



# CONTENTS

	Reference and Administration Information	3 - 4
	Introduction by the President and Chair of the Board	5
	Report of the Trustees	6 - 21
	Independent Auditors' Report to the Members	22 - 23
	Consolidated Statement of Financial Activities	24
	Consolidated Balance Sheet	25
	Kent Union Balance Sheet	26
	Consolidated Cash Flow Statement	27
	Notes to the Consolidated Financial Statements	28 - 55
	Glossary of Terms	56 - 62
	List of Student Groups	63 - 72



## REFERENCE AND ADMINISTRATION INFORMATION



Kent Union is the students' union of the University of Kent; until 1 June 2021 it incorporated Greenwich and Kent Students' Unions Together (GK Unions) and all properly affiliated clubs and societies of both Kent Union and GK Unions while part of Kent Union. It is also known as the Union, the University of Kent Students' Union, UoK Students' Union and Kent Students' Union; its legal name is Kent Union. Kent Union has a wholly owned subsidiary undertaking, Kent Union Trading Limited (KUTL), in relation to non-primary purpose trading, whose registered company number is 06795479.

The principal address and place of business of Kent Union is:

### **Kent Union**

Mandela Building,  
University of Kent, Canterbury, Kent, CT2 7NW.  
Tel: 01227 824200  
[www.kentunion.co.uk](http://www.kentunion.co.uk)

### **Trustees**

#### **President and Chair**

Joshua Frost (1 July 2020 to 14 March 2021)

#### **Acting President and Chair**

Aisha Dosanjh (15 March 2021 to 30 June 2021)

#### **President and Chair**

Aisha Dosanjh (Appointed 1 July 2021)

#### **Vice-President (Academic Experience)**

Victoria Saward-Read (1 July 2019 to 30 June 2021)

#### **Vice-President (Academic Experience)**

Guadalupe Sellei (Appointed 1 July 2021)

#### **Vice-President (Welfare and Community)**

Aisha Dosanjh (1 July 2019 to 30 June 2021)

#### **Vice-President (Welfare and Community)**

Favour Salami (Appointed 1 July 2021)

#### **Vice-President (Student Engagement)**

Aldo Manella (1 July 2020 to 30 June 2021)

#### **Vice-President (Student Engagement)**

Caroline Van Eldik (Appointed 1 July 2021)

#### **Vice-President (Post Graduate Experience)**

Oluwatobi Obaremo (Appointed 31 August 2021)

#### **Vice-President (Post Graduate Experience)**

Patrick Stillman (Resigned 30 August 2021)

### **Student trustees**

Ahmed Ibrahim

Kyla Greenhorn (Resigned 30 June 2021)

Muhammad Abdullah (Resigned 30 June 2021)

Abdullah Karim (Appointed 1 July 2021)

Syed Mahmood (Appointed 1 July 2021)

Esther Kiburi (Appointed 1 September 2020 - Resigned 19 August 2021)

Jessica Millward (Appointed 4 November 2021)

### **External Trustee Deputy Chair and Chair of Finance and Risk Committee**

Peter Gingell

### **External Trustees**

Jo Thomas

John Paterson

Stephen Lamyman (Resigned 30 June 2021)

Natalie Salunke (Appointed 1 March 2022)

### **Company Secretary**

Veena King



## Trustee Attendance

The following table shows the attendance (meetings attended and number of meetings held during their term of office during the year) by Trustees at Board and Board Committee meetings.

Trustee	Board	Board Committees		
		Finance and Resources	Remuneration	Kent Union Trading Ltd
Joshua Frost	4/4	3/3	2/2	1/1
Aldo Manella	6/6	3/4	N/A	N/A
Aisha Dosanjh	6/6	3/4	N/A	N/A
Vicky Saward-Read	6/6	N/A	2/2	2/2
Patrick Stillman	6/6	N/A	2/2	2/2
Esther Kiburi	4/6	N/A	N/A	N/A
Muhammad Abdullah	5/6	N/A	2/2	1 / 2
Kyla Greenhorn	5/6	3/4	N/A	N/A
Ahmed Ibrahim	5/6	N/A	N/A	N/A
Peter Gingell	6/6	4/4	2/2	3/3
Stephen Lamyman	5/6	0/2	1/2	2/2
Jo Thomas	5/6	N/A	N/A	N/A
John Paterson	6/6	N/A	N/A	N/A
Favour Salami	N/A	N/A	N/A	N/A
Guadalupe Sellei	N/A	N/A	N/A	N/A
Caroline Van Eldik	N/A	N/A	N/A	N/A

## Senior Management

Acting Chief Executive	Mel Sharman
Deputy Chief Executive	Dennis Summers
Director of Membership Services	Bex Green
Interim Director of Membership Services	Vicki Edwards
Managing Director KUTL	Rob Pegg
Director of People and Culture	Victoria Todd
Director of Digital and Communications	Lloyd Wilson

## Principal professional advisors

The principal professional advisors of Kent Union are:

<b>Bankers</b>	National Westminster Bank Plc, 11 The Parade, Canterbury, CT1 2SQ
<b>Solicitors</b>	Furley Page Solicitors LLP, Admiral's Offices, Main Gate Road, Chatham ME4 4TZ
<b>Auditors</b>	Crowe U.K. LLP, Riverside House, 40-46 High Street, Maidstone ME14 1JH
<b>Insurance Brokers</b>	Endsleigh Business Insurance Services, Hadley House, Shurdington Road, Cheltenham Spa, GL51 4UE

## External Affiliations

Under the Education Act 1994, the Union is required to report to its members, on an annual basis, all current external affiliations. As at 31 July 2021, the Union was affiliated to the organisations shown below, together with the cost of affiliation in the year ending 31 July 2021:

• <b>The National Union of Students (NUS)</b>	<b>£34,548</b>
• <b>British Universities and Colleges Sport (BUCS)</b>	<b>£12,587</b>
• <b>Advice UK</b>	<b>£978</b>



### **Aisha Dosanjh**

#### **President and Chair of the Board's Introduction**

On behalf of the Trustees I am pleased to introduce this year's annual financial statements which covers a period that has possibly been one of the most challenging Kent Union has known. The statements show a resilient position given the dramatic impact of Covid-19 on operations during the year.

Our Student Membership and Staff have played a leading role from the onset of the pandemic, we adapted our service and commercial model quickly and successfully to enable activities and engagement to be conducted remotely across the Union. Students have had to face dramatic changes to the way they study at a time when many are finding their personal wellbeing is being intensely tested. Kent Union has had to respond and adapt to new working practices with very little notice and ongoing uncertainty, whilst throughout the lockdown being able to support those students who remained on campus. We have also identified and reprioritised resources and services that help benefit those who need it most, our Foodbank and Freecycle facilities are prime examples of this and have been an essential source of assistance.

Concurrently the majority of Union office based staff were supported to switch, very successfully, to remote working. Those that were required to work at the Union's offices, trading outlets and Nursery were kept as safe and secure as possible.

Covid-19 has brought about many challenges not least the financial impact it has on the sustainability of the organisation which is being managed through the focus on student activities, use of the available government Covid-19 reliefs and staff savings. These measures have led to a 2021/22 committed budget that achieves the Union's Reserves Policy targets. This has obviously been a difficult time for staff which continues with the various degrees of uncertainty and I would like to acknowledge and thank their ongoing efforts.

Despite the Covid-19 pandemic having a substantial impact on many of the Union's income streams, the University has maintained its investment commitment to Kent Union on facilities and services, supporting Kent Union in its considerable focus on improving student satisfaction. Kent Union refreshed its latest strategy in the year which delivers a clear direction for achieving this while continuing to review all aspects of our operations. The new strategy will drive further improvement in student experience, while maintaining high quality services and continuing to deliver impactful engagement.

Kent Union resilience during the year means it is relatively well positioned to adapt and remains committed to providing the best possible experience and outcomes for its members and staff. I would like to express my sincere thanks to all members of the Board, Staff and Students for their hard work and support, which have been critical to our achievements over the past year.

# REPORT OF THE TRUSTEES YEAR ENDED 31 JULY 2021

## Introduction

The Trustees submit their annual report and financial statements for the year ended 31 July 2021. In preparing this report, the Trustees have complied with the Charities Act 2011, Companies Act 2006 and the 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 (FRS102), and the constitution of Kent Union.



## Structure, Governance and Management

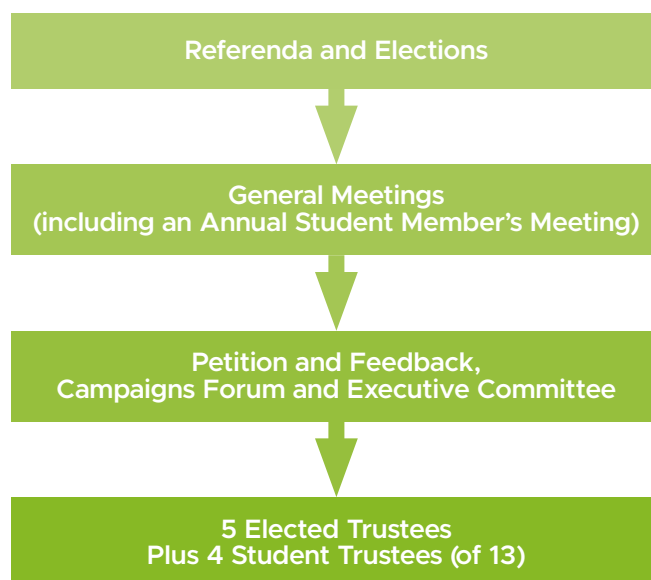
### Structure

Kent Union is a registered charity (Charity No: 1183556). The Union is also a company limited by guarantee registered in England and Wales (Company No: 11939038). The Union is constituted by its Memorandum and Articles of Association and is controlled by a Board of Trustees, who act as Directors for the purposes of company law and Trustees for the purposes of charity law. Decisions are made by simple majority vote.

The Union is a membership organisation governed by a written constitution and via democratic structures. Students of the University of Kent have the option to become members of Kent Union as soon as they enrol at the University. Students have the right (under the Education Act 1994) to opt-out of Union membership and once their student status at the University of Kent ends they cease to be members of Kent Union.

As part of incorporation on 1 August 2019 new articles of association, approved by the membership were adopted and are referred to as the Constitution. There is a Petition and Feedback model allowing students to suggest ideas as well as proposals for more significant campaigns and policy changes. If initial student support is obtained, these go forward to an all student vote and, if successful, the ideas are developed and implemented by a Campaigns Forum. In addition, there is an Executive Committee which has picked up a number of residual formal responsibilities which were previously undertaken by Union Council.

The Union's constitution provides for the following democratic structures:



Kent Union has a wholly owned subsidiary undertaking, Kent Union Trading Limited (KUTL), in relation to non-primary purpose trading. The total surplus generated by the subsidiary during the year will be donated by KUTL to Kent Union.

## Governance

The Union's Board of Trustees consists of five officer trustees, four student trustees, two of whom are selected (or elected) and two of whom are selected, and four external trustees. The officer trustees are elected by and from the Union's membership on an annual basis, serving from 1 July to the following 30 June (1 September to 31 August in the case of the Postgraduate Experience Officer). The officers work full-time for the Union, receiving remuneration and completing a portfolio of duties, alongside their role as trustee of the Union. External and student trustees do not receive any remuneration. Officer trustees and the elected student trustees may stand for re-election for a second year but, as per the Education Act 1994, may only serve for two years in total. The two selected student trustees serve a term of office of up to two years and can be reappointed subject to approval by the Board of Trustees. The external trustees are appointed via an open recruitment process and serve a three-year term of office and can be reappointed for a further term subject to approval by the Board of Trustees. The Board meets at least four times a year, with the Senior Leadership Team in attendance.

The external trustees bring high levels of professional and specialist knowledge to the governance structure. Selected student trustees are selected to improve the demographic representation of the Board and this year we have had trustees representing postgraduate and mature students and students from the Medway campus of the University. The President acts as Chair of the Board, is the main ambassador for the Union and responsible for the performance management of the Chief Executive. All trustees subscribe to the Nolan Principles of good governance, both individually and collectively as a Board.

The Trustees receive a comprehensive induction, co-ordinated internally by the Head of Governance Support. The programme includes internal training, briefings and receipt of a Trustee Handbook. An annual Board effectiveness review is conducted by the trustees, the Head of Governance Support and Deputy Chief Executive and, from this, an action plan is developed and opportunities to improve the Union's governance are identified. Last year an external review was also undertaken to demonstrate compliance with recommended practice in the NCVO Code of Governance. This will be carried out every 3 years. This year a comprehensive review of the Union's committee structures took place with the consolidation of a number of meetings in order to ensure the effectiveness of the committees and its members.



By undertaking regular skills, experience and diversity audits, the Board ensures it has the right balance of skills, knowledge, experience, background and characteristics to facilitate effective and robust governance. Direct measures put in place following recent Board Effectiveness Reviews include: Strengthened induction and support for Trustees; regular updates about Kent Union provided to Board and External Committee members; pro-active work to enhance the representation of minority or marginalised groups; and standardisation of papers.

Good communication and accountability with the membership is paramount. The Kent Union website plays a key part in communicating the good governance of Kent Union with information on the Trustees, Board and Committee membership, strategic priorities and governance policies and procedures. The latter contains a link to an organisational model showing how the governance, democracy and operational strands of Kent Union work together highlighting to the membership how they can get involved with Kent Union. This helps ensure two-way communication between the membership and the Board, making the Board accountable and transparent to its members.

Staggered terms of office have been created to ensure there is cross-over and overlap between the trustee roles, ensuring there is always a measure of continuity in Board membership. The trustees regularly get involved in Kent Union events, such as the Annual Member's Meeting and Awards events. The membership is able to hold Kent Union's Board to account at the Annual Member's Meeting, with trustees attending and answering questions raised by members.



The Board has two Committees and two further Sub-Committees that have delegated responsibility on behalf of the Board. The Committees have clearly defined Terms of Reference, and the membership of each includes trustees. The Committee structure allows trustees to work with senior management to ensure staff are held to account, scrutinise the operational work of the Union and act as guardians of the Union's behaviours and values, and report back to the Board.

#### **Finance and Resources Committee**

Finance and Resources Committee has delegated responsibility, for ensuring the Union complies with relevant legislation and regulation; that the Union remains solvent and in sound financial health; and for analysing and managing the Union's risk profile.

#### **People Consultative Committee – Sub-Committee of Finance and Resources Committee**

People Consultative Committee has delegated responsibility for ensuring that Kent Union is an outstanding employer, that it has a highly motivated and engaged workforce and excels at volunteer management. The Committee has delegated responsibility for recommending and overseeing implementation of Kent Union's People Plan, which covers the Union's paid workforce and volunteers.

#### **Health and Safety Committee – Sub-Committee of Finance and Resources Committee**

Health and Safety Committee has delegated responsibility for ensuring Kent Union has appropriate management systems in place to protect the health, safety and welfare of its staff, customers and visitors. The Committee also monitors the effectiveness of the health, safety and welfare management arrangements within the Union on behalf of the Board of Trustees.

#### **Remuneration Committee**

Remuneration Committee has delegated responsibility for overseeing and determining the remuneration package for the Chief Executive, Senior Leadership Team and Officer Trustees. In such regard, the Committee pays due regard to relevant legislation and regulation, best practice guidance on senior executive pay in charities and to the views of the Union's beneficiaries and stakeholders. The Committee is also responsible for ensuring that the Union's reward package is effective at attracting and retaining talented staff, whilst paying due regard to utilising the Union's limited resources as effectively as possible.

#### **Fundraising Code**

Kent Union is committed to the fundraising codes of practice upheld by the Fundraising Regulator. Our fundraising work including Raise and Give (RaG) raised over £0.1k for other charities. We continually review our activities in relation to the protection of vulnerable people. Policies are in place and the training of our membership volunteers has been updated to include guidance on recognising and dealing with fundraising events.

Kent Union does not make direct fundraising appeals to its members. We carry out an annual RaG week and provide guidance to students based on the Union's fundraising policy. No complaints were received concerning our fundraising activities.



