

Financial Statements



Consolidated Financial Statements

Kent Union for the year ended 31 July 2020

Registered Charity Number 1183556

Registered Company Number 11939038



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Reference and administration information

Kent Union is the students' union of the University of Kent; it incorporates Greenwich and Kent Students' Unions Together (GK Unions) and all properly affiliated clubs and societies of both Kent Union and GK Unions. 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 addresses and places of business of Kent Union are:

Kent Union
Mandela Building
University of Kent
Canterbury
Kent, CT12 7NW
Tel: 01227 824200
www.kentunion.co.uk

Kent Union Greenwich and Kent
Students' Unions Together
The Student Hub
North Road
Chatham Maritime
Kent, ME4 4AG
Tel: 01634 888989
www.gkunions.co.uk



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Trustees

President and Chair	Sasha Langeveldt	(01.07.19 - 30.06.20)
	Joshua Frost	(01.07.20)
Vice-President (Academic Experience)	Victoria Saward-Read	(01.07.19)
Vice-President (Welfare and Community)	Omolade Adedapo	(01.07.19 -30.06.20)
Vice-President (Welfare and Community)	Aisha Dosanjh	(01.07.20)
Vice-President (Student Engagement)	Emily Window	(01.07.19 - 30.06.20)
Vice-President (Student Engagement)	Aldo Manella	(01.07.20)
Vice-President (Postgraduate Experience)	Laura Carlin	(01.07.19 - 31.08.20)
Vice-President (Postgraduate Experience)	Patrick Stillman	(01.09.20)

Student trustees

Thomas Rowe	(To 31.12.19)
Ahmed Ibrahim	(Appointed 01.06.20)
Kyla Greenhorn	(Appointed 01.06.20)
Muhammad Abdullah	
Aarish Hyder	(To 01.06.20)
ReAnne Juntilla	(To 23.09.19)

External Trustee Deputy Chair and Chair of Finance and Risk Committee

Peter Gingell

External Trustees

Lauren McCann	(Resigned 01.10.19)
Jo Thomas	(Appointed 01.01.20)
John Paterson	(Appointed 01.01.20)
Stephen Lamyman	

Deputy chair

Neil Thornburn	(Resigned 14.10.19)
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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 & Risk	Appointments & Governance	People Committee	Remuneration	Campaigns & Policy
Sasha Langeveldt	4/4	3/3	1/1	2/2	2/2	2/2
Emily Window	4/4	3/3	1/1	2/2	2/2	0/2
Omolade Adedapo	4/4	N/A	1/1	2/2	N/A	2/2
Lauren McCann	N/A	N/A	N/A	N/A	N/A	N/A
Stephen Lamyman	5/5	N/A	N/A	1/2	1/2	N/A
Neil Thornburn	N/A	N/A	N/A	N/A	N/A	0/2
Peter Gingell	5/5	3/3	N/A	N/A	2/2	N/A
Thomas Rowe	2/3	1/3	N/A	N/A	0/2	N/A
Muhammed Abullah	5/5	2/3	N/A	N/A	2/2	N/A
Aarish Hyder	3/3	N/A	N/A	N/A	2/2	1/2
ReeAnne Juntilla	0/1	N/A	N/A	N/A	N/A	1/2
Laura Carlin	5/5	3/3	1/1	1/2	N/A	0/2
Vicky Seward-Read	5/5	N/A	1/1	N/A	N/A	2/2
Jo Thomas	2/3	N/A	N/A	N/A	N/A	N/A
John Paterson	3/3	N/A	N/A	N/A	N/A	N/A
Josh Frost	2/2	N/A	N/A	N/A	N/A	N/A
Aldo Manella	2/2	N/A	N/A	N/A	N/A	N/A
Aisha Dosanjh	2/2	N/A	N/A	N/A	N/A	N/A
Patrick Stillman	2/2	N/A	N/A	N/A	N/A	N/A
Kyla Greenhorn	2/2	N/A	N/A	N/A	N/A	N/A
Ahmed Ibrahim	1/1	N/A	N/A	N/A	N/A	N/A

Senior Management

Chief Executive	Jim Gardner
Deputy Chief Executive and Managing Director of Kent Union	Melanie Sharman
Director of Finance and Corporate Governance	Dennis Summers
Director of Membership Services	Bex Green
Managing Director GK Unions	Ali Chambers
Managing Director of KUTL	Rob Pegg

Principal professional advisors

The principal professional advisors of Kent Union are:

Bankers	National Westminster Bank Plc 11 The Parade, Canterbury, CT1 2SQ
Solicitors	Furley Page Solicitors LLP Admiral's Offices, Main Gate Road, Chatham ME4 4TZ
Auditors	Crowe U.K. LLP Riverside House, 40-46 High Street, Maidstone ME14 1JH
Insurance Brokers	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 2020, the Union was affiliated to the organisations shown below, together with the cost of affiliation in the year ending 31 July 2020:

• The National Union of Students (NUS)	£56,647
• National Council for Voluntary Organisations (NCVO)	£293
• British Universities and Colleges Sport (BUCS)	£28,433
• The UK Council for International Student Affairs (UKCISA)	£470
• The National Association of Student Money Advisors (NASMA)	£120
• Nightline Association	£499
• Advice UK	£365

Report of the Trustees

Introduction

The Trustees submit their annual report and financial statements for the year ended 31 July 2020. 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. The Trustees' Report is also a Directors' Report for the purposes of Company Law.

