UNION

Notes to the Consolidated Cash Flow Statement for the Year Ended 31 July 2021

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	<u>53,279</u>	<u>57,355</u>

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	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>
	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>
Total	<u>418,734</u>	<u>53,868</u>	<u>472,602</u>

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:

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

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.

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

2. DONATIONS AND LEGACIES

	2021 £	2020 £
Grants	540,000	529,000
Other grants	5,700	8,746
CJRS grant	<u>71,188</u>	<u>11,122</u>
	<u>616,888</u>	<u>548,868</u>

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

	2021 £	2020 £
University of Worcester	<u>540,000</u>	<u>529,000</u>

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	<u>6,130</u>	<u>1,913</u>
	<u>39,681</u>	<u>86,127</u>

4. INVESTMENT INCOME

	2021 £	2020 £
Deposit account interest	<u>589</u>	<u>2,533</u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

5. INCOME FROM CHARITABLE ACTIVITIES

		2021 £	2020 £
Student Activity	Activity		
Membership	Student activities	59,799	195,315
Bar	Bar	93,062	134,273
BII insurance claim	Bar	4,902	-
		<u>157,763</u>	<u>329,588</u>

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	-
	<u>73,466</u>	<u>74,201</u>

Other trading activities

	2021 £	2020 £
Bad debts	(350)	500
	<u>73,116</u>	<u>74,701</u>

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
	<u>372,782</u>	<u>371,524</u>	<u>744,306</u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

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
	<u>209,200</u>	<u>162,324</u>	<u>371,524</u>

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

9. TRUSTEES' REMUNERATION AND BENEFITS

	2021 £	2020 £
Trustees' salaries	55,170	56,453
Trustees' social security	4,148	<u>4,008</u>
	<u>59,318</u>	<u>60,461</u>

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

Trustees' expenses

	2021 £	2020 £
Trustees' expenses	<u>35</u>	<u>301</u>

10. STAFF COSTS

	2021 £	2020 £
Wages and salaries	488,327	463,608
Social security costs	31,911	28,756
Other pension costs	16,119	<u>12,476</u>
	<u>536,357</u>	<u>504,840</u>

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

	2021	2020
Full time	17	16
Students - Semester only	<u>23</u>	<u>27</u>
	<u>40</u>	<u>43</u>

WORCESTER STUDENTS' UNION**Notes to the Financial Statements - continued
for the Year Ended 31 July 2021****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	<u>2,533</u>	<u>-</u>	<u>2,533</u>
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	<u>30,566</u>	<u>-</u>	<u>30,566</u>
Total	796,672	158,850	955,522
NET INCOME/(EXPENDITURE)	(24,871)	36,465	11,594
Transfers between funds	<u>65,553</u>	<u>(65,553)</u>	<u>-</u>
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	<u>(148,501)</u>	<u>-</u>	<u>(148,501)</u>
Net movement in funds	(107,819)	(29,088)	(136,907)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>25,987</u>	<u>234,890</u>	<u>260,877</u>
TOTAL FUNDS CARRIED FORWARD	<u>(81,832)</u>	<u>205,802</u>	<u>123,970</u>

12. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £
COST	
At 1 August 2020 and 31 July 2021	<u>907,503</u>
DEPRECIATION	
At 1 August 2020	829,236
Charge for year	<u>61,284</u>
At 31 July 2021	<u>890,520</u>
NET BOOK VALUE	
At 31 July 2021	<u><u>16,983</u></u>
At 31 July 2020	<u><u>78,267</u></u>

13. FIXED ASSET INVESTMENTS

Charity	Unlisted investments £
MARKET VALUE	
At 1 August 2020 and 31 July 2021	<u>1</u>
NET BOOK VALUE	
At 31 July 2021	<u><u>1</u></u>
At 31 July 2020	<u><u>1</u></u>

There were no investment assets outside the UK.

14. STOCKS

Group and Charity	2021 £	2020 £
Stocks	<u><u>9,361</u></u>	<u><u>7,759</u></u>

WORCESTER STUDENTS' UNION

Notes to the Financial Statements - continued for the Year Ended 31 July 2021

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
	<u>12,903</u>	<u>19,574</u>	<u>12,903</u>	<u>19,574</u>

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	<u>19,802</u>	<u>17,222</u>
	<u>36,952</u>	<u>40,140</u>

17. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Provisions	<u>380,075</u>	<u>360,225</u>

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	Transfers	At
	£	in funds	between	31.7.21
		£	funds	£
Unrestricted funds				
General fund	278,393	(7,684)	32,693	303,402
Pension deficit	<u>(360,225)</u>	<u>(43,901)</u>	<u>24,051</u>	<u>(380,075)</u>
	(81,832)	(51,585)	56,744	(76,673)
Restricted funds				
Clubs and societies	149,058	22,438	-	171,496
Capital grant	<u>56,744</u>	<u>-</u>	<u>(56,744)</u>	<u>-</u>
	<u>205,802</u>	<u>22,438</u>	<u>(56,744)</u>	<u>171,496</u>
TOTAL FUNDS	<u>123,970</u>	<u>(29,147)</u>	<u>-</u>	<u>94,823</u>

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	<u>814,921</u>	<u>(844,068)</u>	<u>(29,147)</u>

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	<u>260,877</u>	<u>(136,907)</u>	<u>-</u>	<u>123,970</u>

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	<u>967,116</u>	<u>(955,522)</u>	<u>(148,501)</u>	<u>(136,907)</u>

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	<u>260,877</u>	<u>(166,054)</u>	<u>-</u>	<u>94,823</u>

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	<u>1,782,037</u>	<u>(1,799,590)</u>	<u>(148,501)</u>	<u>(166,054)</u>

19. EMPLOYEE BENEFIT OBLIGATIONS

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

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

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

The following assumptions applied at 30 June 2019:-

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

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.

WORCESTER STUDENTS' 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

This page does not form part of the statutory financial statements

WORCESTER STUDENTS' UNION

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

This page does not form part of the statutory financial statements

WORCESTER STUDENTS' UNION**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	-
	<u>162,324</u>	<u>108,605</u>
Total resources expended	<u>817,422</u>	<u>955,522</u>
Net (expenditure)/income	<u>(2,501)</u>	<u>11,594</u>

This page does not form part of the statutory financial statements

WORCESTER STUDENTS' UNION

AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021



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 from 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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

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:

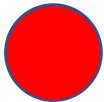
We do not consider there to be a risk of material loss from these risks



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
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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
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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

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

Draft Representation Letter

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

Worcester Students' Union
Henwick Grove
Worcester
Worcestershire WR2 6AJ

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY FOR THE YEAR ENDED 31ST JULY 2021

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.

WORCESTER STUDENTS' UNION AUDIT SUMMARY
FOR THE YEAR ENDED 31ST JULY 2021

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

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Signed on behalf of the Board of Trustees

.....
Date