#### **Charity Governance Code**

The Charity Governance Code aims to help charities and their trustees develop high standards of governance. The Code sets the principles and recommended practice for good governance and is deliberately aspirational. The Code sets out to be a tool for continuous improvement towards the highest standards. The Code's principles, rationale and outcomes are universal and intended to apply equally to all charities, whatever their size or activities. Charity boards that use the Code effectively regularly revisit and reflect on the Code's principles. The Code does not attempt to set out all the legal requirements that apply to charities and their trustees, but it is based on a foundation of trustees' basic legal and regulatory responsibilities. The seven Code principles build on the assumption that charities already meet this foundation. The principles are:





1. **Organisational Purpose** - The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
2. **Leadership** - Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.
3. **Integrity** - The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.
4. **Decision-making, Risk and Control** - The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.
5. **Board Effectiveness** - The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
6. **Diversity** - The board's approach to diversity supports its effectiveness, leadership and decision-making.
7. **Openness and Accountability** - The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

Kent Union is committed to complying with the Code and has mapped its current compliance with the Code. A low number of development areas have been identified from the compliance mapping exercise and their implementation is being monitored by Finance and Resources Committee.

#### **General Data Protection Regulation**

General Data Protection Regulation (GDPR) compliance has been initiated by the Data Compliance Officer and is monitored by the Senior Leadership Team and Finance and Resources Committee.

## **Management**

The Trustees are responsible for protecting the values of the Union, as set out in the Union's Values Statement, and ensuring that the Union is working towards its belief and delivering its charitable purpose. The Trustees are responsible for approving the strategy, major plans (including the annual budget and long-term financial goals) and policies of the Union and for ensuring that these are implemented. The Trustees delegate much of the day-to-day running of the Union to the Chief Executive and Senior Leadership Team, who oversee the Union's staff consisting of approximately 250 individual staff and over 1,000 volunteers.

## **Public Benefit**

Kent Union is a Public Benefit Entity. The Trustees have had regard to the Charity Commission's guidance on public benefit. The ways in which the Union demonstrates how it provides public benefit are included in its review of objectives and activities which follows.

## **Activity**

Detailed in the sections below are the activities and services Kent Union provides its members to support and deliver our charitable purpose, vision, mission and values. Covid-19 has had a profound impact on activities and services of Kent Union over the year and continues to influence the delivery the operations.

## Representation and Democracy

The Representation and Democracy Department provides members of Kent Union with access to a voice during their time at the University of Kent. The pandemic has been a challenging period for students in many ways. It has been even more crucial to ensure that student voice and experience is represented in decision making at the University of Kent.

Student Reps represent the views of their peers to the University on all matters regarding learning and teaching and the wider student experience, and are elected, inducted, trained and supported by Kent Union.

During 2020/21 we have continued to work on improving Academic Representation, particularly through the redevelopment of our Student Rep system which included:

- 95% increase in student participation;
- Rolling out online training and reward and recognition systems;
- Following the University's restructure, working with University staff in academic divisions to embed the Student Rep system and student voice function in academic schools;
- Liaising with GKSU and Greenwich Students' Union to embed changes to the Student Rep system to improve engagement on the Medway campus;
- Consulting with students on their online learning experience, making recommendations and highlighting best practice to University staff.

This year also saw continued focus on developing academic communities through improving relationships between Schools, Student Reps and Academic Societies. We continued to offer free membership to students to join a society associated with their course and worked to develop Academic Societies, including improved funding, greater publicity and facilitating greater integration between societies and Student Reps within Academic Schools.

We continue to see a positive culture change with the uptake in membership of Academic Societies that we hope to continue building in future years. We have also seen the quality of their activities improving, and stronger relationships forged with Academic Schools.

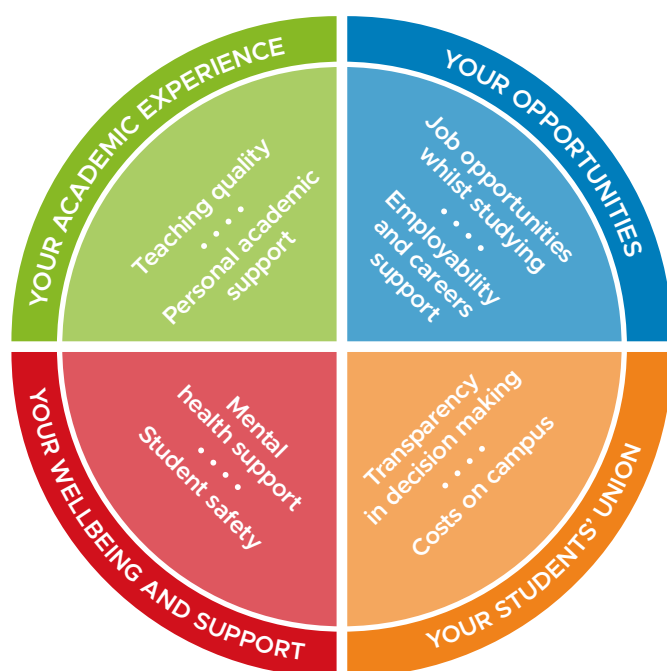
We continued to develop student networks following the recommendations of the 2018/19 Democracy Review. The networks are a space where like-minded students can discuss issues relating to their shared identity or interest, converse on difficult topics and create campaigns. The Student Networks were particularly active in lobbying the University for improvements on the implementation of inclusive learning plans, making spaces more physically accessible for students with disabilities, feedback on making online content more accessible and working together on a project to provide free sustainable period products available amongst other things. We have also been working closely with the BAME Network to amplify the voice of Black and minority ethnic students within the development of the University's new Anti-Racism strategy.



Liberation activity has taken place throughout the year with Kent Union staff and Officers working with Student Networks, student groups and University colleagues to develop a programme of online events, resources and exhibitions for history months.

Members continued to contribute to the direction of Kent Union with 1,909 students casting 7,613 votes (equating to 9.3% of the student population) in the annual Leadership Elections, where the five elected officers are chosen. Members also contributed to the direction of Kent Union voting on Student Priorities, which provide students the opportunity to give feedback and vote on a list of priorities that students want Kent Union and the officer team to work on for the subsequent academic year.

The Student Priorities for 2021/22 are:



Covid-19 caused significant disruption to students and our Full Time Officers worked hard to represent students' interests and needs throughout the pandemic with support from Representation and Democracy staff. Issues worked on ranged from moving the academic experience online and successfully campaigning for a 'no detriment' policy in assessments, to lobbying landlords to be flexible on student housing leases, working with the University to develop financial support in the form of a Covid-19 fund and focusing on student mental health.

## Student Activities



Student Activities provides thousands of opportunities for students to get involved with Kent Union; giving members the opportunity to meet people with similar interests, build friendships, develop skills and have the best time whilst studying at Kent. Specific areas within the Student Activities Department are outlined in more detail below. The majority of activities offered are via our student groups who have an elected committee with a constitution setting out their aims and objectives. Training and support is provided by Kent Union staff, who deliver sessions on leadership, campaigning, finance and health and safety, which helps to empower students to run their groups effectively. Towards the end of the academic year we celebrated the achievements of our volunteers with the Kent Union Spotlight Awards which, due to Covid-19, took place virtually.

## Charity Fundraising and Volunteering Groups

It has been a great year for student fundraising, despite battling a global pandemic, and almost no in-person fundraising, with our members raising money for local and national charities. RaG have continued to go ahead with their challenges, taking on the three peaks, skydiving and the Kilimanjaro Trek. Our community action groups have continued to deliver positive social change within the local community. For example, Canterbury Homeless Outreach continued to deliver hot food and drinks to homeless people in the city centre, and British Sign Language taught a sign a day via their social media.





### Sports Clubs and Societies

This year was a difficult year for our sports clubs and societies, who were limited in their activity due to government lockdowns and restrictions of in-person activity, especially those activities taking place indoors. Many activities were sadly impossible to continue which led to the need for some groups to offer membership refunds to their members. The Activities team worked with committees throughout the changing guidance, supporting online student group activity where possible. The Yoga and Salsa societies were able to successfully transition online, helping to support many students' mental health.

### Student Media

Student Media continued to offer a unique experience to volunteers across three student groups: KTV (online television), In Quire (printed and online newspaper) and CSR (radio). Despite in-person activity being limited, the student team still produced quality content and continued to push their own boundaries and gain skills for life after university. KTV produced another slick set of live broadcasts, tied into the Kent Union Leadership Elections, In Quire published their first magazine, packed full of colourful features and glossy photos, and CSR began the process of evolving into the digital age, dropping their FM-licence and adapting their output to broadcast solely online, with a new website and new equipment for their studio.

### Student support

Canterbury Nightline, a student run listening service supporting students throughout the night, had 48 contacts via phone, email and instant messenger. As the UK went back into lockdown from November till March 2021, the volunteers adapted to opening a remote service, offering a reduced service. They trained an additional 25 volunteers to deliver the service, bringing the total number of volunteers to 37, and positioned the service for the return to more students on campus.

We continue to support students through the Access to Activities and Access to Kent Sport funds which aim to break down financial barriers to joining a student group and engaging in activities. STuFF the Student Foodbank and Freecycle has been able to help 24 students over the academic year, and has received a huge 313 kilograms' worth of donations and counting! The Foodbank has provided a lifeline to students struggling with financial hardship throughout the pandemic.

### Advice Services

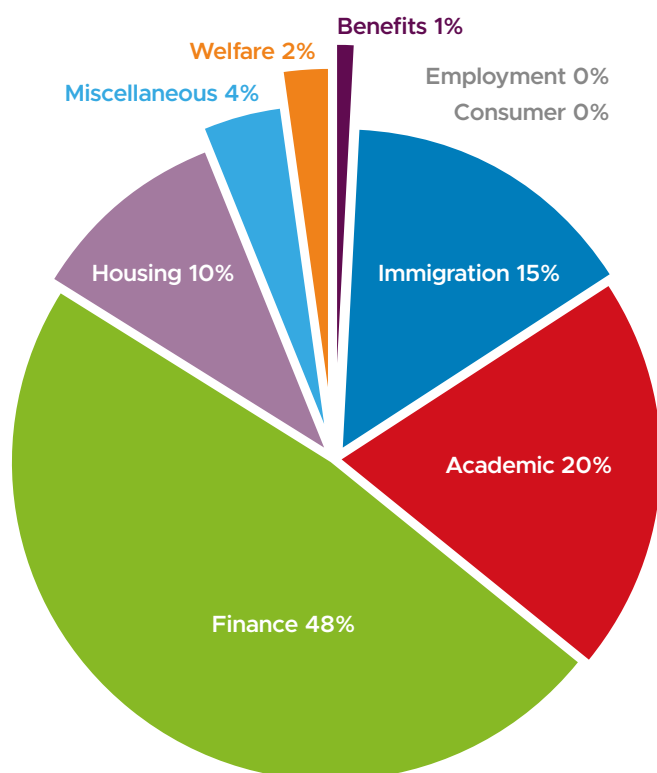
During the academic year 20/21, the Advice service provided advice, guidance, information and representation to University of Kent students through Kent Unions Canterbury Advice and for those studying in Medway through the GK Unions partnership. This includes students on a University of Kent franchised course, prospective students who need help with a query relating to starting their course with the University of Kent (e.g. funding, immigration) and graduating students who need support with an issue relating to their completed course (e.g. appeal or complaint).

The areas of advice that the service can help with relate to student-specific queries, including student finance, financial issues, student housing, student immigration and matters relating to University regulations (e.g. academic appeals, misconduct allegations). Basic guidance is provided on welfare issues, benefits and employment, with assistance given to signpost to alternative agencies to provide detailed advice. Additionally, the service works with the University of Kent Financial Aid team to administer the hardship fund for home fee-paying students, the Access to Learning Fund (ALF). An electronic caseworker system is used to record details of students that have contacted the service, the issues raised and the advice or information given. Student Advisers are trained as generalist advisers but each adviser leads on a certain area to ensure any relevant new information or changes in that area are communicated to the team.

Since March 2020 the Advice Service has been online. Students could contact the advisers via a contact form on Kent Union's and GK Union's websites, via email and webchat. An online booking system is used to arrange appointments with an Adviser for ALF.

During the academic year (1st August 2020 – 31st July 2021) 2,514 new cases were opened at Canterbury and 790 in Medway. The majority of cases opened related to financial issues.

### Canterbury and Medway 2020-21



In September 2020 the Kent and Medway Medical School (KMMS) (a collaboration between the University of Kent and Canterbury Christ Church University), welcomed their first cohort of approximately 100 students onto the Medicine degree course. The Canterbury Advice Centre supported more than 10% of the KMMS students with financial and academic issues during the academic year.

The Covid-19 pandemic continued to cause significant disruption to the student experience at university during 2020/21. The Advice Service worked with Kent Union's elected Officers and the University to ensure adequate support was offered to students. This included input into the distribution of Office for Students hardship funding given to the University to help students in financial difficulty.

Following a review of the academic regulations in 2019/20, the Advisers and Officers continued to be involved in the shaping of the regulations and the mapping out of the policies.

The Advice Service prompted the Financial Aid Office to review the ALF application process which was clunky for the students to navigate. Steps were taken to move the application onto the online financial education platform, Blackbullion, the University of Kent also subscribe to this and it will make the process more straightforward for the student's applying and for the advisers who work with them to complete their application. The ALF application went live in October 2021.

In October 2020 the immigration rules changed in response to the UK leaving the EU. This has resulted in an increase in enquiries during June and July 2021 as students prepared to apply for their student visas.



### Jobshop

Jobshop supports and advises students seeking employment whilst they study. Part-time employment not only provides a valuable income but also practical work experience to build their employability skills ahead of graduating. Students looking for part-time, temporary or seasonal work have a one-stop service with Jobshop.

Vacancies are advertised via Target Connect and accessed via the Jobshop page on the Kent Union website, or by logging in to Target Connect directly on the University web page. Jobs are also advertised via social media platforms and digital screens.

Roles are available within Kent Union, University departments and a range of external organisations. Jobshop also offers information on finding part-time work locally, how to apply for a National Insurance number, job hunting strategies, competencies sought by employers and preparing for interviews.

In 2020/21, students worked 7,907 hours via the Jobshop Temp Staff Bank. Fulfilling 836 temporary assignments via Jobshop.

We advertised 1,179 vacancies across the year plus a further 363 vacancies were advertised for on campus roles.

Unfortunately, for the second year running, Jobshop was unable to run the annual part-time, temporary and seasonal jobs fairs, which usually take place in March and October. We plan to reinstate this in March 2022 once confidence has been restored in 'on campus events' and it is safe to host such an event.

In May 2021 we saw a huge increase in opportunities becoming available with a sense of urgency to recruit staff. The service of Jobshop was fully restored, with Jobshop recruiting circa. 175 students for temporary placements internally with the University and external companies such as Holiday Extras.

Jobshop ended the year by recording an impressive £45.5k of revenues for the month of July 2021, 12 months after recording zero income. In the last couple of months of the year Jobshop has never been busier. As well as supporting Kent Union with their student recruitment for 2021/22 we have placed over 30 temps with Kent Hospitality to help them with their summer cleaning schedule. We have 12 temps working with the Clearing Hot Lines team, either taking calls or assisting with admin. There are also various temps assisting University departments across campus, with remote and on-campus work.



## Oaks Nursery

The Oaks nursery is registered for 90 children per day, aged between 3 months and 5 years and provides high quality childcare to students and staff of the University, Kent Union and the wider community. The children are grouped in 4 different rooms, all with their own outdoor space according to their age and stage of development.

The nursery reserves a number of places for student parents to support the aims of the Union's charitable purpose. The student parent families have the option to attend the nursery on either a 38-week part-time contract or a PG full-time contract with a reduction in sessional charges.

For the year 2020/21 the number of student families attending the nursery were very low due to the Covid pandemic as many students were sent home or their lectures were virtual and therefore student families no longer required childcare.

Children attending are from diverse and multi-cultural backgrounds with over 50 children having family groups which are bi-lingual or have English as a second or third language.

### The nursery currently employs 33 career members of staff

- all who are qualified to at least Level 3 in Childcare
- the nursery manager is qualified to Level 6 and has the Early Years Professional Status qualification
- a nursery apprentice who is due to complete her course in May 2022
- a nursery cook and a nursery catering assistant

### 8 Support practitioners

- who cover sickness, annual leave and any vacancies in posts

### 6 student temps through Jobshop

- who provide lunch cover and paperwork cover for the staff

### Covid Related challenges for 2020/21

- December 2020 saw both of the baby rooms and the 3 – 5-year-old room close due to positive covid cases being reported. This then resulted in the whole nursery closing early for the festive season to break the cycle.
- January 2021 saw the 3 – 5-year-old room close for 10 days due to a positive case being reported.