Structure, Governance and Management

Structure

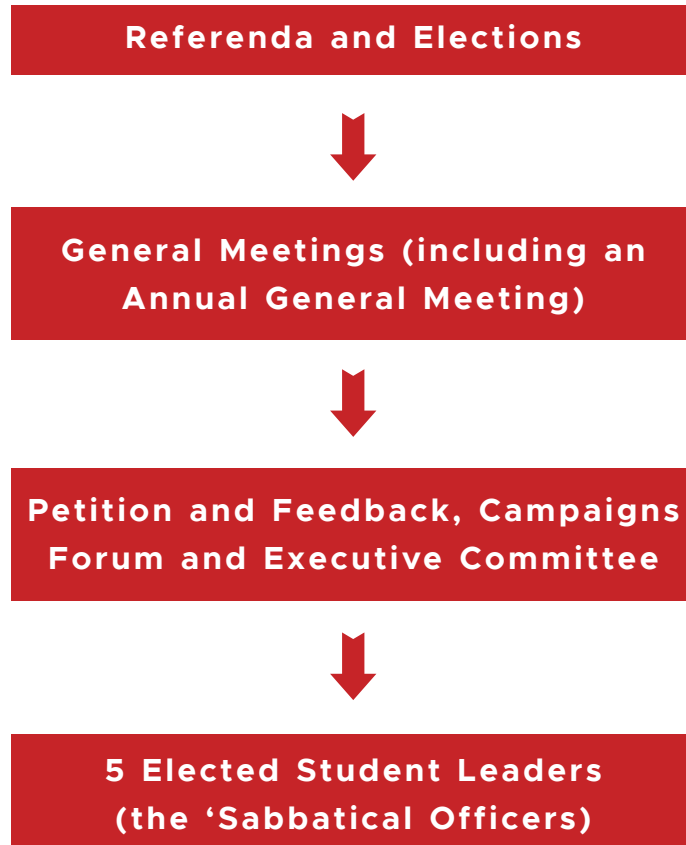
Kent Union is a registered charity (Charity No: 1183556). The Union is also a company limited by guarantee registered in England and Wales (Company No: 11939038). The Union is constituted by its Memorandum and Articles of Association and controlled by a Board of Trustees, who act as Directors for the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

On 1 August 2019 Kent Union took over all the assets, liabilities, operations and undertaking of the unincorporated entity and charity called Kent Union (Charity No: 1138210). This transaction was made under the merger accounting rules and thus the comparative results shown in this report are those for the previous entity called Kent Union. 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; once their student status at the University of Kent ends they cease to be members of Kent Union.

The Union's constitution is reviewed at least every five years and any changes approved by the membership, through General Meeting or Referendum, and by the University of Kent, through its Council. 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.

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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 is donated by KUTL to Kent Union.



Governance

The Union's Board of Trustees consists of five officer trustees, four student trustees 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 trustees. External and student trustees do not receive any remuneration. Officer 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 student trustees serve a term of office of up to two years and can be reappointed subject to approval by the Board. The external trustees are appointed via an open recruitment process and serve a three-year term and can be reappointed for a further term subject to Board approval. The Board meets at least four times a year, with the Senior Leadership Team in attendance.

External trustees bring high levels of professional and specialist knowledge to the Board. The 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 is the Chair of the Board, the main ambassador for the Union and responsible for performance management of the Chief Executive, in conjunction with the Deputy Chair. All trustees subscribe to the Nolan principles of good governance, both individually and collectively. Staggered terms of office have been created to ensure there is cross-over and always a measure of continuity in Board membership. 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 the 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 to subject governance arrangements periodically to peer review. This will be carried out every 3 years. Direct measures put in place following recent Board Effectiveness Reviews

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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. This year a comprehensive review of the Union's committee structures took place leading to consolidation of a number of Committees, creating a leaner, more focused structure. Through 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.

The membership is able to hold trustees to account at AGM, with trustees attending and answering questions raised by members. 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. This helps ensure two-way communication between the membership and the Board, making the Board accountable and transparent to its members.

Following incorporation of Kent Union to a Company Limited by Guarantee on 1 August 2019 the Trustees became Directors of the Company and the Company mirrored the Structure, Governance and Management of Kent Union, the unincorporated association.

Resulting from the Governance Review referred to above, the Board now has two Committees and two further Sub-Committees, all of which 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 fulfil the requirements of the Board, and report back to the Board. The current Committee structure is:

Finance and Resources Committee

Finance and Resources Committee has delegated responsibility for ensuring the Union complies with relevant legislation and regulation; for ensuring that Kent Union is an outstanding employer and that it has a highly motivated and engaged workforce; that the Union remains solvent and in sound financial health; and for analysing and

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managing the Union's risk profile. This committee has taken over all the responsibilities of the Finance and Risk Committee.

People Consultative Committee

– Sub-Committee of Finance and Resources Committee

People Consultative Committee has delegated responsibility for consulting and engaging with the Union's staff and also considering the needs of its volunteer workforce.

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 and for overseeing the performance management of the Chief Executive and the Senior Leadership Team. 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 through our student group 'Raise and Give' (RaG) raises over £85k for other charities. We monitor our activities in relation to the protection of vulnerable people. Policies are in place and the training of our 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 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 the Board.

General Data Protection Regulation

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

Auditors

The Union's auditors, Crowe U.K. LLP, have expressed their willingness to accept reappointment as auditors.

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.