- The Nursery Education Grant funding for all 3 year olds continued to be paid to the nursery despite the closures, therefore lessening the financial impact on the nursery when the 3 – 5-year-old room closed.
- Occupancy levels for September 2020 to December 2020 were low and slow to increase due to parents and students not being fully back at work.
- Occupancy levels had to be kept low to ensure that staff/child ratios were maintained at all times due to staffing shortages caused by staff sickness and lack of maternity cover.
- A large increase in costs for cleaning resources and PPE equipment due to the high levels of cleaning and hygiene policies we have in place.

### Nursery Achievements

- The nursery has been able to remain open to the families since we re-opened back in June 2020.
- From January 2021 until August 2021 there were no reported positive Covid cases in the nursery.
- Occupancy levels have slowly been increasing from January 2021.
- Waiting list enquiries are on the increase, however this has resulted in the current waiting time for a place at the nursery being between 12 and 15 months for the 0-2-year-old room and the 2 – 3-year-old room.
- Student nursery places were oversubscribed for the start of 2021
- The 3 – 5-year-old room continues to be oversubscribed for the later months of the financial year, however this does mean that we are unable to offer any new nursery places to 3 and 4 year olds
- The school leavers graduation party was able to take place this year and was open to the parents, everyone had a lovely time.
- A new senior management team has been formed and the deputy manager is now full-time in the office and therefore able to fully support the nursery manager.
- We have been able to successfully recruit 2 new part time nursery practitioners.

The nursery aims to be a leading full day care setting in the Canterbury district to serve our members, the University of Kent's staff, Kent Union staff and the wider community, providing competitive, flexible childcare and to ensure that children receive high quality learning experiences led by a team of professional, qualified staff.

### Retail Trade and Licensed Trade and Catering

As well as contributing to Kent Union's resources the areas of Retail Trade and Licensed Trade and Catering provide students at the University of Kent the opportunity to work part-time and develop their employment skills through our employability programme.



### Catering and Licensed trade

Kent Union operates a number of licensed premises including Woody's which provides day and evening catering as well as a wide range of alcoholic and non-alcoholic refreshments and supports students through a wide range of student lead events. Woody's closed in March 2020 due to Covid-19 and re-opened in September 2020 when students returned. It subsequently closed in November 2020 due to the nation's second lock-down and reopened in May 2021 under Covid-19 trading restrictions. To support social distancing measures and enhance the student experience an App was developed to allow table service and cashless payments.

The Venue provides popular late-night entertainment for students in a safe environment. It features themed nights covering student supported events and has wide range of genres as well as headline acts such as Raye, My Nu Weng, Mist, Radio 1 DJ sets and MTV Tours. The Venue closed its doors to customers in March 2020 and remained closed throughout 2020/21. The Venue went through a £0.5m refurbishment over the summer funded by the University and has significantly improved accessibility to our student groups through more defined student spaces.

The Deep End is part of the Student Hub at Medway and offers catering, coffee and fully accessible social spaces. The Deep End provides a modern and exciting venue for students, run by students. The Deep End closed in November 2020 due to Covid-19 and its operation transferred to Greenwich Students' Union in June 2021.

Kent Union's highly successful Summer Ball is managed by the Licensed Trade and Catering team and unfortunately due to Covid-19 the event was not able to take place for the second year in succession.



## Retail

Our Retail outlets are comprised of two franchised convenience stores - owned and operated by Kent Union, but under the Co-op brand, meaning the Retail department continues to employ over 100 students each year, while being able to offer a wider range of groceries, hot and cold food to go, and fresh and frozen foods, with stronger special offers and competitive pricing, producing greater value for money for students.



The Library Cafe is increasingly popular with students as it meets their refreshments requirements with hot and cold beverages, and a wide selection of snacks while they study at the University's central library. The Library Cafe was temporarily closed during the outbreak of Covid-19. It now has a Grab and Go facility to speed up the service to students.



The franchise provides an excellent service to Kent students and staff, while also providing stable infrastructure for Retail operations, and ultimately a greater contribution by the Retail department to Kent Union's financial goals.

The arrival of Covid-19 resulted in the closure of the Parkwood Co-op shop in March 2020 and reopened in September 2020. Due to Covid-19 the Co-op Plaza shop closed in December 2020 reopening in April 2021 the customer numbers and revenues sharply declined in line with student and staff numbers on campus during this period of closure.

## Plans for Future Periods

### Strategic Plan 2021-2024

The Trustees approved the Union's Strategic Plan for the period 2021-24 at its meeting in June 2021. The Strategy includes three strategic themes, with a series of strategic objectives under each theme, as shown below:

#### Our Strategy

##### Student Led - *You get the first and last word*

1. Be an expert on Kent Students, their values and what matters most to them. We will understand better than anyone else the demographics, needs, concerns and expectations of Kent Students.
2. Give students the opportunity to shape every aspect of their Students' Union, no matter how small.
3. Advocate on behalf of, and alongside our students to promote the students' interests and priorities. We will not just be a passive service provider. We will work with students to co-create opportunities and solutions.

##### Here for You - *When you are doing great or you just need a helping hand*

1. Challenge decision-makers and influencers to make the cost of being a student more affordable.
2. Strive to be a Students' Union you can always turn to, get advice from and be supported by.
3. Lobby the University for more investment in fit for purpose mental health services.
4. Place a strong emphasis on embedding wellbeing within all of our activities and opportunities.
5. Champion an environment where ALL students feel safe and campaign for a positive, inclusive, anti-racist University culture.

##### A Place of Opportunities - *Kent Union is a home for everyone like you*

1. Empower students to find their friends and a sense of belonging.
2. Deliver more inclusive, diverse and fun experiences that encourage students to try new things.
3. Give students a reason to want to get involved and feel a part of Kent Union.
4. Make our activities, opportunities and services even more accessible through innovative use of digital technology and tools.

The current strategic plan runs until 2024 when a new plan will be launched.

This new strategy comes at a time where the organisation has gone through a number of changes following the transfer of the GKSU operations to Greenwich Students' Union, change to the Retail franchises of the shops on campus and the Mandela building refurbishment making it more accessible to our members.

A new generation, generation Z, is about to become the majority of students at Kent and with these new opportunities for Kent Union there are also new pressures from the demographic dip we are currently facing and the financial pressure the University of Kent is currently under. The Higher Education sector is in a challenging position, and the political and economic climate in the UK means that predicting too far ahead is difficult.

The Medway campus with its multiple stakeholders continues to be a complex landscape. Operation of the GKSU partnership was transferred to Greenwich Students' Union (GSU) on the 1 June 2021 and a new partnership agreement put in place between Kent Union, GSU and Canterbury Christ Church Students' Union with GSU responsible for its operation.

## Financial Review

### Responsibilities for the Accounts and Financial Statements

The Charities Act 2011, the Companies Act 2006 and the Constitution of Kent Union require the Trustees to prepare financial statements for each financial year that provide a true and fair view of the Union's financial activities during the year and of its financial position at the end of the year. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Union will continue in operation.

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy the financial position of the Union at any time and ensure that the financial statements comply with applicable law and regulations. The Trustees are also responsible for safeguarding the assets of the Union and for their proper application under charity law, and therefore for taking reasonable steps to detect and prevent fraud.



## Basis of Accounting

The annual financial statements of Kent Union are attached to this report; they have been prepared using the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102). The Trustees, as part of the preparation of these financial statements, have reviewed Kent Union's key accounting policies to ensure that they continue to be in accordance with the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102) and of best accounting practice.

## Principal Funding Sources

Approximately 45% of the Union's funding for 2020/21 is provided by funding from the University of Kent and the University of Greenwich (the latter in relation to the Medway campus) in support of the Union's general activities, and by restricted grant funding from the two Institutions in support of specific charitable purpose activities of the Union. The remainder of the Union's income is principally generated by the Union through its charitable purpose activities of skills development and employability through its Retail, Licensed Trade and Catering operations, Jobshop activities, operation of a children's Nursery and from fundraising by student groups.

## Income and Expenditure Account

The Union made a consolidated underlying surplus of £81k compared to the previous year of £77k. This is a great result in very difficult circumstances.

Total revenues for the period were £7,687k, compared with total revenues of £11,701k in the preceding year, a decrease of £4,014k (34%). Expenditure includes £354k put back into students' pockets to help them fund their time at University, either from direct employment within the Union's various services or functions, from employment opportunities for students found via the Union's Jobshop employment agency or from paid internships. The main reason for the decline in income is Covid-19 which has had a significant impact on Kent Union's commercial outlets.

## Balance Sheet

The Union's total consolidated reserves stood at £606k as at 31 July 2021; this was an increase from £525k as at 31 July 2020 due largely to the financial performance recorded in the year.

The Union's consolidated cash position has increased from £539k as at 31 July 2020 to £640k as at 31 July 2021, due to more prudent cash management and use of the Governments Job Retention scheme.

A balance sheet position of net current assets was not achieved by the Union, with net current liabilities of £146k as at 31 July 2021, which was an improvement of £225k since 31 July 2020. Attainment of a balance sheet position of net current assets has been, and continues to be, a key criterion of the Union's Reserves Policy.

## Pension Liability

Kent Union participates in the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit pension scheme, in which over 50 employers participate.

A formal actuarial valuation of the scheme is carried out every three years by a professionally qualified and independent actuary, the last valuation being carried out with an effective date of 31 March 2020. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers.

As a whole, the market value of SAUL's assets was £4,364 million representing 109% of the liabilities for benefits accrued up to 30 April 2021. The SAUL trustee and the employers in the scheme have agreed that to maintain the surplus at the 30 March 2020 valuation so employer contributions will increase in April 2022 from 16% of pensionable pay by 3% to 19%. In January 2023, it will increase a further 2% to 21% to reduce the contribution strain and help keep SAUL secure for the future.

## Reserves

The Union's total reserves stood at £606k as at 31 July 2021. Of this amount, £250k are Restricted Funds which are not available for the general purposes of the charity. Details of the Restricted Funds are shown in Note 23 to the Consolidated Financial Statements.

## Reserves Policy

The Reserves Policy is reviewed annually by trustees and was last approved by the Board at its meeting of 3rd December 2020. The trustees have reviewed the organisation's needs for reserves in accordance with the Charity Commission's guidance and assessed that reserves are needed:

- To safeguard the sustainability of Kent Union for the benefit of our membership;

- To ensure that the Union has sufficient cash during periods of volatile trade enabling the Union to meet its financial liabilities as they fall due;
- To provide the financial resources to enable investment in premises, facilities and equipment to enhance the range of services Kent Union provides to its members;
- To maintain sufficient funds to enable operating activities to be maintained, taking account of potential financial risks, uncertainties and contingencies that may arise from time to time.

#### Therefore, the Union will target:

- A minimum of net current assets on Kent Union's balance sheet;
- A target level of unrestricted reserves (free reserves plus fixed assets) within a range of between two to four months' average fixed (non-variable with the level of income) cash expenditure, net of University grant funding, which is between £347,000 and £694,000;
- A target level of free reserves of 1-month average fixed (non-variable with the level of income) cash expenditure, net of University grant funding, which is £174,000;
- In order to establish and maintain reserves in accordance with this reserves policy, Kent Union will budget to generate surpluses year on year as necessary to ensure achievement of its reserves policy.

The annual Reserves Policy targets were largely attained in the year despite the exceptional circumstances surrounding Covid-19 and its impact in relation to commercial operations. Measures are in place to improve the reserve position in future periods and builds on current improved financial performance. Unrestricted Reserves were £356k as at 31 July 2021, which is £338k below the upper target required under our Reserves Policy. Free Reserves were (-£294k) as at 31 July 2021, which is £468k below the target level required under our Reserves Policy. In order to fully attain the reserves required under the Reserves Policy, the Union will continue to budget to achieve a reasonable surplus each year, with the aim of achieving the Reserves Policy targets by 31 July 2024.

#### Trading Subsidiary

Kent Union holds 100% of the issued share capital of Kent Union Trading Limited. During the financial year, Kent Union Trading Limited made a charitable donation of £52k to Kent Union and recorded a net result of £NIL during the year. Kent Union's retail operation transferred to Kent Union Trading Ltd on 1 November 2020 and its Catering and Licence Trade operations transferred on 1 August 2021.

## Key Human Resource Management Policies and Reporting

### Remuneration Policy

The Remuneration Committee has delegated responsibility for ensuring the Union's reward package is effective at attracting and retaining talented staff and officers, paying due regard to utilising the Union's limited resources effectively. In particular, the Committee determines the reward package of the Union's Officer Trustees, Chief Executive and Senior Leadership Team.

The Union has a Remuneration Policy for Senior Executives, approved by the Board of Trustees. The Board recognises its responsibilities to protect the reputation of Kent Union, to reflect the values and ethos of Kent Union as a students' union and registered charity, and therefore to ensure that the pay of its senior executives is fair, not excessive and justifiable to the membership and wider stakeholders. The Board also adopts the principles of openness and transparency of senior executive pay, as recommended by the NCVO Inquiry into Charity Senior Executive Pay 2014. The Board uses the following mechanisms to help meet these objectives and support it in determining the pay of senior executives:

- The Board has established a Remuneration Committee, chaired by an external member and which includes the University's Director of People and Culture (providing a link with the Union's main funder).
- Remuneration Committee reviews the annual Survey of Charity Chief Executives' Remuneration, conducted by the Association of Chief Executives of Voluntary Organisations (ACEVO), and benchmarks the remuneration package of Kent Union's senior executives against it.
- Remuneration Committee, on a periodic basis (at least every three years), benchmarks the pay of its senior executives against a cross section of comparable UK students' unions; and on an annual basis, Remuneration Committee reviews relevant internal HR data for senior executives, such as staff turnover, staff satisfaction, feedback from appraisals and performance metrics. Such benchmarking was last conducted during the preceding year and reviewed by Remuneration Committee;
- The names, job titles and gross salary band of senior managers is publicised in the notes to the accounts for the related period.

## Employee Consultation and Engagement

Kent Union prides itself on being an outstanding employer and is committed to not only adhering to best practice in human resource management but, indeed, in shaping such best practice. We run a Staff Consultative Committee, made up of elected employee representatives from across the organisation, as the formal mechanism for employee consultation. We also utilise an annual employee engagement survey as part of our consultation mechanisms and as a way of ensuring we continuously strive to improve our human resource management systems and practices.

Senior managers spend time conducting 'back-to-the-floor' exercises to ensure they understand the day-to-day experiences of employees. Managers also hold regular team meetings to ensure effective communication with staff, and there are two annual full-staff meetings, at which news about the performance of the organisation is shared with staff. The Union has a 'People Plan', which details the major objectives the Union has set itself over the medium-term future to continue to improve as an employer. The People Plan has recently been reviewed and staff have been heavily engaged in the development of the new Plan.

The Union has been included on 12 occasions, including 2021, in the Sunday Times 100 Best Not-for-Profit Organisations to Work For list.

## Equality of Opportunity and Specific Provision for Employees with Disabilities

Kent Union is committed to the principles of equality, diversity and inclusivity. One of the Union's organisational values is 'Inclusive – we have a deep belief in the principle of equality of opportunity and take positive action to promote diversity'.

The Union has an Equality, Diversity and Inclusivity (EDI) Policy, approved by the Board of Trustees on a periodic basis, and an EDI Committee, which is responsible for monitoring implementation of the Policy.

With regard to employees who have a disability, Kent Union ensures that all reasonable steps are taken to ensure that people with a disability are not disadvantaged through our recruitment processes.

Equal Opportunities data collected at the application stage is separated from the rest of the application process prior to short-listing, and the People Department are responsible for ensuring that any specific requirements of people who have a disability, and who are shortlisted for interview, are accommodated.

Similarly, on an ongoing basis, managers and the People Department ensure that the specific requirements of people who have a disability are accommodated. The Union also purchases specialist support from occupational health professionals to advice on specific adaptations or measures that need to be put in place to support specific disabilities.

## Relationship with the University of Kent

The Union has a very positive relationship with the University of Kent. The aims of the University and Kent Union are closely aligned, with the Union able, by the charitable services it delivers, to support our mutual aims of enhancing the student experience at Kent; the skills development and employability of our members; and supporting the University's aims of student recruitment and retention.