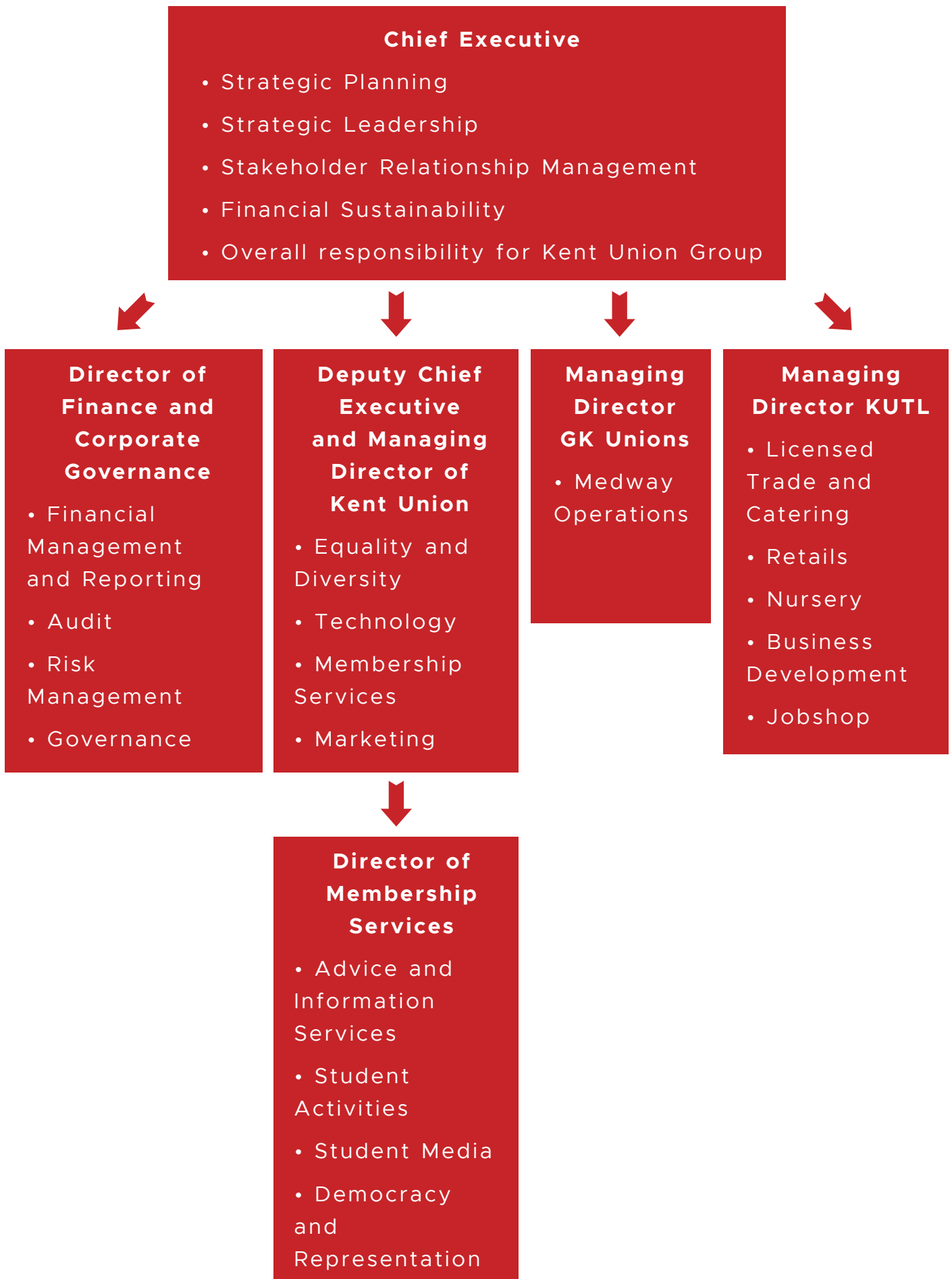
Management

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 (see Our Charitable Purpose, Our Belief and Our Values on our website at www.kentunion.co.uk). 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 workforce of approximately 500 staff and 2,500 volunteers. The organisation is further divided into 9 departments (2019: 9), each headed up by a manager of the Union, who reports to one of the Union's Senior Leadership Team.



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During the year under review the management structure of the Union was restructured as follows:



Activity

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

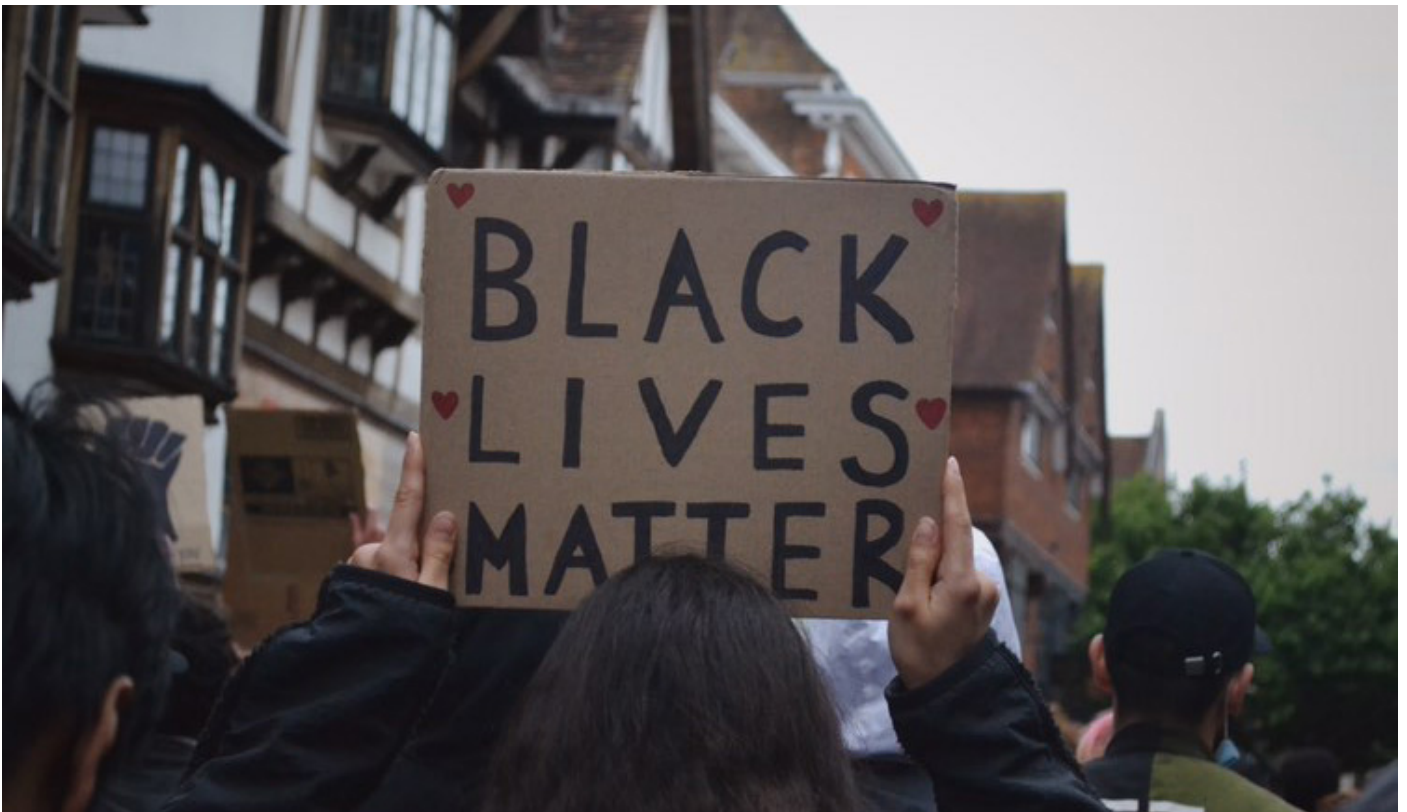
During 2019/20 we have continued to work on improving academic representation, particularly through improvements to our Student Rep system by:

- Improved training for Reps;
- Contributing to the University's ongoing restructure project to emphasise the importance of student voice and the need for dedicated staff support for Student Reps to be implemented consistently across the new divisional structures;
- Liaising with GKSU and Greenwich Students' Union to embed changes to the Student Rep system to improve engagement on the Medway campus;
- Promoting more Student Rep achievements via social media;
- Empowering Student Reps to engage more with senior University boards through the submission of more student-led papers and reports;
- Piloting a new reward and recognition model for Student Reps to improve engagement and reward students for all the impactful work they do within these roles;
- Undertaking a review of student representation in collaboration with University stakeholders, that culminated in a report and several recommendations to take forward to improve the Student Rep system and student voice within the University.

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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.

The recommendations of the 2018/19 Democracy Review were implemented this year, which saw the establishment of representative student networks and the addition of the Postgraduate Experience Officer. 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. After beginning activity in term two, Covid-19 caused disruption in term three, with the majority of remaining activity taking place online. A key network event took place in June 2020, with the BAME Network leading a successful and peaceful protest in solidarity with the Black Lives Matter movement attended by hundreds of students and local community members. We have been working closely with the BAME Network, and student groups to listen to and raise concerns of Black students and lobby the University to take a stronger approach to tackling racism.



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Kent Union continued to lobby and influence key decision makers both on behalf of and with its members. The officer trustees met with key representatives such as Members of Parliament representing the campus constituencies and the two local Council leaders in Canterbury and Medway. Kent Union supported students to carry out campaigns and activities focused on liberation. This included Black History Month, Disability History Month, LGBTQ+ History Month and International Women's Day. We also continued to expand the Zero Tolerance Scheme in partnership with local communities in Canterbury and Medway.

Members continued to contribute to the direction of Kent Union with 4,083 students casting 19,477 votes in elections across the year. This included the annual Leadership Elections, where the five elected officers are elected, in which 3,135 members voted, equating to 16.8% of the membership. Members also contributed to the direction of Kent Union through the introduction of Student Priorities, which provided 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.



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The Student Priorities for 2020/21 are:

Your Academic Experience <ol style="list-style-type: none">1. Teaching delivery and quality2. Personal academic support	Your Opportunities <ol style="list-style-type: none">1. Student groups and co-curricular activities2. Opportunities to make friends
Your Wellbeing and Support <ol style="list-style-type: none">1. Mental health support2. Financial support	Your Students' Union <ol style="list-style-type: none">1. Health and safety of students2. Value for money

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. This work is continuing into 2020/21 as academic experience, student safety, housing, wellbeing and financial concerns will continue to be areas of high priority.

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 Student Awards which, due to Covid-19, took place virtually.

Charity Fundraising and Volunteering Groups

It has been a fantastic year for student fundraising with our members raising £85k for local and national charities. RaG (Raise and Give) organised a number of events and challenges for their members including Jailbreak, a Colour Run, London to Paris cycle ride and a Kilimanjaro Trek. We also had 23 community action groups all delivering positive social change within the local community, for example Canterbury Homeless Outreach who deliver food to homeless people in the city centre.

Sports Clubs and Societies

Our Sports Clubs had nearly 3,000 unique members across 60 sports clubs representing the University of Kent. In the year, Varsity was bigger and better than ever, with almost 50 fixtures across 20 student groups happening in one week. Plus, Varsity 2020 saw the addition of 4 new activities and over £400 raised for Student Minds. Team Kent had a record breaking victory over Canterbury Christ Church University winning 75-18.

Societies (non-academic)

Had over 2,600 members across 150+ groups. Key highlights of their activity included the Cultural Food Festival that took place in November, whereby student groups cooked alongside staff from Kent Hospitality to showcase and celebrate their cultures. Our annual International Showcase event at the beginning of March was once again incredibly successful with performances and displays from our societies.

Student Media

Student Media continued to offer a unique experience to volunteers across three student groups: KTV (online television), InQuire (printed and online newspaper) and CSR (radio). Despite the year being cut short, 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, InQuire 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 peer-to-peer listening service, had 244 contacts via phone, email or instant messenger and trained 41 volunteers to deliver the service. Our Buddy Scheme, a peer-to-peer, non-academic support scheme to help students through university life, had over 300 students engage in the project over the course of the academic year with various trips and activities organised. 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.

We launched our new Student Foodbank and Freecycle scheme, called StuFF, in October 2019. The Foodbank was a huge success this year, collecting an enormous amount of food that was going to be thrown away otherwise, particularly as students left their accommodation in a rush in March due to the national lock-down. We kept the Foodbank open throughout lockdown, providing a lifeline to students who were stranded on campus and suffering financial hardship.

Advice Service

The Advice Service provides free, impartial, confidential advice, guidance, information and representation to members of Kent Union and students studying at Medway through GK Unions. This includes students at Further Education colleges on University of Kent validated courses. Advice is available to prospective students who have student-specific queries, e.g. funding, immigration and student housing, and to students who have recently graduated and have an issue relating to their classification. The aim of the service is to empower students to make informed choices having had the options and possible consequences explained to them. The Advice Services in Canterbury and Medway hold the nationally recognised Advice Quality Standard (AQS) which was re-audited in 2020.

Prior to Covid-19, Advice was available via in-person appointments or a drop-in session, via email or telephone. Interviews are conducted with an experienced Adviser in a confidential office. An electronic case recording system is used to retain details of students seen, the issue raised and advice given. In March 2020 the services in Canterbury and Medway moved online. Students can contact Advisers via a contact form on the Kent Union or GK Unions websites, or via email. Advisers respond to students by email or video calls where appointments are required. For 2020/21 secure webchat and online appointment booking systems have been introduced to enhance online presence.

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Advice is offered on a range of topics, principally areas relevant to students, which it may be difficult to get advice on elsewhere e.g. immigration issues, student housing, student funding, academic queries and University disciplinary matters. Basic advice is available on welfare issues, benefits and employment, with assistance given to signpost students to alternative agencies to provide detailed advice. Staff are trained as generalist advisers and some specialise in a particular area e.g. immigration advice. Both Advice Centres offer assistance on a range of academic issues, including advice about academic appeals, disciplinary issues, fit-to-study issues and fitness-to-practice. Student Advisers guide students through relevant academic regulations and help with interpretation. Advisers review statements prepared in support of an academic appeal, ensuring they contain all relevant information and present the student's case as clearly as possible. Advisers often attend academic hearings with a student to provide additional support or guidance.