The strength of the relationship is demonstrated by the over £2M of grant funding to Kent Union from the University of Kent in the year to support the Union in the delivery of our services to our members.

However, Kent Union is a separate legal entity from the University, and campaigning and lobbying on issues which are affecting students' best interests is a core function of a students' union. Therefore, Kent Union does and will continue to campaign for and lobby the University to implement changes that the Union considers are in the best interests of Kent students.

## Risk Management

The Trustees have identified the major risks facing the Union and established controls and actions to manage them. The Union's Risk Management Policy was approved by Finance and Resources Committee and the Risk Management Policy identifies compilation and maintenance of a Strategic Risk Register and departmental Operational Risk Registers as key tools within the Union's risk management strategy and processes.

Departmental Operational Risk Registers covering all services and functions on the Canterbury campus are in place and subject to annual review, the most recent being in progress and due to be concluded in 2021. It outlines the major operational risks facing the Union, the controls and actions that have been, and are being, put in place to manage and mitigate them. The Senior Leadership Team monitors progress against the mitigating actions that have been agreed and Department Heads are responsible for monitoring their Department's Risk Register.



A Strategic Risk Register covering the major strategic risks facing the Union is also in place and subject to annual review by the Board of Trustees and Finance and Resources Committee. The five risks in the Strategic Risk Register are monitored by the trustees at each meeting of the Board, as well as Finance and Resources Committee receiving a comprehensive report against the mitigating action plan twice per annum. The Trustees regard the following five risks as the principal risks facing the charity:

1. Student Engagement – Ability to engage students in the Union's democracy and Union Life and improve NSS Q26 score.
2. Financial Sustainability – ensuring our medium-long term financial sustainability.
3. Remote working and staff engagement – adopting or extending processes and policies and in turn their controls to ensure remote working of employees is safe, secure and efficient.
4. External Environment and Stakeholders – managing relationships with key stakeholders and respond to volatile external environment.
5. Technology & Digital Transformation – protecting our IT infrastructure from cyber security attack, data loss, reliance on key personnel and inability to deliver strategic digital objectives

The Union's Business Continuity Plan was reviewed by the Senior Leadership Team in September 2021 and was considered by the Finance and Resources Committee in October 2021. Additionally, each business critical function within Kent Union has a departmental business continuity plan detailing the actions which would be required in the event of the occurrence of an incident leading to business interruption.

### **Fundraising Custodian Activities: RaG**

Kent Union acts as custodian for funds raised by students from Raise and Give (RaG) fundraising events organised under Kent Union auspices for distribution to the intended charities.

During the year over £0.1k was raised by students under Raise and Give. At 31 July 2021 Kent Union held as custodian a balance of £4k in relation to RaG collections and the Kent Union chosen staff charity, awaiting onward transmission to the intended charities in the early part of the 2021/22 financial year.

### **Disclosure of Information to Auditor**

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- So far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- The director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

### **Covid-19**

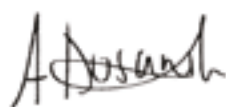
Covid-19 has had a material impact on the Union's activities during and after the reporting period as disclosed on page 28, Note 1: Accounting Policies, Covid-19. The Union has taken and continues to take advantage of various Government support measures available to organisations to mitigate the financial effect, including access to the Coronavirus Business Interruption Loan Scheme and use of the Job Retention Scheme (JRS). The Trustees have prepared detailed budgets and projected cash flow forecasts for a period of at least twelve months from the date of the approval these financial statements. On the basis of this cash flow information the Trustees consider it appropriate to prepare the financial statements on a going concern basis and there is not a material uncertainty in relation to going concern.

### **Conclusion**

The Trustees would like to sincerely thank the thousands of volunteers and the Union's 250 staff who do so much to make Kent Union such a vibrant, exciting and successful organisation.

Also the Trustees convey their thanks to the Union's many stakeholders, in particular the University of Kent, who contribute so much towards the Union's many achievements.

This report was approved by the Trustees on 11 March 2022 and signed on their behalf by Aisha Dosanjh (President 2020/2021 and Chair of the Board of Trustees) and Peter Gingell (External Trustee, Deputy Chair and Chair of Finance and Resources Committee).



**Aisha Dosanjh**  
President, Chair



**Peter Gingell**  
Deputy Chair, Chair Finance  
and Resources Committee

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS



## Independent Auditor's Report to the Members and Trustees of Kent Union

### Opinion

We have audited the financial statements of Kent Union (the "charitable company") for the year ended 31 July 2021 which comprise Consolidated Statement of Financial Activities, Consolidated and Union Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 July 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and 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 Auditor's 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees Annual Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts 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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and taxation legislation and the Charities SORP (FRS 102).

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group and charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group and charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, testing income from underlying evidence such as block grant confirmations from the University, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

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



Ian Weekes  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
Riverside House  
40-46 High Street  
Maidstone  
Kent  
ME14 1JH

30 March 2022



# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 JULY 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £
<b>INCOME</b>					
Voluntary Income	2	2,952,887	-	2,952,887	3,077,931
Income from Charitable Activities	3	3,648,412	1,085,701	4,734,113	8,620,275
Investment Income	4	84	-	84	2,328
<b>TOTAL INCOME</b>		<b>6,601,383</b>	<b>1,085,701</b>	<b>7,687,084</b>	<b>11,700,534</b>
<b>RESOURCES EXPENDED</b>					
Charitable activities:					
Membership Skills Development	5	4,961,958	241,545	5,203,503	8,177,228
Advice and Welfare	6	294,732	238,590	533,322	594,385
Volunteering and Community	7	180,429	67,670	248,099	328,092
Sport and Recreation	8	438,659	146,512	585,171	1,343,824
Representation	9	693,444	342,850	1,036,294	1,180,100
<b>TOTAL RESOURCES EXPENDED</b>		<b>6,569,222</b>	<b>1,037,167</b>	<b>7,606,389</b>	<b>11,623,629</b>
<b>Total Net Income/Expenditure</b>		<b>32,161</b>	<b>48,534</b>	<b>80,695</b>	<b>76,905</b>
Exceptional Items	11	-	-	-	(128,422)
<b>NET MOVEMENT IN FUNDS</b>		<b>32,161</b>	<b>48,534</b>	<b>80,695</b>	<b>(51,517)</b>
<b>FUNDS BROUGHT FORWARD AT 1 AUGUST</b>		<b>324,200</b>	<b>201,216</b>	<b>525,416</b>	<b>576,933</b>
<b>FUNDS CARRIED FORWARD AT 31 JULY</b>		<b>356,361</b>	<b>249,750</b>	<b>606,111</b>	<b>525,416</b>

The Statement of Financial Activities includes all gains and losses arising in the year.

The notes on pages 28 to 55 form part of these financial statements

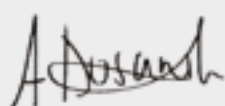
# CONSOLIDATED BALANCE SHEET

YEAR ENDED 31 JULY 2021

	Note	£	2021 £	£	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	12		<u>1,020,632</u>		<u>1,234,986</u>
			<u>1,020,632</u>		<u>1,234,986</u>
<b>CURRENT ASSETS</b>					
Stocks	14	198,489		151,911	
Debtors	15	889,490		999,526	
Cash at bank and in hand	27	<u>639,796</u>		<u>539,496</u>	
		<b><u>1,727,775</u></b>		<b><u>1,690,933</u></b>	
<b>CURRENT LIABILITIES</b>					
Creditors:					
Amounts falling due within one year	16	(1,873,962)		(2,062,170)	
<b>NET CURRENT (LIABILITIES)/ASSETS</b>			<b>(146,187)</b>		<b>(371,237)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b><u>874,445</u></b>		<b><u>863,749</u></b>
<b>LONG TERM LIABILITIES</b>					
Creditors:					
Amounts falling due after one year – Loan			(268,334)		(338,333)
<b>NET ASSETS</b>			<b><u>606,111</u></b>		<b><u>525,416</u></b>
<b>RESERVES</b>					
Restricted Reserves	23	249,750		201,216	
Unrestricted Reserves	24	356,361		324,200	
<b>TOTAL RESERVES</b>			<b><u>606,111</u></b>		<b><u>525,416</u></b>

The notes on pages 28 to 55 form part of these financial statements

These financial statements were approved and authorised for issue by the Trustees on 11 March 2022 and are signed on their behalf by:



**Aisha Dosanjh**  
President  
Chair



**Peter Gingell**  
Deputy Chair  
Chair Finance and Resources Committee

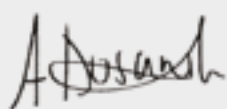
# KENT UNION BALANCE SHEET

YEAR ENDED 31 JULY 2021


	Note	£	2021 £	£	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	12		1,020,632		1,232,304
Investments	13		1		1
			<b>1,020,633</b>		<b>1,232,305</b>
<b>CURRENT ASSETS</b>					
Stocks	14	38,352		151,911	
Debtors	15	1,371,152		1,126,771	
Cash at bank and in hand		<u>184,532</u>		<u>367,306</u>	
<b>Total current assets</b>			<b><u>1,594,036</u></b>		<b><u>1,645,988</u></b>
<b>CURRENT LIABILITIES</b>					
Creditors:					
Amounts falling due within one year	16	(1,740,224)		<u>(2,014,543)</u>	
<b>NET CURRENT (LIABILITIES)/ASSETS</b>			<b>(146,188)</b>		<b>(368,555)</b>
<b>LONG TERM LIABILITIES</b>			<b><u>874,445</u></b>		<b><u>863,750</u></b>
Creditors:					
Amounts falling due after one year – Loan			(268,334)		(338,333)
<b>NET ASSETS</b>			<b><u>606,111</u></b>		<b><u>525,417</u></b>
<b>RESERVES</b>					
Restricted Reserves	23	249,750		201,216	
Unrestricted Reserves	24	356,361		324,201	
<b>TOTAL RESERVES</b>			<b><u>606,111</u></b>		<b><u>525,417</u></b>

The notes on pages 28 to 55 form part of these financial statements. In accordance with FRS 102, no separate Statement of Financial Activities has been presented due to the available exemption.

**These financial statements were approved and authorised by the Trustees on 11 March 2022 and are signed on their behalf by:**



**Aisha Dosanjh**  
President  
Chair



**Peter Gingell**  
Deputy Chair  
Chair Finance and Resources Committee



# CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 JULY 2021

	Note	£	2021 £	£	2020 £
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	26		123,644		349,772
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Interest from investments	4	2,328		2,348	
Purchases of property, plant and equipment	12	(25,673)		(994,605)	
<b>NET CASH USED IN INVESTING ACTIVITIES</b>			(23,344)		(992,257)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
New partially secured loans	16	-		350,000	
<b>NET CASH USED IN FINANCING ACTIVITIES</b>			-		350,000
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR</b>			100,300		(292,485)
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>			539,496		831,981
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>			<u>639,796</u>		<u>539,496</u>

The notes on pages 28 to 55 form part of these financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## NOTE 1: ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015), and in accordance with applicable charity law. In accordance with FRS 102, no separate Statement of Financial Activities or Statement of Cash Flow has been presented for the Union alone.

### Going Concern

Kent Union reported a financial performance in the year resulting in an unrestricted reserves balance of £356k (2020: £324k) which was due largely to management response measures put in place to mitigate the impact of Covid-19 on the organisation, as well as, taking full advantage of the Governments Job Retention Scheme. Uncertainty surrounding Covid-19 continues to cause concern and financial planning has required a cautious approach. The Trustees have prepared detailed budgets and projected cash flow forecasts for a period of at least twelve months from the date of the approval of these financial statements. The Union receives significant grant funding from the University of Kent and has confirmation of the 2021/22 commitment and the Trustees consider it reasonable to anticipate that support from the University will continue for the foreseeable future, based upon discussions with the University. In addition, the Union has net current liabilities at the end of the year of £146k (2020: Liabilities £371k), and is budgeting for an improvement, as well as, a financial surplus for 2021/22. Despite the current circumstances the Trustees believe that the company's financial resources and contingency planning is sufficient to ensure the ability of the charitable company to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements.

The Statement of Financial Activities and Balance Sheet consolidate the financial statements of Kent Union and its subsidiary undertaking Kent Union Trading Ltd. The results of the subsidiary are consolidated on a line by line basis after the elimination of intra-group transactions.

Kent Union meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The charitable purpose and principal activity of Kent Union is the advancement of education of students at the University of Kent for the public benefit. The activities undertaken by the Union to deliver our charitable purpose are the provision of services to our membership of University of Kent students, to empower students at Kent to have a voice, fulfil their potential and get the most from University, and ensure the Union is an empowered and effective charity with a clear sense of purpose.

### General Information

The registered office of Kent Union is Mandela Building, The University of Kent, Canterbury, Kent CT2 7NW.

The Union is a private charitable company limited by guarantee, incorporated in England and Wales. (Company No: 11939038, Charity No: 1183556).

### Judgements in applying accounting policies and key sources of estimation uncertainty

Kent Union makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

### Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property plant and equipment and Note 1 (depreciation) for the useful economic lives for each class of asset.

**NOTE 1: ACCOUNTING POLICIES (continued)****Recognition of Income**

Kent Union receives grants from the University of Kent and University of Greenwich, income under contracts for the provision of charitable services, membership contributions, and income from trading activity closely associated with its charitable purposes. Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

**Resources expended**

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Charitable expenditure comprises direct expenditure including direct staff costs attributable to the Union's activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of the resources.

Governance costs include those costs incurred in the governance of the Union's activities and are associated with constitutional and statutory requirements. Support costs include the central functions and have been allocated to activity cost categories on the basis of assessed consumption as detailed above.

**Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows.

Fixtures and Fittings - between 8.33% and 33.33% p.a. straight line or reducing balance

Leasehold Improvements - remainder of the lease term

Computer Equipment - between 20% and 33.33% p.a. straight line

All fixed assets in excess of £500 are capitalised at the time of acquisition.

Each year a review is made of the remaining useful economic life of fixed assets, and if economic life is assessed as being different to that over which the asset is currently being depreciated, the undepreciated amount at the beginning of the year is depreciated over the remaining useful economic life.

**Operating Leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the maximum period for which Kent Union intends to hold the lease.

**Pension contributions**

Kent Union participates in the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit scheme within the United Kingdom and is contracted-out of the Second State Pension (prior to April 2016).

The employer's contributions payable to the scheme in the year were £311,633 (2020: £438,739). With effect from 1 April 2022, the employer's contribution rate will increase from 16% of pensionable pay by 3% to 19%. And in January 2023, it will go up a further 2% to 21% to reduce the contribution strain and help keep SAUL secure for the future.

Kent Union is not expected to be liable to SAUL for any other current participating employer's obligations under the Rules of SAUL, but in the event of an insolvency event of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer, may be spread across the remaining participating employers and reflected in the next actuarial valuation.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2020. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations.

**Taxation**

No provision is made in these accounts for corporation tax as the Union is exempt from such taxes as a result of its charitable objectives and activities.

**Investments**

Investments are stated at cost less any provision for diminution in value.

**Stock**

Stock is valued at the lower of cost or net realisable value, net of any impairment for obsolete and slow moving items on a first in first out basis.



**NOTE 1: ACCOUNTING POLICIES (continued)**

**Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the placing of the funds into a deposit account.

**Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount, and provisions at the best estimate available at the time the provision is recognised of the amount which will be settled.

**Financial Instruments**

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**Fund accounting policy**

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Union. Restricted funds are funds subject to specific restrictive conditions imposed by donors. The purpose and use of the restricted funds is set out in the notes to the financial statements. All income and expenditure is shown in the Statement of Financial Activities.

**NOTE 2: VOLUNTARY INCOME**

	2021	2020
	£	£
Block grant Kent Union Canterbury	1,612,993	1,572,919
Block grant GK Unions	776,759	950,774
Job Retention Scheme Grant	563,135	523,271
Donation in Kind	-	30,967
	<b>2,952,887</b>	<b>3,077,931</b>

Although the block grants are reported as being received on behalf of the two sites of Canterbury and GK Unions, there are no restrictions placed by donors which would require the grants to be accounted for as restricted income.