During the year, 2,802 new cases were opened at Canterbury and 988 cases at Medway. The majority of cases opened related to finance issues. Covid-19 caused significant disruption to students, which was reflected in the number of students seeking Advice on housing, academic, financial and immigration issues. We worked with the University to establish a Covid-19 fund for students and to lobby landlords on housing issues. The University is also undergoing an internal restructure which has led to the review of non-academic and academic regulations. Officers and Advisers have been involved in these reviews to ensure students' interests are taken into account. In addition, the approach of Brexit has led to more inquiries about upcoming changes to the immigration system. These issues will continue into 2020/21.

Jobshop

Jobshop offers help and advice to students seeking employment whilst they study. Part-time employment not only provides a valuable income but also practical work experience, which future employers value. Students looking for part-time, temporary or seasonal work have a one-stop service with Jobshop. Vacancies are advertised via on-line job boards, social media platforms, through the Jobshop window and digital screens. Roles are located 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.

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In 2019/20, over 8,000 students registered with Jobshop and 4,893 vacancies were advertised via our online channels to students. In addition, students were employed directly by the service through Jobshop Temp Bank and worked 12,092 hours to fulfil 1,387 temporary assignments. In 2019/20 over £104,000 was put into students' pockets via Jobshop temporary employment. Due to Covid-19, budgets were highly impacted, dropping off to zero by July 2020. In March 2020 our annual key event, our Jobs Fair was cancelled which normally hosts 30 exhibitor stalls looking to recruit students for part-time work locally and at summer camps during the summer vacation.

Housing Accreditation Scheme - Home Stamp

Home Stamp helps students find good quality, private accommodation in Canterbury. The service is owned and managed by Kent Union and partnered with Canterbury City Council, Kent University, Christ Church University, University for the Creative Arts and their respective Students' Unions. The scheme is overseen by a Board and an Executive Committee, which includes representatives of the organisations listed above, as well as landlords, the National Landlords Association and Lettings Agents. The service is free to students, located on the Canterbury campus of the University and has a strong online presence through its website, social media and a live property directory. For any student personally seeking housing advice, Home Stamp promotes the available Advice Services provided by each educational institution.

Over the last 7 years Home Stamp has played a vital role in improving the quality of off-campus student accommodation and supporting students, however in light of Covid-19 Kent Union has had to review all organisational activity due to the challenging economic climate. This led to the decision to cease operations as of 31 July 2020. However, each university will continue to offer housing related support, guidance and advice through their independent Student Advice Centres.

Oaks Nursery

The Oaks Nursery is registered for 118 children per day, aged between 3 months and 5 years and provides high quality childcare to students and staff of the University of Kent and Kent Union. The Union reserves a number of places for student parents to support the aims of the Union's charitable purpose. 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 aims are to be a leading full day-care setting in the Canterbury district to

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serve our members, the University of Kent's staff and Kent Union staff in providing competitive, flexible childcare, and to ensure that children receive high quality learning experiences led by a team of professional, qualified staff.

Catering and Licensed Trade

Kent Union operates a number of licensed premises including Woody's bar 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-led events. Woody's bar closed in March 2020 due to Covid-19 and re-opened in September 2020 when students returned. The Venue, a 1,200-capacity nightclub, provides popular late night entertainment for students in a safe environment. It features themed nights covering student supported events and has a wide range of genres as well as headline acts such as Raye, My Nu Weng, Mist, Radio 1 DJ sets and MTV Tours. Due to Covid-19, the Venue closed its doors to customers in March 2020 and remains closed without plans to re-open this calendar year. The Deep End is part of our Student Hub at Medway and offers catering, coffee and fully accessible social spaces. The Deep End closed in March 2020 due to Covid-19 and re-opened in September 2020 when students returned.

Kent Union's highly successful Summer Ball is managed by the Licensed Trade and Catering team and this year tickets sold-out within one day. Unfortunately, due to Covid-19, the event was not able to take place and all tickets sales were refunded. 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. Over the course of the year, 122 students worked in the Union's Catering and Licensed Trade outlets, earning £312k. In a normal year the Venue would experience 96,000 customer visits; this year, due to COVID, the number of customer visits dropped to a still respectable 78,000.

Retail

Our Retail outlets consists of two food convenience stores - previously known as SU Shop Union Plaza, and SU Shop Park Wood. In the 2019/20 academic year, both stores were converted to Co-op Franchise stores. Both continue to be 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 changes to the stores have provided a better 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 finances. The arrival of Covid-19 resulted in the closure of the Parkwood Co-op shop in March 2020 and reopened in September 2020. However, our main supermarket, Union Plaza Co-op, remained open throughout lockdown, providing an invaluable service to the students and staff who remained on-campus.



Operating Activities

Specific operating activities planned for the period 1 August 2019 to 31 July 2020 are grouped into four main areas, in line with our Strategic Plan 2017-2020: Standing up for Students; Best Time at Kent; Life After Kent; and Enabling the Strategy. These objectives, and our achievements, are detailed below in the Achievements and Performance section of this report.

Achievements and Performance

In total, Kent Union achieved a majority of its 24 major objectives for the year and was close to achieving all objectives, prior to the outbreak of Covid-19. Notable successes include:

- 38% of our members participated in 'Union Life' over the course of the academic year, by being involved in one or more of the following:
 - a member of one of our sports clubs, societies or student media groups;
 - volunteering, being a welcome helper or buddying a student through our buddy scheme;
 - being a course rep;
 - participation in our elections;
 - holding elected office;
 - raising money for RaG, or
 - being a member of student staff in one of Kent Union's services.
- We retained our place in the Sunday Times 100 Best Not-for-Profit Organisations to Work For list for 2020, our eleventh appearance in this highly prestigious list.
- Putting £662k back into students' pockets from employment of our 250 student staff in Kent Union services and functions, via Jobshop placements or paid internships, which was far in excess of budget prior to the outbreak of Covid-19.

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Our 24 major objectives for the year are shown below, categorised under the four themes of the Strategic Plan 2017-2020. Most objectives were impacted by the Covid-19 outbreak, but despite this many of the objectives have been achieved.

Theme	2019-20 Objectives	Achievements
Standing up for Students		
	1.We will implement rolling membership, improve funding processes and increase academic society membership. We'll introduce free membership for staff, create a best practice guide for Schools and increase opportunities for academic societies to integrate with Student Reps.	Rolling membership in place and funding process has been reviewed; there's room for better transparency, which we're working on. We have 2,290 individual members of academic societies, up by 10% year-on-year and 63% since introducing free membership.
	2.We will introduce a new reward and recognition scheme for Student Reps, on-line training and improved effectiveness of Reps on SSLCs.	New reward and recognition scheme introduced; on-line training developed and will be introduced next year; effectiveness of reps has improved.
	3.We'll consult students on their academic experiences at Kent and develop a new Education Strategy for 2020-2025.	Work is ongoing, with research conducted as part of the Kent Union Strategy review; the Education Strategy will be drafted by 2021.
	4.We will run successful liberation month events with widespread engagement across Kent Union, particularly Disability and LGBT+ History Months. We will build our new student networks and ensure they provide space for students to create a better community at Kent.	Successful Black, Disability and LGBT+ History Months held, with better engagement across Kent Union. New Student Networks launched and good progress made in embedding them as our new democratic structures.

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Theme	2019-20 Objectives	Achievements
Standing up for Students		
	5. We will implement the findings from the audit of Schools' referral processes and continue to facilitate our Advice Centre to support students with academic issues.	We've improved engagement and had individual meetings with each School to ensure good referrals between schools and the Advice Centre.
	6. We will recruit a Postgraduate Coordinator to develop our engagement with students in Paris and Brussels, ensuring they have a bespoke student experience. We'll review the success of our European Varsity 2019 and endeavour to repeat the event during 2020.	New PG Coordinator in post and we've improved engagement with students in Brussels and Paris as a result; a Paris Student Guide has been developed and we're working on a Brussels Student Guide. European Varsity couldn't take place due to COVID-19.

Theme	2019-20 Objectives	Achievements
Best time at Kent		
	1. We will complete refurbishments of the Mandela Building and SU Plaza Shop before the start of the new academic year, embedding sustainability features into the projects. We'll endeavour to secure funding for Woody's roof terrace and refurbishment of the Venue.	Refurbishments of Mandela and SU Shops completed and launched in August/ September. Work delayed on Woody's roof terrace as deemed not a priority given current financial uncertainty and work is ongoing to secure funding for the Venue refurbishment.
	2. We will launch Campus Foodbank and review its operation by the end of the year, ensuring a partnership approach with stakeholders. We'll gain accreditation for our Nightline service and achieve year-on-year increase in our service open rate.	Campus Foodbank has been launched and has achieved strong engagement with students and stakeholders. Accreditation for Nightline achieved and service open-rate is up year-on-year.

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Theme	2019-20 Objectives	Achievements
Best time at Kent		
	3. We will launch new digital services including Preoday app for outlet pre-ordering, a loyalty scheme linked to KentOne cards, on-line club and society services and improved Buddy Scheme. We will prepare for SUMS deployment at GK Unions in Summer 2020.	Preoday has been delayed by SUMS, but will hopefully be rolled out before year-end; no progress with loyalty scheme and on-line club and society services are behind schedule; preparation for SUMS deployment for GK Unions is on-track and ongoing.
	4. We will continue to develop and improve HomeStamp, recruiting a career staff co-ordinator to develop the service and increasing year-on-year the number of students who utilise the service.	Recruited a career staff co-ordinator and continued to develop the service. However, due to financial impact of Covid-19 HomeStamp ceased to exist in July 2020.
	5. We will recruit a PG Experience Co-ordinator who will develop engagement with PG students with the new PG Full-Time Officer. We will introduce Student Networks to provide representation opportunities for students and engage students in, and connect students with, Kent Union.	Good progress with ongoing work to align KGSA with Kent Union's work to support Postgraduate students. Networks up and running, with further improvement and increased engagement still a priority going forwards.
	6. We will launch new strands of our Buddy Scheme, widening student engagement in the Scheme. We will continue to implement the recommendations from the Student Groups Review 2017/18.	Launched a new Buddy Scheme for Postgraduate students. Work to implement the recommendations from the Student Groups Review is ongoing and on-track.

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Theme	2019-20 Objectives	Achievements
Life Beyond Kent		
1.We will continue to work with the University to progress the work of the Task and Finish Groups established to review student employment on campus and develop a more consistent approach; in particular, we will progress the work to move all student employment via Jobshop.	Engaged heavily with the University Careers Service, who have been leading on this work. Following a consultancy review of these areas, a report was approved by Student Experience Board in February, which progresses all our objectives in this area.	
2.We will put £850K back into student pockets through direct employment with Kent Union or employment via Jobshop.	Prior to Covid-19, we were on track to exceed this objective; we ended the year having put £775K back into students' pockets.	
3.We'll work with the University to launch the Graduate Attributes and implement the joint Employability Strategy. We'll have a clear outline for the future of the Employability Platforms, including whether the Toolkit is part of this.	The University delayed implementation of the Graduate Attributes and is reviewing the joint Employability Strategy; this is largely because of the sudden departure of the University's Director of Student Services.	
4.We will implement the Training Matrix for volunteers, ensuring they're aware of training required for their roles. We will embed Volunteer Management into Student Leaders training and create three new e-learning modules, one of which will be in Mental Health First Aid, ensuring the training is more accessible.	We have trained career staff in mental health first aid, so that they can cascade the training down to volunteers; work is ongoing to implement the training matrix and to embed volunteer management into Student Leaders Training.	
5.We will complete a review of volunteering in-line with organisational priorities, focusing our volunteering activities in a smaller portfolio of services.	This objective has been fully achieved; we have scaled back our volunteering work, notably ceasing to run KSCV and reducing our staff team in volunteering.	

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Theme	2019-20 Objectives	Achievements
Life Beyond Kent		
6. We will work with the new Director of Student Services, in particular, to ensure that there is a joined-up approach to the delivery of all student services, particularly in light of the University's organisational review.		Work stalled on this due to the departure of the Director of Student Services in 2019; he was replaced with an interim until August 2019; the new Director was then in post for 6 months before her sudden departure.