**NOTE 3: INCOME FROM CHARITABLE ACTIVITIES**

	2021	2020
	£	£
<b>Membership Skills Development and Employability:</b>		
Retail Trade	2,434,378	4,161,451
Licensed Trade and Catering	225,597	1,778,252
Other Trade	988,436	1,001,650
<b>University restricted grants:</b>		
Advice and Welfare	238,305	245,998
Volunteering and Community	68,599	95,972
Sport and Recreation	134,085	124,876
Representation	337,259	292,034
Jobshop	15,548	22,089
GK Unions Reception	8,791	10,549
GK Unions	28,162	47,887
Nursery	113,225	93,812
Parkwood Development	75,820	34,627
<b>Members' contributions:</b>		
Sport and Recreation	18,053	202,228
Fundraising	47,855	508,850
	<b>4,734,113</b>	<b>8,620,275</b>

The members' contributions relate to subscriptions made by members of sports clubs and societies which are restricted to being utilised to provide sports and societies services to the members of the clubs and societies, and to amounts fundraised by sports club and society members to purchase equipment or fund trips or events relating to their sports club or society.

Included in other trade income is an amount of £3,323 which relates to amounts fundraised by Nursery staff and parents which are restricted to purchase toys, equipment and other items for the Nursery.

**NOTE 4: INVESTMENT INCOME**

	2021	2020
	£	£
Bank Interest receivable	<b>84</b>	2,328

**NOTE 5: MEMBERSHIP SKILLS DEVELOPMENT**

	£	2021 £	£	2020 £
<b>Retail Trade</b>				
Stock	1,799,633		3,134,736	
Career staff costs	315,273		414,873	
Student staff costs	141,936		284,359	
Other costs	330,535		437,883	
Depreciation	<u>43,111</u>		<u>40,627</u>	
		<b>2,630,488</b>		4,312,478
<b>Licensed Trade and Catering</b>				
Stock	95,362		636,722	
Career staff costs	284,052		401,793	
Student staff costs	151,925		358,160	
Other costs	437,348		622,793	
Depreciation	<u>25,627</u>		<u>35,225</u>	
		<b>994,314</b>		2,054,693
<b>Other Trade</b>				
Career staff costs	520,528		598,842	
Student staff costs	202,953		195,071	
Expenditure re fundraising income	-		-	
Other costs	254,300		247,363	
Depreciation	<u>2,403</u>		<u>8,406</u>	
		<b>980,184</b>		1,049,682
Support staff costs	315,767		461,077	
Support facilities costs	<u>282,750</u>		<u>299,298</u>	
		<b>598,517</b>		760,375
		<b><u>5,203,503</u></b>		<u>8,177,228</u>



**NOTE 6: ADVICE AND WELFARE**

	2021	2020
	£	£
Career staff costs	224,329	263,298
Other costs	22,131	18,995
Support staff costs	142,677	161,745
Support facilities costs	144,185	150,346
	<b>533,322</b>	<b>594,384</b>

**NOTE 7: VOLUNTEERING AND COMMUNITY**

	2021	2020
	£	£
Career staff costs	49,501	95,720
Student Staff	-	1,443
Community volunteering	44	251
Kent Student Certificate for Volunteering	115	2,182
Other costs	674	20,771
Support staff costs	98,650	112,907
Support facilities costs	99,115	94,818
	<b>248,099</b>	<b>328,092</b>

**NOTE 8: SPORT AND RECREATION**

	2021	2020
	£	£
Direct grants to clubs and societies	27,658	89,958
Coaching	7,577	38,999
Entry fees and affiliations	18,057	61,754
Facilities and pitches	5,749	34,215
Insurance	26,957	12,490
Officials	1,410	8,063
Sundry expenses	22,037	82,788
Motor and travel	1,662	61,282
Website and online payment costs	7,031	8,361
Minibus lease and other costs	23,458	20,517
Depreciation	2,289	3,475
Career staff costs	82,432	103,280
Student Staff	-	3,350
Expenditure re fundraising income	59,179	488,704
Support staff costs	155,655	187,587
Support facilities costs	144,020	139,002
	<b>585,171</b>	<b>1,343,825</b>

**NOTE 9: REPRESENTATION**

	2021	2020
	£	£
Affiliations	32,616	53,707
Campaigns	364	3,689
Depreciation	1,813	2,349
Election expenses	1,980	5,789
Office costs	288	228
Media and Publications	8,672	17,221
Rent	84,321	1,433
Services and utilities	12,496	(1,088)
Sabbatical salaries	106,246	122,783
Sundry expenses	19,010	52,859
Training	2,906	4,169
Career staff costs	267,085	383,967
Support staff costs	279,128	302,998
Support facilities costs	219,369	229,995
	<b>1,036,294</b>	<b>1,180,099</b>

**NOTE 10: SUPPORT COSTS**

	2021	2020
£	£	£
<b>Staffing costs</b>		
Career staff costs	950,903	1,012,209
Student staff	2,711	33,165
Staff recruitment	7,580	22,746
Staff training	4,630	18,720
Staff support costs	<u>2,408</u>	<u>16,900</u>
	<b>968,232</b>	<b>1,103,740</b>
<b>Administration costs</b>		
Consultancy	26,950	1,515
Insurance	7,770	14,335
IT costs	65,092	34,270
Legal and professional	20,449	46,636
(Profit) / Loss on disposal of fixed assets	2,845	1,027
Marketing and market research	57,782	92,800
Payroll administration fees	14,768	14,563
Printing, postage and stationery	12,820	18,556
Sundry expenses	<u>3,239</u>	<u>25,866</u>
	<b>211,715</b>	<b>249,568</b>

## NOTE 10: SUPPORT COSTS (Continued)

	£	2021 £	£	2020 £
<b>Establishment costs</b>				
Cleaning	3,297		14,055	
Depreciation	146,544		138,727	
Equipment repairs and maintenance	1,188		7,044	
Rent	162,268		157,509	
Services and Utilities	173,355		220,555	
Rates	5,497		7,045	
		<b>492,149</b>		544,935
<b>Finance costs</b>				
Bank charges	13,767		5,263	
Irrecoverable VAT	153,144		6,892	
Bad debts written off	(3,774)		6,394	
		<b>163,137</b>		18,549
<b>Governance costs</b>				
Audit and Accountancy	26,987		22,032	
Committee support costs	5,362		2,572	
Trustees' expenses	-		1,873	
		<b>32,349</b>		26,477
		<b>1,867,582</b>		1,943,269

Included within audit and accountancy are audit fees of £14,950 (2020: £20,415) and non-audit fees of £6,200 (2020: £1,596).

## NOTE 11: EXCEPTIONAL ITEMS

	2021 £	2020 £
<b>Redundancy Costs</b>	-	128,422
	-	128,422

**NOTE 12: TANGIBLE FIXED ASSETS**

	Fixtures and Fittings	Leasehold Improvements	Assets Under Construction	Total
	£	£	£	£
<b>GROUP COST OR VALUATION</b>				
At 1 August 2020	<b>1,229,576</b>	<b>1,456,798</b>	<b>110,256</b>	<b>2,796,630</b>
Additions	12,188	13,485	-	25,673
Disposals	(148,616)	-	-	(148,616)
Transfers	<u>33,444</u>	<u>76,812</u>	<u>(110,256)</u>	<u>-</u>
<b>At 31 July 2021</b>	<b>1,126,592</b>	<b>1,547,095</b>	<b>-</b>	<b>2,673,687</b>
<b>DEPRECIATION</b>				
At 1 August 2020	<b>922,321</b>	<b>639,322</b>	<b>-</b>	<b>1,561,643</b>
Charge for the year	116,374	108,333	-	224,707
Disposals	<u>(133,295)</u>	<u>-</u>	<u>-</u>	<u>(133,295)</u>
<b>At 31 July 2021</b>	<b>905,400</b>	<b>747,655</b>	<b>-</b>	<b>1,653,055</b>
<b>NET BOOK VALUE</b>				
<b>At 31 July 2021</b>	<u><b>221,192</b></u>	<u><b>799,440</b></u>	<u><b>-</b></u>	<u><b>1,020,632</b></u>
At 31 July 2020	<u>307,254</u>	<u>817,476</u>	<u>110,256</u>	<u>1,234,986</u>
	Fixtures and Fittings	Leasehold Improvements	Assets Under Construction	Total
<b>PARENT COST OR VALUATION</b>				
At 1 August 2020	<b>1,229,576</b>	<b>1,456,798</b>	<b>110,256</b>	<b>2,796,630</b>
Additions	12,188	13,485	-	25,673
Disposals	(148,616)	-	-	(148,616)
Transfers	<u>33,444</u>	<u>76,812</u>	<u>(110,256)</u>	<u>-</u>
<b>At 31 July 2021</b>	<b>1,126,592</b>	<b>1,547,095</b>	<b>-</b>	<b>2,673,687</b>
<b>DEPRECIATION</b>				
At 1 August 2020	<b>922,321</b>	<b>639,322</b>	<b>-</b>	<b>1,561,643</b>
Charge for the year	116,374	108,333	-	224,707
Disposals	<u>(133,295)</u>	<u>-</u>	<u>-</u>	<u>(133,295)</u>
<b>At 31 July 2021</b>	<b>905,400</b>	<b>747,655</b>	<b>-</b>	<b>1,653,055</b>
<b>NET BOOK VALUE</b>				
<b>At 31 July 2021</b>	<u><b>221,192</b></u>	<u><b>799,440</b></u>	<u><b>-</b></u>	<u><b>1,020,632</b></u>
At 31 July 2020	<u>307,254</u>	<u>817,476</u>	<u>110,256</u>	<u>1,234,986</u>
<b>Capital commitments</b>				
Group and Parent	2021			2020
	£			£
Contracted but not provided for in the financial statements	<u>-</u>			<u>-</u>



**NOTE 13: INVESTMENTS****KENT UNION****Subsidiary Undertakings**

Kent Union Trading Limited  
Company Number 06795479

Registered office:  
University of Kent,  
Mandela Building,  
Canterbury,  
Kent CT2 7NW

**MARKETING AND TRADING ACTIVITIES**

Turnover	Profit/(Loss)	Aggregate share capital and reserves	Equity Held Number of shares	% Equity
£	£	£		
1,747,763	51,879	1	1	100%

All shares held are ordinary shares.

The investment is not held to earn an investment return, but to further the activities of the Union.  
During the year Kent Union made a charge of £6,500 to Kent Union Trading Limited in relation to the supply of management and administrative support services.

**NOTE 14: STOCK**

	2021 £	2021 £	2020 £	2020 £
	Group	Parent	Group	Parent
Retail	160,137	-	92,303	92,303
Licensed Trade and Catering	38,352	38,352	59,608	59,608
	<u>198,489</u>	<u>38,352</u>	<u>151,911</u>	<u>151,911</u>

**NOTE 15: DEBTORS**

	2021 £	2021 £	2020 £	2020 £
	Group	Parent	Group	Parent
Trade debtors	577,620	525,997	533,871	517,690
Amounts owed by group companies	-	537,257	-	151,466
Prepayments and accrued income	294,199	281,133	407,385	407,385
Other debtors (inc VAT recoverable)	17,671	26,765	58,270	50,230
	<u>889,490</u>	<u>1,371,152</u>	<u>999,526</u>	<u>1,126,771</u>

**NOTE 16: CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £ Group	2021 £ Parent	2020 £ Group	2020 £ Parent
Trade creditors	793,178	723,834	1,179,672	1,179,671
<b>Other creditors including taxation and social security:</b>				
Other creditors	72,191	72,191	28,866	28,866
Loan repayable within one year	70,000	70,000	11,667	11,667
Accruals and deferred income	1,008,593	879,199	841,965	794,339
	<u>1,943,962</u>	<u>1,740,224</u>	<u>2,062,170</u>	<u>2,014,543</u>

Deferred income comprises rental income from bank cash machines installed on campus outside the Unions' outlets, hire of office space and income from marketing contracts relating to a future period.

**Deferred income movements in the year are as follows:**

	Group £	Parent £
Balance at 1 August 2020	27,580	21,178
Amount released to income in the year	(27,580)	(21,178)
Amount deferred in year	-	-
Balance at 31 July 2021	<u>-</u>	<u>-</u>

**NOTE 16: CREDITORS AMOUNTS FALLING AFTER MORE THAN ONE YEAR**

	2021 £ Group	2021 £ Parent	2020 £ Group	2020 £ Parent
Partially secured bank loan	338,334	338,334	350,000	350,000
Less: Loans repayable within one year	(70,000)	(70,000)	(11,667)	(11,667)
	<u>268,334</u>	<u>268,334</u>	<u>338,333</u>	<u>338,333</u>
<b>Payable as Follows:</b>				
	2021 £ Group	2021 £ Parent	2020 £ Group	2020 £ Parent
Due between one and two years	70,000	70,000	70,000	70,000
Due between two and five years	198,334	198,334	210,000	210,000
Due after five years	-	-	58,333	58,333
	<u>268,334</u>	<u>268,334</u>	<u>338,333</u>	<u>338,333</u>

The above loan from the National Westminster Bank plc is supported by the Coronavirus Business Interruption Loan Scheme managed by the British Business Bank on behalf of, and with the financial backing of, the Secretary of State for Business, Energy and Industrial Strategy.

Under the Coronavirus Business Interruption Loan Scheme, the Secretary of State has agreed to provide the Bank with a Partial Guarantee. The Partial Guarantee is given to the Bank and not Kent Union and Kent Union remains liable for all sums payable under the agreement in the event of a default.

Under the Coronavirus Business Interruption Loan Scheme, interest due during the first 12 months will be payable by the UK Government under the terms of the scheme and is, in effect, 0%.

The Loan Amount of £350,000 was drawn down on the 19 June 2020. Interest for the first 12 months is payable at 1.88% above base rate after which the rate is fixed at 2.33%. The loan is repayable over 72 months and will be fully repaid in May 2026.

Of the total above, £Nil (2020: £58,333) is repayable after more than 5 years.

**NOTE 17: COMMITMENTS UNDER OPERATING LEASES**

At 31 July 2021 the Union had commitments under non-cancellable operating leases as set out below.

	<b>Land and Buildings</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Operating leases which expire:</b>		
Within 1 year	657,545	1,109,548
Within 2 to 5 years	2,650,885	2,230,930
Within more than 5 years	10,848,687	12,611,002
	<b><u>14,157,117</u></b>	<b><u>15,951,480</u></b>
	<b>Other</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Operating leases which expire:</b>		
Within 1 year	21,183	27,472
Within 2 to 5 years	4,733	61,232
	<b><u>25,916</u></b>	<b><u>88,704</u></b>

The total expense in the year was £992,421 (2020: £1,114,750)



**NOTE 18: STAFF COSTS AND NUMBERS**

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	2,920,882	4,376,430
Social security costs	206,198	290,205
Pension costs	311,633	438,739
<b>Total costs</b>	<b>3,438,713</b>	<b>5,105,374</b>
Termination payments (included within wages and salaries above)	<b>76,395</b>	<b>128,422</b>

The average monthly number of employees, based on headcount, during the year was as follows:

	2021 Number	2020 Number
Direct charitable activities	226	367
Administration	32	41
<b>Total numbers</b>	<b>258</b>	<b>408</b>

The average monthly number of employees, based on full-time equivalents, during the year was as follows:

	2021 Number	2020 Number
Direct charitable activities	34	109
Administration	29	39
<b>Total numbers</b>	<b>63</b>	<b>148</b>

**NOTE 18: STAFF COSTS AND NUMBERS (Continued)**

The number of higher paid employees, including pension contributions, was:

	<b>2021</b>	2020
	<b>Number</b>	Number
In the band £110,000 - £119,999	-	1
In the band £70,000 - £79,999	2	2

Retirement benefits are accruing for these 2 members of staff under a defined benefit scheme.

Additional Disclosure under Kent Union Remuneration Policy:

The following staff had a gross salary above £50,000 (excluding employer's pension contributions) in the year, in the bands as indicated below: Dennis Summers, Deputy Chief Executive and Melanie Sharman, Acting Chief Executive Officer, Robert Buckingham-Pegg, Director of Commercial Services.