Enabling the Strategy		
1. We will launch the Co-op in our retail outlets, significantly improving financial performance. We will embed our Events Department, improving events on campus and increasing revenues. We will expand income through our Business Development Team through new external contracts.		All these objectives were achieved; the new Co-op outlets were launched in the summer and customer feedback has been excellent. Financial performance prior to Covid-19 had improved. The Events Dept is working well and income from Business Development was above budget having secured new clients.
2. We will improve overall staff satisfaction as measured by our internal staff satisfaction survey and achieve an improved year-on-year placing in the Sunday Times Best 100 list for 2020.		Staff Satisfaction in our half yearly internal survey is up on last year and we achieved a placing of 17th in the Sunday Times Best 100 list for 2020.
3. We'll implement desktop management systems, continue deployment of cloud-based systems and work to develop the SUMS system, including a new reporting module and KPI dashboard.		All of these objectives are currently behind schedule, although all are progressing and we are confident that all will be achieved in the coming year.

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Theme	2019-20 Objectives	Achievements
Enabling the Strategy		
4. We will develop and implement a new KPI framework and complete and implement a strategic review of at least one of our departments or teams.		Developed a new KPI framework, but not yet rolled it out. We have reviewed our Volunteering Team and made significant changes to the Team and its outputs.
5. We will fully implement the changes arising from the review of our events and entertainment teams and roll out the cross-organisational approach to events management.		Introduction of the events team has helped improve the quality of our main events, including Hello Kent Tent, Big Kent Union Fair and hosting Southern Unions Conference.
6. We'll achieve accreditation with Stonewall and work towards achieving 'Investors in Diversity' status in 2020/21. We'll implement Year 1 goals from our Environment Strategy.		Covid-19 has meant these objectives have been delayed.

Plans for Future Periods

Kent Union's Strategic Plan for the period 2017-2020 concluded in July 2020. Work to develop our new strategic plan for the period 2020-23 commenced during summer 2019 and was well progressed, prior to Covid-19 and moving into lockdown in March 2020. The strategy review came at a time where the organisation had gone through a number of major changes including a management restructure, the incorporation of Kent Union, transition of our retail outlets to Co-op franchise operations and the major refurbishment of the Mandela Building in summer 2019. The University of Kent has also been going through significant changes and facing major financial pressure and the wider context for the higher education sector is also uncertain, with the Government response to the Augar Review of Higher Education still unknown. The Medway campus with its multiple stakeholders continues to be a complex landscape and, with the University of Kent moving courses back to Canterbury, there is uncertainty about the future operation of GK Unions.

Around 2,000 students engaged in research as part of the strategy review, which included strategy sessions with the Board, officers, senior

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management team and senior leadership team and consultation with staff and external stakeholders. Key themes emerging from the review include the high number of students expressing concern over mental health; the importance of Kent Union continuing to work on student safety and tackling sexual and racial violence and harassment and other anti-social behaviour; concern over living costs, in particular on- and off-campus accommodation; the need for us to continue to prioritise supporting students to create friendship groups and to build 'communities of students'; and the importance of us continuing to prioritise and improve our 'student voice' work. The Covid-19 outbreak caused a measured delay to the conclusion of Kent Union's strategy review and development of our new strategic plan.

Due to the financial circumstances facing Kent Union since March 2020 and the loss of circa £3M of revenue in 2019/20 and an anticipated similar loss of income for 2020/21, the Union has had to focus all attention on a significant savings programme to ensure the financial sustainability of the organisation. This has included: making around 20% of the Union's career staff team redundant, largely through a voluntary redundancy scheme that run through summer 2020; a voluntary reduction in hours by a number of staff; a pay freeze; a recruitment freeze and keeping 10 empty staff positions vacant; terminating the contracts of all fixed-term contract, supply and temporary staff posts; making significant use of the Government's Job Retention Scheme; the Senior Leadership Team taking a voluntary reduction in pay; and operating a staff redeployment scheme throughout the 2020/21 financial year. These drastic measures resulted in the Union making a small operating surplus for the 2019/20 financial year and a small budgeted operating surplus for 2020/21. Given significant uncertainty in our operating environment, plans for financial year 2020/21 are to:

- Keep our staff, volunteers, students and the wider University community safe;
- Generate a small in-year operating surplus and replenish our cash reserves;
- Continue to operate as many services as possible to support students through the academic year;
- Manage the strategic risks identified in our Strategic Risk Register;
- Work closely with the University to support students through the academic year.

Financial Review

Responsibilities for the Accounts and Financial Statements

The Charities Act 2006, the Companies Act 2011 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. They are presented on a merger accounting basis for Charity No 1138210 and Charity No 1183556/Company No 11939038.

Principal Funding Sources

Approximately 27% of the Union's funding is provided by block grant 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

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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 an underlying surplus of £98k before Exceptional Items, Note 11 (Restructuring Costs £128k) in Unrestricted Funds for the period ending 31 July 2020, against a budgeted surplus of £37k, a positive variance of £61k. The transfer between Unrestricted Funds and Restricted Funds of £350k relates to Voluntary Income for additional grant to support the refurbishments of the Union's student facing premises that have now been concluded. This amount was not included in Kent Union's budget.

Total revenues for the period were £11,701k, compared with total revenues of £12,720k in the preceding year, a decrease of £1,514k (12%). Expenditure includes £662k 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 £525k as at 31 July 2020; this was a decrease from £52k as at 31 July 2019 due largely to the financial performance recorded in the year and exceptional costs.

The Union's consolidated cash position has reduced from £832k as at 31 July 2019 to £540k as at

31 July 2020, due to later pre-payments in July 2020 and completion of the renovation of the Mandela Building.

A balance sheet position of net current assets was not maintained by the Union, with net current liabilities of £371k as at 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.

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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 2017. 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 £3,205 million representing 102% of the liabilities for benefits accrued up to 31 March 2017. The SAUL trustee and the employers in the scheme have agreed that to maintain the surplus at the 31 March 2017 valuation additional employer contributions of 3% of salaries set on the 1 April 2016 will continue. The results of the March 2020 triennial valuation are expected in June 2021.