	<b>2021</b>	2020
	<b>Number</b>	Number
In the band £90,000 - £99,999	-	1
In the band £60,000 - £69,000	2	-
In the band £50,000 - £59,999	1	2

The aggregate employee benefits paid in the year to key management personnel for their services to the charity was £450,660 (2020: £374,908). The Union defines its key management personnel as the Chief Executive, Acting Chief Executive, Deputy Chief Executive, Director of Commercial Services, Director of Membership Services, Interim Director of Membership Services, Head of GK Unions, Director of Digital and Communications, Director of People and Culture and Managing Director GK Unions.

During the year the Union made termination payments totalling £76,395 (2020: £128,422) to staff in relation to organisational changes made to better align the Union's management and staff support to achievement of the Union's charitable purpose and service delivery to our members. These payments were made with the direct or delegated authority of the Board of Trustees, as required by the Union's policy in relation to termination payments. There were £23,223 termination payments outstanding at the balance sheet date.

**NOTE 19: RELATED PARTY TRANSACTIONS****University of Kent**

	2021 £	2020 £
University of Kent Grant Funding of:	1,612,993	1,572,919
University of Kent Grant Funding for GK Unions:	361,015	429,495
In addition, the Union occupies its administration building on a rent free basis under an informal licence subject to the union maintaining the building in a good state of repair. The annual value of this donation relating to this rent free arrangement has been assessed at:	-	30,967
The University of Kent provides payroll services to the Union. The annual fee for this service of:	14,768	14,563

The cost of the Union's staff is recharged by the University on a regular basis, resulting in a balance due to the University at any point in time.

**Further costs relating to University of Kent transactions are as follows:**

Sports and societies of:	-	6,281
Training of:	1,921	5,389
Hire of facilities of:	2,179	13,075
Maintenance of:	6,591	39,013
Utility Charges of:	102,560	113,949
Rents of:	789,190	669,578
Sundry Items of:	4,991	48,512

**Further revenues relating to University of Kent transactions are as follows:**

Jobshop sales of:	48,231	46,870
Other non-recurrent income of:	229	67,129

The above transactions resulted in a balance due to the University of Kent at the end of the year of:	588,869	1,071,491
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And balance due from the University of Kent of:	11,692	9,255
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## NOTE 19: RELATED PARTY TRANSACTIONS (Continued)

**University of Greenwich**

	2021 £	2020 £
The University of Greenwich Grant Funding of:	373,386	497,539

**The University of Greenwich charged Kent Union for the following in the year:**

Rent of:	311,829	107,380
Service Charges of:	-	170,750
Sundries of:	102	2,186
Kent Union paid over to the University of Greenwich bus ticket income received on their behalf of:	-	67,858

**Further revenues relating to University of Greenwich transactions are as follows:**

General Income of:	-	1,577
The above transactions resulted in a balance due from the University of Greenwich at the end of the year of:	445,160	482,212
And balance due to the University of Greenwich of:	-	-

**Kent Union Trading Ltd**

	2021 £	2020 £
Charged a fee to KUTL in relation to management support services provided of:	-	6,500
KUTL Donation to Kent Union of:	51,879	126,617
The above transactions resulted in a balance due from Kent Union Trading Limited to Kent Union of:	452,256	151,466

**Canterbury Christ Church University**

	2021 £	2020 £
Canterbury Christ Church University Grant Funding GK Unions	42,357	58,897



## NOTE 19: RELATED PARTY TRANSACTIONS (Continued)

**Gardner Training and Consultancy (GTC)**

	2021 £	2020 £
Gardner Training and Consultancy (GTC), a business run by a relation of a member of the Senior Leadership Team providing training courses to Kent Union and the following transactions took place:		
Training courses of:	695	2,803
At the year end, the amount outstanding due to GTC of:	-	50

Controls over these transactions were in place in accordance with our conflict of interest policy; a signed Declaration of Interest form from the member of the Senior Leadership Team was received; a tender process for relevant contracts was carried out in which the member of the Senior Leadership Team had no involvement in the process or tender award decision; and an agreed process to manage any potential conflict of interest was agreed and approved by the Chair of Finance and Risk Committee.

**Sabbatical Officers**

	2021 £	2020 £
The sabbatical officers work full-time for the Union, receiving remuneration and completing a portfolio of duties, alongside their role as trustee of the Union. The aggregate amount payable in relation to this portfolio of duties of:	98,955	114,960

## NOTE 20: PENSION

### General Description of the pension scheme

Kent Union participates in the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit scheme within the United Kingdom and is contracted-out of the Second State Pension (prior to April 2016). SAUL is an independently-managed pension scheme for the non-academic staff of over 50 colleges, students' unions and institutions with links to higher education.

Pension benefits accrued within SAUL are currently built up on either a Final Salary basis or a Career Average Revalued Earnings (CARE) basis. Following a consultation with its Members, the SAUL Final Salary Section closed on 31 March 2016 and all of its Members build up benefits on a CARE basis from 1 April 2016.

Kent Union is not expected to be liable to SAUL for any other current participating employer's obligations under the Rules of SAUL, but in the event of an insolvency event of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer, may be spread across the remaining participating employers and reflected in the next actuarial valuation.

### Funding Policy

SAUL's statutory funding objective is to have sufficient and appropriate assets to meet the costs incurred by the Trustee in paying SAUL's benefits as they fall due (the "Technical Provisions"). The Trustee adopts assumptions which, taken as a whole, are intended to be sufficiently prudent for pensions and benefits already in payment to continue to be paid and for the commitments which arise from Members' accrued pension rights to be met. The Technical Provisions assumptions include appropriate margins to allow for the possibility of events turning out worse than expected. However, the funding method and assumptions do not completely remove the risk that the Technical Provisions could be insufficient to provide benefits in the future.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2020. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations. The funding principles were agreed in May 2021 and are due to be reviewed at SAUL's next formal valuation in 2023.

	31 March 2017	31 March 2020	31 April 2021
SAUL's assets	£3,205 Million	£3,612 Million	£4,364 Million
SAUL's liabilities	£3,149 Million	£3,829 Million	£4,007 Million
Funding Level	102%	94%	109%
(Deficit)/Surplus	£56 Million	(£217 Million)	£357 Million
Contribution Strain	6.7%	13.4%	12.5%

### Accounting Policy

Kent Union is a participating employer in SAUL. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers. As a whole, the market value of SAUL's assets were £4,364 million, representing 109% of the liabilities for benefits accrued up to 30 April 2021.

It is not possible to identify an individual Employer's share of the underlying assets and liabilities of SAUL. Kent Union accounts for its participation in SAUL as if it were a defined contribution scheme and pension costs are based on the amounts actually paid (i.e. cash amounts) in accordance with paragraphs 21.11 of FRS102.

The Trustee and Employers have agreed that the Technical Provisions surplus at the 31 March 2020 valuation will be maintained by additional employer contributions. Therefore, the employer's contribution rate will increase from 16% of pensionable pay by 3% to 19% in April 2022. In January 2023, it will increase a further 2% to 21% to reduce the contribution strain and help keep SAUL secure for the future. There is no defined benefit liability to be recognised by Kent Union in respect of the deficit contributions due to SAUL (i.e. the present value of the deficit contributions) as at 31 July 2021, with NIL realised to the Statement of Financial Activities in the year.

**NOTE 21: REMUNERATION OF TRUSTEES**

The total remuneration paid to the Trustees during the financial year 2020/2021 was as follows:

	Remuneration Contributions	Pension	Reimbursement of expenses	Total
	£	£	£	£
<b>Joshua Frost</b> President & Chair (Resigned 14/03/21)	16,936	26	-	16,962
<b>Aisha Dosanjh</b> President & Chair	19,724	(313)	-	19,411
<b>Victoria Saward-Read</b> Vice President Academic (to 30/06/21)	18,122	543	-	18,665
<b>Aldo Manella</b> Vice President Student Engagement (to 30/06/21)	17,444	(345)	-	17,099
<b>Laura Carlin</b> Vice President Post Grad Experience (to 31/08/20)	1,658	45	-	1,703
<b>Favour Salami</b> Vice President Welfare (01/07/21)	1,773	36	-	1,809
<b>Guadalupe Sellei</b> Vice President Academic Experience (01/07/21)	2,228	-	-	2,228
<b>Caroline Van Eldik</b> Vice President Student Engagement (01/07/21)	2,228	-	-	2,228
<b>Patrick Stillman</b> Vice President Post Grad Experience (to 31/08/21)	18,333	517	-	18,850
	<b>98,446</b>	<b>509</b>	<b>-</b>	<b>98,955</b>

The remuneration to Trustees is an allowance for completing a portfolio of duties, alongside their role as a Trustee, as provided by the Union's constitution.

The reimbursement of expenses relate entirely to expenditure incurred in the course of their duties as Trustees, and none relates to expenditure of a personal nature. All Trustee claims for reimbursement of expenses are authorised and counter-signed by a senior executive of the organisation.

**NOTE 22: EXPENSES REIMBURSED TO SENIOR EXECUTIVES**

The amount of expenses reimbursed to senior executives during 2020/2021 was as follows:

	£
<b>Mel Sharman</b>	
Acting Chief Executive	38
<b>Vicki Edwards</b>	
Interim Director of Membership Services	68
<b>Victoria Todd</b>	
Director of People and Culture	527
	<u>633</u>

The reimbursement of expenses relates to expenditure wholly and exclusively incurred in the course of their duties as employees and none relates to expenditure of a personal nature. The reimbursement of expenses principally relates to business travel expenses, attendance at conferences and business related purchases made on personal credit cards and subsequently reimbursed. All claims for reimbursement of expenses by the above individuals are authorised and counter-signed by a senior executive of the organisation. The above titles are titular and none of the above individuals have a legal status as Directors of either Kent Union or its subsidiary.



**NOTE 23: RESTRICTED RESERVES**

Group	At 1 August 2020 £	Incoming Resources £	Resources Expended £	Transfers £	At 31 July 2021 £
<b>University restricted grants:</b>					
Advice and Welfare	-	238,305	(238,590)	-	(285)
Volunteering and Community	(5,627)	68,599	(67,670)	-	(4,698)
Sport and Recreation	36,120	134,085	(69,280)	-	100,925
Representation	59,338	337,259	(342,850)	-	53,747
Job Shop	-	15,548	(15,548)	-	-
GK Unions Reception	-	8,791	(8,791)	-	-
GK Unions	-	28,162	(28,162)	-	-
Nursery	-	113,225	(113,225)	-	-
Parkwood Development	-	75,820	(75,820)	-	-
<b>Sport and Recreation</b>					
Members contributions	-	18,053	(18,053)	-	-
Fundraising	108,249	47,855	(59,179)	-	96,925
Alumni fundraising	25	-	-	-	25
Nursery fundraising	3,111	-	-	-	3,111
	<b>201,216</b>	<b>1,085,702</b>	<b>(1,037,168)</b>	<b>-</b>	<b>249,750</b>

The University restricted grants relating to Advice and Welfare, Volunteering and Community, Sport and Recreation, Representation and Jobshop are grants made by the University of Kent, which are restricted to being used to meet costs incurred in the provision of the services and specific projects in those designated categories to the students of the University of Kent.

The University restricted grants relating to GK Unions Reception are grants made by the University of Kent and the University of Greenwich restricted for use to meet costs incurred in the provision of reception services to students and visitors in the Student Hub at the Universities of Medway. With the transfer of GK operations to Greenwich Students' Union these grants have been discontinued.

The members' contributions relate to subscriptions made by members of sports clubs and societies which are restricted to being utilised to provide sports and societies services to the members of the clubs and societies, and to amounts fundraised by sports club and society members to purchase equipment or fund trips or events relating to their sports club or society.

## NOTE 23: RESTRICTED RESERVES (Continued)

Alumni fundraising relates to amounts fundraised from Kent Union alumni restricted for use to directly support the Union's charitable activities.

Nursery fundraising relates to amounts fundraised by Nursery staff and parents which are restricted to purchase toys, equipment and other items for the Nursery.

Parent	At 1 August 2020 £	Incoming Resources £	Resources Expended £	Transfers £	At 31 July 2021 £
<b>University restricted grants:</b>					
Advice and Welfare	-	238,305	(238,590)	-	(285)
Volunteering and Community	(5,627)	68,599	(67,670)	-	(4,697)
Sport and Recreation	36,120	134,085	(69,280)	-	100,925
Representation	59,338	337,259	(342,850)	-	53,746
Job Shop	-	15,548	(15,548)	-	-
GK Unions Reception	-	8,791	(8,791)	-	-
GK Unions	-	28,162	(28,162)	-	-
Parkwood Development	-	75,820	(75,820)	-	-
<b>Sport and Recreation</b>					
Members contributions	-	18,053	(18,053)	-	-
Fundraising	108,249	47,855	(59,179)	-	96,925
Alumni fundraising	25	-	-	-	25
Nursery fundraising	3,111	-	-	-	3,111
	<b>201,216</b>	<b>972,477</b>	<b>(923,943)</b>	<b>-</b>	<b>249,750</b>

## COMPARATIVE TABLE

Group and Parent	At 1 August 2019 £	Incoming Resources £	Resources Expended £	At 31 July 2020 £
<b>University restricted grants:</b>				
Advice and Welfare	-	245,998	(245,998)	-
Volunteering and Community	(6,739)	95,973	(94,861)	(5,627)
Sport and Recreation	49,631	124,876	(138,387)	36,120
Representation	88,055	292,034	(320,751)	59,338
Nursery	-	22,089	(22,089)	-
Job Shop	-	10,549	(10,549)	-
GK Unions Reception	-	47,887	(47,887)	-
GK Unions	-	93,812	(93,812)	-
Parkwood Development	-	34,627	(34,627)	-
Building Refurbishments	350,000	-	(350,000)	-
<b>Sport and Recreation</b>				
Members contributions	-	202,228	(202,228)	-
Fundraising	88,101	508,850	(488,702)	108,249
Alumni Fundraising	25	-	-	25
Nursery Fundraising	3,111	-	-	3,111
	<b>572,184</b>	<b>1,678,923</b>	<b>(2,049,891)</b>	<b>201,216</b>

**NOTE 24: UNRESTRICTED RESERVES**

Group	At 1 August 2020	Incoming Resources	Resources Expended	Transfer from Transfers	At 31 July 2021
	£	£	£	£	£
General reserve	<u>324,200</u>	<u>6,601,383</u>	<u>(6,569,222)</u>	<u>-</u>	<u>356,361</u>

Parent	At 1 August 2020	Incoming Resources	Resources Expended	Transfer to Designated Reserve	At 31 July 2021
	£	£	£	£	£
General reserve	<u>324,201</u>	<u>4,853,620</u>	<u>(4,821,459)</u>	<u>-</u>	<u>356,362</u>

**COMPARATIVE TABLE**

Group	At 1 August 2019	Incoming Resources	Resources Expended	Transfer from Transfers	At 31 July 2020
	£	£	£	£	£
General reserve	<u>2,509</u>	<u>10,021,611</u>	<u>(10,052,159)</u>	<u>352,240</u>	<u>324,201</u>

	At 1 August 2019	Incoming Resources	Resources Expended	Transfer from General Reserve	At 31 July 2020
	£	£	£	£	£
Designated reserve GK Unions	<u>2,240</u>	<u>-</u>	<u>-</u>	<u>(2,240)</u>	<u>-</u>

Parent	At 1 August 2019	Incoming Resources	Resources Expended	Transfer from General Reserve	At 31 July 2020
	£	£	£	£	£
General reserve	<u>2,509</u>	<u>9,660,025</u>	<u>(9,690,573)</u>	<u>352,240</u>	<u>324,201</u>

Parent	At 1 August 2019	Incoming Resources	Resources Expended	Transfer from General Reserve	At 31 July 2020
	£	£	£	£	£
Designated reserve GK Unions	<u>2,240</u>	<u>-</u>	<u>-</u>	<u>(2,240)</u>	<u>-</u>

The GK Unions reserve relates to net surpluses generated by the GK Unions partnership at Medway which will be applied to the GK Unions partnership and services at the Medway campus. At 31 July 2020 the accumulated surpluses at GK Unions to be designated are £NIL.

**NOTE 25: ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £
<b>Group</b>			
Tangible Fixed Assets	-	1,020,632	1,020,632
Current Assets	249,751	1,478,024	1,727,775
Creditors due within one year	-	(1,873,962)	(1,873,962)
Creditors due after more than one year	-	(268,334)	(268,334)
	<b>249,751</b>	<b>356,360</b>	<b>606,111</b>
<b>Parent</b>			
Tangible Fixed Assets	-	1,020,632	1,020,632
Investments	-	1	1
Current Assets	249,751	1,344,285	1,653,390
Creditors due within one year	-	(1,740,224)	(1,799,578)
Creditors due after more one year	-	(268,334)	(268,334)
	<b>249,751</b>	<b>356,360</b>	<b>606,111</b>

**COMPARATIVE ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Restricted Funds 2020 £	Unrestricted Funds 2020 £	Total Funds 2020 £
<b>Group</b>			
Tangible Fixed Assets	-	1,234,986	1,234,986
Current Assets	201,216	1,489,717	1,690,933
Creditors due within one year	-	(2,062,170)	(2,062,170)
Creditors due after more than one year	-	(338,333)	(338,333)
	<b>201,216</b>	<b>324,200</b>	<b>525,416</b>
<b>Parent</b>			
Tangible Fixed Assets	-	1,232,304	1,232,304
Investments	-	1	1
Current Assets	201,216	1,444,773	1,645,989
Creditors due within one year	-	(2,014,544)	(2,014,544)
Creditors due after more than one year	-	(338,333)	(338,333)
	<b>201,216</b>	<b>324,201</b>	<b>525,417</b>

**NOTE 26: RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES**

	2021 £ Group	2021 £ Parent	2020 £ Group	2020 £ Parent
Net Income/(Expenditure) for the year	80,695	80,695	(51,517)	(51,517)
(Gain)/Loss on disposal of Fixed Assets	15,321	15,321	1,027	1,027
Depreciation	224,707	190,283	238,944	234,963
Interest on Investments	(2,328)	(2,328)	(2,348)	(2,329)
Increase in stocks	(46,578)	(46,577)	(33,947)	(33,947)
(Increase)/Decrease in debtors	110,036	(244,381)	(716,037)	(766,254)
Increase/(Decrease) in creditors	(258,209)	(274,320)	913,650	869,741
<b>Net cash provided by/(used in) operating activities</b>	<b><u>123,644</u></b>	<b><u>(281,308)</u></b>	<b><u>349,772</u></b>	<b><u>251,684</u></b>

**NOTE 27: RECONCILIATION OF NET CASH FLOW TO NET MOVEMENT IN NET FUNDS**

	2021 £	2020 £
Increase/(decrease) in cash in the period	100,300	(292,486)
<b>Change in net funds</b>	<b><u>100,300</u></b>	<b><u>(292,486)</u></b>
<b>Net funds at 1 August 2020</b>	<b><u>539,496</u></b>	<b><u>831,983</u></b>
<b>Net funds at 31 July 2021</b>	<b><u>639,796</u></b>	<b><u>539,496</u></b>

**ANALYSIS OF CHANGES IN NET FUNDS**

	At 1 August 2020 £	Cash flows £	At 31 July 2021 £
Cash at bank and in hand	539,496	100,300	639,796
<b>Net funds</b>	<b><u>916,242</u></b>	<b><u>100,300</u></b>	<b><u>1,016,542</u></b>



**NOTE 28: FINANCIAL INSTRUMENTS**

	2021 £ Group	2021 £ Parent	2020 £ Group	2020 £ Parent
Financial assets measured at amortised cost	<u>1,235,087</u>	<u>737,294</u>	<u>1,123,743</u>	<u>927,333</u>
Financial liabilities measured at amortised cost	<u>1,873,961</u>	<u>1,740,224</u>	<u>2,017,988</u>	<u>1,966,747</u>

Financial assets measured at amortised cost comprise cash, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and accruals.

**NOTE 29: CONTROLLING PARTY**

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 as defined by FRS102.

# NOTE 30: COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES AND NET MOVEMENT IN FUNDS

(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

## YEAR ENDED 31 JULY 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>INCOME</b>				
Voluntary Income	2	3,077,931	-	3,077,931
Income from Charitable Activities	3	6,941,352	1,678,923	8,620,275
Investment Income	4	2,328	-	2,328
<b>TOTAL INCOME</b>		<b>10,021,611</b>	<b>1,678,923</b>	<b>11,700,534</b>
<b>RESOURCES EXPENDED</b>				
Charitable activities:				
Membership Skills Development	5	7,968,264	208,964	8,177,228
Advice and Welfare	6	348,387	245,998	594,385
Volunteering and Community	7	233,231	94,861	328,092
Sport and Recreation	8	514,508	829,317	1,343,824
Representation	9	859,349	320,751	1,180,100
<b>TOTAL RESOURCES EXPENDED</b>		<b>9,923,738</b>	<b>1,699,891</b>	<b>11,623,629</b>
<b>Total Net Income/Expenditure</b>		<b>97,873</b>	<b>(20,968)</b>	<b>76,905</b>
Exceptional Items	11	(128,422)	-	(128,422)
Transfer refurbishment	23,24	350,000	(350,000)	-
<b>NET MOVEMENT IN FUNDS</b>		<b>319,451</b>	<b>(370,968)</b>	<b>(51,517)</b>
<b>FUNDS BROUGHT FORWARD AT 1 AUGUST</b>		<b>4,749</b>	<b>572,184</b>	<b>576,933</b>
<b>FUNDS CARRIED FORWARD AT 31 JULY</b>		<b>324,200</b>	<b>201,216</b>	<b>525,416</b>

## GLOSSARY OF TERMS

This is a list of the key terms used in this document together with explanations of what each means.

It is to be used in conjunction with the rest of this document only.

It is not meant as a definitive meaning for these terms in all usage outside of this document.

Term	Meaning
<b>Accounting and Reporting by Charities: Statement of Recommended Practice</b>	This is the guidance given as to how charities should apply the current accounting standard relevant to most bodies in the UK
<b>Accounting Policies</b>	These are the rules that are used consistently from year to year to determine how to treat the principle items needing recording in the financial results.
<b>Accounting Standards</b>	These are the standards set by the accounting profession and regulators to ensure consistent ways in treating financial figures.
<b>Annual Report</b>	This document that explains what has happened in words and numbers at Kent Union over the latest full financial year with, in most cases, comparatives to the previous year.
<b>Appointments and Governance Committee</b>	The committee that concentrates on issues affecting Kent Union in these areas. It draws together both Trustees and external personnel with relevant experience and has permanent staff attending to report on progress made.
<b>Assets under Construction</b>	Where expenditure is made on items that will be deemed to be tangible assets but for which their use has not started then this expenditure is shown as Assets under Construction. This would include expenditure by Kent Union on refurbishing Mandela Building prior to it being ready to recommence occupation.
<b>Auditors</b>	The external body or registered auditors that have tested the accounting and other systems of Kent Union and whose opinion on the reasonableness of the presentation in this document is legally required to be published.
<b>Balance Sheet</b>	The summary of the various types of assets and liabilities Kent Union had at the date it was calculated. This is, therefore, a snapshot in time with the changes from the previous year's balance sheet representing the financial actions during the period between them.
<b>Board</b>	This is the collective name for the Trustees of Kent Union and is made up of the five sabbatical officers, four student trustees and four external trustees. The Board is the body that is legally responsible for the activities of Kent Union.
<b>Campaigns and Policy Committee</b>	The committee that concentrates on issues affecting Kent Union in these areas. It draws together both Trustees and external personnel with relevant experience and has permanent staff attending to report on progress made.

<b>Campaigns Forum</b>	Kent Union runs campaigns to improve the student experience, and the lives of students studying at the University of Kent. We run campaigns Forums on loads of different things that effect students on a local, national and global scale.
<b>Cash at bank and in hand</b>	This is the total of all money in bank accounts and held as cash that is available to be used in the immediate future.
<b>Charities Act 2011</b>	This is the main act to cover the legal requirements of being a charity as Kent Union is and to which it adheres.
<b>Charity Balance Sheet</b>	This is the Balance Sheet of Kent Union without its subsidiary company (Kent Union Trading Limited).
<b>Charity Governance Code</b>	This is the specific code of governance supported and endorsed by the Charity Commission and is designed on a “apply or explain” basis.
<b>Chief Executive</b>	The person who runs the activities of Kent Union on a day to day basis for the benefit of the students.
<b>Consolidated Balance Sheet</b>	This is the Balance Sheet of the combination of Kent Union and Kent Union Trading Limited as if it were one entity. Thus all balances between the two bodies have been eliminated.
<b>Consolidated Cash Flow Statement</b>	This is the Cash Flow of the combination of Kent Union and Kent Union Trading Limited. It shows how the money was generated and where it has been used.
<b>Consolidated Cash Position</b>	This is the Cash Position of the combination of Kent Union and Kent Union Trading Limited. It shows how much money is either in banks or held in cash.
<b>Consolidated of Financial Activities</b>	This is the name given to the same sort of table as a balance sheet. It shows the position at a particular date; Kent Union's financial year end.
<b>Constitution</b>	The written Articles of Association of Kent Union.
<b>Current Assets</b>	This is the total of items that is cash or could be turned into cash in an orderly manner in a short space of time. Thus it includes debtors and cash at bank as its main components.
<b>Debtors</b>	This is the amount owed to Kent Union by external organisations and individuals that had not been paid as at the date of the Balance Sheet.
<b>Depreciation</b>	This is a measure of the estimate of how much of a tangible asset has been used during the year (for the Income and Expenditure Statement) and since it was purchased (as shown in the Notes to the Financial Statements). It is a way of spreading the purchase cost over the estimate amount of time that the tangible assets will be used.
<b>Designated Reserves</b>	These are a sub-division of the unrestricted reserves that Kent Union, rather than donors, has decided to limit its use to specific items.

<b>Education Act 1994</b>	The main legal act that defines a “Student Union” and what rights students have to be represented by such bodies.
<b>Elections</b>	We exist to ensure all students of the University of Kent have a voice, fulfil their potential and to support their academic interests. Allowing our members to elect five Full-Time officers ensures Kent Union prioritises students, as it is run by students themselves.
<b>Executive Committee</b>	Kent Union Executive Committee is the highest student-led decision making body within the students’ Union, led by lead student volunteers to discuss important issues facing students and shape union policy.
<b>External Affiliations</b>	These are external organisations to which Kent Union subscribe. Usually this involves making payments and are at the discretion of Kent Union.
<b>External Trustees</b>	These are people not being linked to the University of Kent or Kent Union in any other current manner. They are recruited for their personal knowledge and commitment to the improvement of Kent Union. These individuals are not paid for their services except for reimbursement of acceptable expenses.
<b>Feedback</b>	Kent Union will ask for feedback on the topics that matter.
<b>Finance and Risk Committee</b>	The committee that concentrates on issues affecting Kent Union in these areas. It draws together both Trustees and external personnel with relevant experience and has permanent staff attending to report on progress made.
<b>Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)</b>	This is the main set of accounting rules for UK bodies to use when drawing up their financial statements for publication. It is the UK’s General Accepted Accounting Practice (GAAP).
<b>Financial Statements</b>	The set of tables that set out the financial position of Kent Union as specified under the relevant accounting rules.
<b>Fixtures and Fittings</b>	These are purchases by Kent Union of items used in its operations and which have a useful life of more than one year. This will include such items as computers, desks and chairs.
<b>Fundraising Code</b>	This is the code of practice that should be adhered to when asking for charitable donations and to which Kent Union adhere.
<b>Fundraising Custodian Activities: RaG</b>	The funds raised by RaG activities are not part of Kent Union’s funds and not included in the financial statements. These funds are held separately and passed to the relevant charities on whose behalf they have been collected.
<b>Gender Pay Gap Reporting</b>	This is a requirement for bodies with over 250 employees and thus Kent Union must report this. This is not a perfect reporting regime but gives a good indication of equal female and male pay is throughout the body as a whole. It is not the same as equal pay regulations which is to ensure neither female nor male employees are discriminated upon in pay terms for doing the same job.



<b>General Data Protection Regulation</b>	This regulation, commonly called GDPR, is an EU law to protect the rights of individuals over the use of their personal data by any organisation. Kent Union takes this very seriously.
<b>General Meetings</b>	These are meetings of the students of the University of Kent to deal with important issues. Each year there will be one such meeting that is called the Annual Members Meeting at which this document is considered and voted upon.
<b>Going concern basis of accounting</b>	This is usually assumed if the body intends to continuing in operation for the foreseeable future. It is used unless the Board intends to liquidate or otherwise bring to a halt these operations. If not used, then a number of changes are likely to be made, for instance lowering the value of the tangible assets to what they would sell for rather than their purchase costs less a measure of how much has been used of this.
<b>Group</b>	This means the combination of Kent Union and Kent Union Trading Limited
<b>Human Resources Committee</b>	The committee that concentrates on issues affecting Kent Union in these areas. It draws together both Trustees and external personnel with relevant experience and has permanent staff attending to report on progress made.
<b>Income and Expenditure Account</b>	This is the statement showing what was receivable in the year under review compared to the relevant expenses for the same period.
<b>Income from Charitable Activities</b>	This includes the grants given by the University of Kent and the University of Greenwich to help Kent Union be an effective student union.
<b>Investment Income</b>	This is a line that is needed to explain the benefit from all investments. For Kent Union this is interest received from bank deposits.
<b>Investments</b>	This relates to the benefit gained from bank balances and also the investment in Kent Union Trading Limited.
<b>Judgements and estimates</b>	In compiling the financial statements not all numbers used are known with certainty. For example a fixed asset may be thought to have a useful life going forward of, say, two years which is not a certain figure as the day after the AGM it is destroyed in an accident.
<b>KPI</b>	Key Performance Indicators are those measures determined by Kent Union as the most appropriate to use to show its performance (good or bad) in a measurable way.
<b>Leasehold Improvements</b>	Kent Union does not own any property but has agreements with the University of Kent and, for Medway, the University of Greenwich to occupy a number of properties. Where Kent Union has spent significant levels of money to change these properties it has capitalised the expense and depreciates that money over the useful life of Kent Union's occupation of the properties. This expense is referred to as Leasehold Improvements.

<b>Legal Name</b>	This is Kent Union as registered with the Charity Commission with number 1138210. It is not the company limited by guarantee called Kent Union with company number 11939038 and charity number 1153556, which is this reporting entity's successor body.
<b>Membership Organisation</b>	This means that Kent Union is a body that is run for the benefit of its members (all the students of the University of Kent who have not elected to be outside of Kent Union) and who is held accountable to those members.
<b>Net surpluses less deficits</b>	This is the figure after all income less expenditure. If the income is greater than expenditure then this is a surplus while if income is less than expenditure it is a deficit.
<b>Nolan principles of good governance</b>	These are the seven principles of public life that summarise how individuals should approach their duties.
<b>Notes on the financial statements</b>	These are more detailed explanations of the figures shown on the main financial statements
<b>Officer trustees</b>	These are the Sabbatical Officers that have been elected by the students of the University of Kent to represent them on the Board to deliver on their manifestoes. Part of this is to be responsible for the running of Kent Union together with the other trustees.
<b>Operating leases</b>	This is where an item is not purchased but for Kent Union to use it they must pay a regular amount. So Kent Union do not own the item and cannot sell or dispose of it except to the supplier. To qualify as such the agreed period of use by Kent Union has to be shorter than the economic life of the item.
<b>Parent</b>	This is Kent Union by itself, that is without Kent Union Trading Limited
<b>Pension Liability</b>	Like all employers Kent Union must provide a pension for its employees and this is an ongoing liability. A pension is designed for employees to generate a pot of money for use in their retirement to fund their life in place of a regular employed salary. This function can be fulfilled in a number of ways.
<b>Petition</b>	A formal written request, typically one signed by many people, appealing to the Union's Executive Committee in respect of a particular cause.
<b>Principal professional advisors</b>	In order to know what the law and the regulations are Kent Union call on the expertise of various external firms; these are Kent Union's professional advisors.
<b>Public Benefit Entity</b>	Such a body is one whose primary objective it to provide goods or services to the general public or social benefit. Kent Union qualifies as such a body.
<b>Raise and Give (RaG)</b>	This is the activities of the students to raise money for charities other than Kent Union. The money raised is kept separate from the funds of Kent Union and paid over to the relevant charities as soon as possible.

<b>Referendum</b>	A general vote by the membership on a single political question which has been referred to them for a direct decision.
<b>Registered Charity</b>	Kent Union is registered with the Charity Commission as a charity and must adhere to the requirements of the Charity Commission. This, amongst other matters, demonstrates that Kent Union is a legitimate organisation.
<b>Remuneration Committee</b>	The committee that concentrates on issues affecting Kent Union in these areas. It draws together both Trustees and external personnel with relevant experience and has permanent staff attending to report on progress made.
<b>Remuneration Policy</b>	In order to ensure that employees are fairly paid Kent Union has a Remuneration Policy that set out how and when reviews are carried out and what benchmarking is appropriate.
<b>Reserves</b>	These are the total of the amounts of surplus generated over the period of existence of Kent Union in excess of expenditure and other costs over that period.
<b>Reserves Policy</b>	Under the Charity Commission rules all charities must consider and disclose its Reserves Policy. This policy sets out what that charity regards as the most appropriate way to describe how it should maintain a positive reserve so that it can continue its operations. There is no prescribed formula for this as it depends on each charity's circumstances.
<b>Restricted Funds</b>	This is an amount of money that can only be used for a specific purpose.
<b>Restricted Reserves</b>	These are reserves that can only be used according to the limitations put on them by the donors.
<b>Risk Management</b>	Kent Union faces a number of risks and needs to constantly review them to ensure it understands the possible issues that may arise and plan its ways of mitigating these risks to minimise an adverse effect on it. This process is called Risk Management.
<b>Senior Management</b>	Kent Union, like any sizeable organisation, has a structure of how its operations are arranged and who is responsible for what. The top level of this structure is the Senior Management. The Trustees are not part of this level of management.
<b>Service Level Agreements</b>	These are agreements with other bodies for services to be provided or received and what remedies are envisaged if the required level of service is not maintained.
<b>Stocks</b>	These are items purchased by Kent Union for using in its activities and will include everything from paper for letters to food and drink sold in Kent Union's shops and bars.
<b>Student trustees</b>	These are current students of the University of Kent who are elected or appointed to be a trustee for a period of two years. They are not paid for these services to Kent Union.

<b>Sunday Times 100 Best Not-for-Profit Organisations to Work For</b>	This is a major survey of employers in the not-for-profit sector of which Kent Union is one. As such it is taken as a measure of how highly Kent Union is regarded as an employer versus other such employers.
<b>Superannuation Arrangements of the University of London (SAUL)</b>	This is the pension provider for those employed at Kent Union and has over 50 employers (one of which is Kent Union and another is the University of Kent) as contributors.
<b>Tangible Assets</b>	These are items that have been purchased and have a useful life of more than one year. An example of this would be a computer used in the offices of Kent Union.
<b>Trading Subsidiary</b>	This refers to Kent Union Trading Limited which was set up to run the trading activities of Kent Union outside of its charitable purpose.
<b>True and fair view</b>	This is an auditing term that means the trustees and external auditors believe that the financial statements fairly represent the financial performance and position of Kent Union and are free from material misstatements.
<b>Trustees</b>	These are the individuals who are legally responsible for the overall running of Kent Union.
<b>Unincorporated Association</b>	This is the type of entity that Kent Union with charity number 1183556 is. It was set up for a reason other than to make a profit. Examples of this type of body are a voluntary group or a sports club. Individual members are personally responsible for any debts and contracted obligations.
<b>Unrestricted Funds</b>	These are funds whose use is at the total discretion of Kent Union.
<b>Unrestricted Reserves</b>	These are the general reserves of Kent Union to do with as seen fit by Kent Union.
<b>Voluntary Income</b>	This is income that has no restrictions on.
<b>Wholly Owned Subsidiary Undertaking</b>	This refers to Kent Union Trading Limited which is a separate legal entity from Kent Union but is 100% owned by Kent Union.

## LIST OF STUDENT GROUPS

Activity Name	Category	2020/21 Members	2019/20 Members
Aikido	Sports	3	8
Airsoft	Sports	0	17
All Things Football	Sports	74	0
American Football	Sports	36	99
Archery	Sports	39	102
Athletics & Cross Country	Sports	8	21
Badminton	Sports	15	160
Baseball & Softball	Sports	25	38
Basketball (Men's)	Sports	12	44
Basketball (Women's)	Sports	15	29
Boxing	Sports	16	112
Caving	Sports	14	33
Cricket (Men's And Women's)	Sports	77	98
Cycling	Sports	11	12
Dodgeball	Sports	44	69
Equestrian	Sports	51	71
Fencing	Sports	58	53
Football (Men's)	Sports	26	63
Football (Women's)	Sports	40	66
Handball	Sports	21	29
Hockey (Men's)	Sports	28	55
Hockey (Women's)	Sports	81	76
Ice Hockey	Sports	10	25
Jiu Jitsu	Sports	9	28
Karate	Sports	14	23
Kayaking Club	Sports	24	31
Kendo	Sports	8	14
Kent Barbell Club	Sports	15	39
Kent Crystals Cheer	Sports	15	140
Kent E-Sports	Sports	1	78
KentSnow	Sports	26	93
Kickboxing	Sports	25	85
Korfball	Sports	3	49
Lacrosse (Men's)	Sports	47	36
Lacrosse (Women's)	Sports	76	86
Mountaineering	Sports	28	61
Netball	Sports	113	167



## LIST OF STUDENT GROUPS

Activity Name	Category	2020/21 Members	2019/20 Members
Rowing	Sports	12	50
Rugby (Men's)	Sports	18	105
Rugby (Women's)	Sports	31	49
Sailing	Sports	4	17
Shooting Society	Sports	8	8
Snooker and Pool	Sports	18	41
Squash	Sports	3	23
Swimming	Sports	59	87
Table Tennis	Sports	5	17
Taekwondo	Sports	27	29
Tennis	Sports	77	99
Trampolining	Sports	19	28
Trekent Rambling	Sports	14	22
UKC Mixed Martial Arts	Sports	16	81
UKC Surf	Sports	31	5
Ultimate Frisbee	Sports	21	30
University of Kent Polo Club	Sports	8	22
Volleyball	Sports	17	51
Anthropology	Academic Society	55	80
Arts Society	Academic Society	34	45
BAME Law Society	Academic Society	6	0
BioSoc	Academic Society	136	258
Business	Academic Society	106	103
Canadian Law	Academic Society	35	110
Chemistry	Academic Society	23	57
Classics and Archaeology - KCAS	Academic Society	43	64
Computing	Academic Society	50	99
Conservation	Academic Society	77	103
Creative Writing	Academic Society	52	79
Dent/Med Society	Academic Society	1	8
EcoGeog Soc	Academic Society	17	0
Economics	Academic Society	133	129
English Language and Linguistics	Academic Society	42	24
European Law Students Association - Kent	Academic Society	55	58
Film	Academic Society	142	96
Forensic Science	Academic Society	117	120
History	Academic Society	129	270

Activity Name	Category	2020/21 Members	2019/20 Members
Invicta Actuarial Society	Academic Society	1	0
Kent Architectural Students Association	Academic Society	29	19
Kent Art Law Society	Academic Society	24	0
Kent Critical Law Society	Academic Society	125	222
Kent Engineering Society	Academic Society	33	32
Kent Finance Society	Academic Society	0	22
Kent International Law Society	Academic Society	112	167
Kent Invest Society	Academic Society	198	233
Kent Law Temple Society	Academic Society	170	193
Kent Marketing Society	Academic Society	65	48
Kent Student Law	Academic Society	254	306
Maths (SMSAS)	Academic Society	44	57
Medieval Studies	Academic Society	9	34
Military History	Academic Society	61	81
Modern Languages	Academic Society	83	17
Philosophy	Academic Society	52	44
Physics (PhySoc)	Academic Society	54	88
Politics and International Relations	Academic Society	103	87
Psychology	Academic Society	205	94
Religious Studies	Academic Society	10	14
Socrates (SSPSSR)	Academic Society	60	121
Space	Academic Society	88	89
The Career Hub	Academic Society	0	6
TinkerSoc	Academic Society	36	73
UKC Digital Media	Academic Society	22	12
UKC Literature Society	Academic Society	86	0
Women in STEM	Academic Society	32	7
A Village In Syria	Community	0	3
Animal Rights Committee	Community	0	7
Climate Justice	Community	0	5
Duke of Edinburgh	Community	0	3
Hearing Voices Group	Community	0	4
Kent Helping Africa	Community	0	4
Kent Revival	Community	0	2
Mental Health Group	Community	0	20
People & Planet	Community	0	5
Student Advocacy Group	Community	0	2

## LIST OF STUDENT GROUPS

Activity Name	Category	2020/21 Members	2019/20 Members
Teach First UKC	Community	0	5
UKC Holocaust Education and Remembrance Society	Community	0	1
UNICEF ukc	Community	0	4
Beetbox Food Coop	Community	21	7
Books to Africa	Community	45	16
British Sign Language Society	Community	119	65
Canterbury Homeless Outreach	Community	157	80
Diabetics Society	Community	1	0
Enactus	Community	4	16
Girl Up	Community	9	9
Kent Elderly Outreach	Community	1	0
Millennials Breaking Barriers	Community	12	10
Raise and Give	Community	64	58
Rise & Recover	Community	18	31
St John Ambulance First Aid Society	Community	23	4
Stage Spiders	Community	17	26
UKC Lions Club	Community	10	6
CSR	Media	46	68
InQuire	Media	101	166
KTV	Media	63	75
#RespecttheNo	Societies	50	22
ABACUS	Societies	42	69
Action Chapel Campus Ministry	Societies	2	1
Adventure Gaming	Societies	34	64
African-Caribbean	Societies	100	87
Amnesty International	Societies	73	60
Arab Society	Societies	8	95
Are You Not Drinking Much?	Societies	8	22
ARTPAD	Societies	1	0
Baking	Societies	125	80
Believers' Love World	Societies	2	1
Bhakti Yoga	Societies	5	7
Bollywood Dance	Societies	18	49
Brazilian Zouk	Societies	1	5
British Red Cross on Campus UKC	Societies	31	34
Bulgarian Folk Dances	Societies	9	17

Activity Name	Category	2020/21 Members	2019/20 Members
Bulgarian Society	Societies	0	3
Chess	Societies	12	17
Chinese	Societies	7	86
Christian Performing Arts	Societies	0	4
Christian Union	Societies	31	26
Circus	Societies	5	8
Classical Liberal	Societies	0	1
Cosplay Society	Societies	4	4
CSR	Societies	46	68
Current Affairs	Societies	21	37
Cypriot Society	Societies	23	1
Czech & Slovak	Societies	0	2
Darts	Societies	3	0
Demonstration Society	Societies	13	0
Drum and Bass Society	Societies	0	1
East African Society	Societies	12	36
Eastern European	Societies	0	10
ECS (Environmental. Conservation. Sustainability)	Societies	27	16
Erasmus	Societies	4	5
EuroSoc	Societies	2	33
Experimental Music	Societies	0	2
Fashion and Entertainment Society	Societies	0	1
Feminist Society	Societies	3	9
First Love	Societies	24	9
Football Fans	Societies	0	25
Francophone	Societies	6	9
French	Societies	14	4
Gaana	Societies	10	0
German UKC	Societies	28	29
Hindu	Societies	9	87
Hip Hop	Societies	11	10
Hong Kong	Societies	15	35
Human Rights Law	Societies	7	0
Improvisational Media and Performance Laboratory	Societies	0	1
Indian	Societies	24	26
Indian Classical Dance	Societies	3	5

## LIST OF STUDENT GROUPS

Activity Name	Category	2020/21 Members	2019/20 Members
Indonesian Society	Societies	7	8
InQuire	Societies	101	166
Islamic	Societies	33	31
Italian Society	Societies	0	28
Japan	Societies	46	85
Jewish Society	Societies	11	1
Kent Africa Summit	Societies	3	2
Kent Asset Management	Societies	1	0
Kent Bhangra	Societies	4	0
Kent Caribbean Union	Societies	15	13
Kent Critical Law Society	Societies	0	25
Kent Cyber Security	Societies	0	7
Kent Dance	Societies	270	165
Kent Debating	Societies	27	16
Kent DJ Society	Societies	0	1
Kent Elderly Outreach	Societies	1	4
Kent European Debates	Societies	0	1
Kent Gospel Choir	Societies	33	68
Kent Labour Students	Societies	37	36
Kent Malayali Society	Societies	1	0
Kent Marrow	Societies	13	33
Kent Mauritian	Societies	7	12
Kent Palestinian Solidarity Group	Societies	22	3
Kent People of Colour Arts	Societies	12	3
Kent Poker	Societies	11	0
Kent Pole Fitness	Societies	38	178
Kent Sing	Societies	36	48
Kent Tech	Societies	21	0
Kent Think Tank	Societies	25	0
Kent Uni Boob Team	Societies	41	16
Kent University Conservative Association	Societies	15	13
Kent Video Gaming Society	Societies	79	79
Kentanimeted (Anime)	Societies	32	21
Kharis on Campus	Societies	1	0
K-Pop Dance	Societies	38	82
KTV	Societies	63	75
Kurdish Society	Societies	0	5



Activity Name	Category	2020/21 Members	2019/20 Members
Latin American	Societies	0	5
LGBT+ Society	Societies	84	54
Liberal Democrats	Societies	0	3
IINKed	Societies	2	19
Live Music	Societies	19	27
Malaysian Society	Societies	44	107
Mangaka	Societies	0	6
Marxist	Societies	14	4
Mature Student	Societies	47	32
Melting Pot	Societies	1	0
Merlin's Beard Improv Society	Societies	5	7
Mindfulness	Societies	48	13
Model Railway Society	Societies	1	2
Model United Nations	Societies	35	29
Music	Societies	47	93
Musical Theatre	Societies	48	104
Nepal Society	Societies	19	24
New Life Group	Societies	1	1
Nigerian	Societies	37	15
Nordic Society	Societies	15	18
Pakistani	Societies	13	30
Pan African Think Tank	Societies	0	1
Persian	Societies	6	3
Photography	Societies	0	69
Polish Society	Societies	22	6
Portuguese Society	Societies	1	0
Protons Church	Societies	3	0
Psychedelics	Societies	13	20
Punjabi	Societies	0	12
QTIPOC Society	Societies	0	3
Quiz Beans	Societies	1	0
Quizzing	Societies	1	0
Read & Sip	Societies	0	3
Real Ale And Cider	Societies	1	9
RocketSoc	Societies	13	9
Rocksoc	Societies	1	9
Romanian	Societies	0	1
Russian Speaking	Societies	13	18

## LIST OF STUDENT GROUPS

Activity Name	Category	2020/21 Members	2019/20 Members
Salem Kent Campus Fellowship	Societies	35	49
Salsa	Societies	40	109
Science fiction, Fantasy and eXtreme cult (SFX)	Societies	0	7
Seventh Day Adventist	Societies	6	2
Shisha	Societies	36	0
Singapore Society	Societies	1	7
Society for Contemporary Discussion	Societies	0	5
Southern African Society	Societies	4	10
Spanish Society	Societies	8	2
Sri Lankan	Societies	17	6
Stand Up Comedy Society	Societies	21	2
Student Action for Refugees	Societies	43	39
Student Solidarity in Action	Societies	2	3
SWANA	Societies	15	0
Swing Dance	Societies	5	40
T24 Drama	Societies	101	151
Tamil Society	Societies	32	14
Tea Society	Societies	3	4
TED	Societies	0	3
TEST	Societies	1	1
The 93% Club	Societies	28	0
The Release	Societies	0	1
The Thinking Minute	Societies	1	0
Therapeutic Art	Societies	46	47
TNT Improv and Sketch Comedy	Societies	2	6
Turkish	Societies	0	1
UKC Cocktail Society	Societies	12	31
UKC Disney Society	Societies	5	31
UKC Ethiopian and Eritrean Society	Societies	3	1
UKC Filipino	Societies	51	61
UKC Hogwarts	Societies	63	92
UKC Korea	Societies	61	53
UKC Nostalgia	Societies	1	0
UKC Oxfam	Societies	37	0
UKC Pagan Society	Societies	23	10
UKC Student Minds	Societies	30	12

Activity Name	Category	2020/21 Members	2019/20 Members
UKC Travel Society	Societies	5	18
UKC Wellbeing	Societies	3	0
Ukrainian	Societies	1	0
UN Women UK Kent Society	Societies	63	29
Vegan Society	Societies	15	5
West African Society	Societies	7	9
Wine Tasting	Societies	1	0
Yoga	Societies	101	267
Zen Society	Societies	0	1



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