Reserves

The Union's total reserves stood at £525k as at 31 July 2020. Of this amount, £201k are Restricted Funds which are not available for the general purposes of the charity. Details of the Restricted Funds are shown in Note 24 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 11 February 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 £425,000 and £850,000;
- 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 £213,000;
- 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 Reserves Policy targets were not attained in the year due to 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 address the current shortfall. Unrestricted Reserves were £324k as at 31 July 2020, which is £526k below the upper target required under our Reserves Policy. Free Reserves were £(910k) as at 31 July 2020, which is £1,123k 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 2025.

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 £127k to Kent Union, and recorded a net result of £NIL during the year.

Key Human Resource Management Policies and Reporting

Remuneration Policy

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. 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 year and reviewed by Remuneration Committee.
- The names, job titles and gross salary band of senior managers are 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. The Union was first accredited with Investor in People status in 2004 and Investor in

People Gold status in 2011. 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 were heavily engaged in the development of the new Plan.

The Union has been included on 11 occasions, including 2020, in the Sunday Times 100 Best Not-for-Profit Organisations to Work For list and is committed to achieving a top 10 placing in the List over the life of its Strategic Plan.

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 is 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 £2.5M of grant funding to Kent Union from the University of Kent in the year to support the Union in the delivery of 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 Risk Committee and the Risk Management Policy identifies compilation and maintenance of a Strategic Risk Register and an Operational Risk Register as key tools within the Union's risk management strategy and processes.

An Operational Risk Register covering all services and functions on the Canterbury and Medway campuses is in place and subject to annual review, the most recent being in progress and due to be concluded by late 2020. 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.

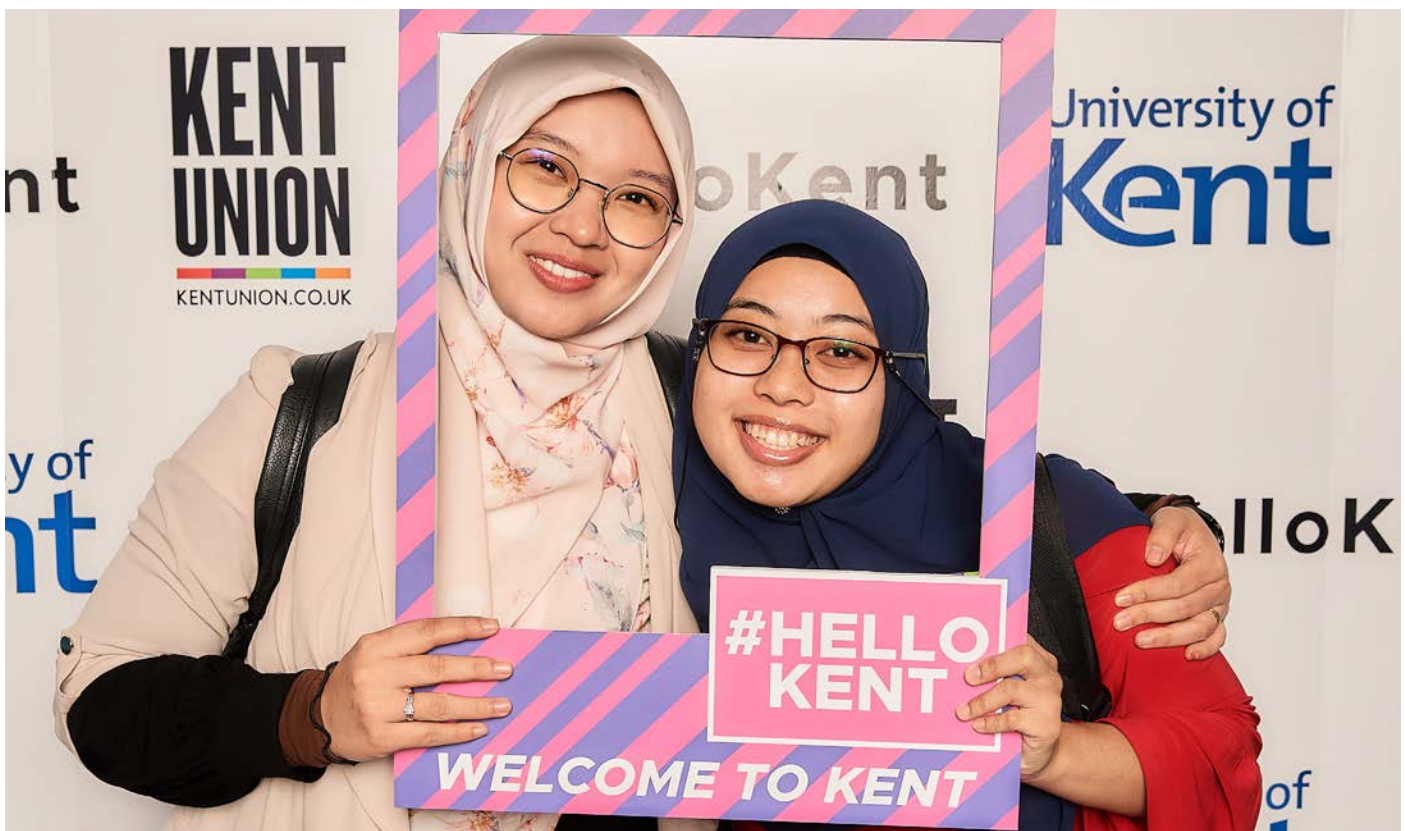
A Strategic Risk Register covering the major strategic risks facing the Union is also in place and subject to annual review by the Board of Trustees and Finance and Risk Committee. The five risks in the Strategic Risk Register are monitored by the trustees at each meeting of the Board, as well as Finance and Risk Committee receiving a comprehensive report

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against the mitigating action plan twice per annum. During the 2019/20 financial year, the Trustees regarded 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. Regulatory Compliance – ensuring compliance with statutory and regulatory laws and requirements.
4. External Environment and Stakeholders – managing relationships with key stakeholders and respond to volatile external environment.
5. Technology – Ability to plan, manage and develop technology for the benefit of user's experience and effectiveness.

The Union's Business Continuity Plan was reviewed by the Senior Leadership Team in September 2019 and was considered the Finance and Risk Committee in February 2020. 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. The Union also undertakes various fundraising events amongst staff for distribution to its chosen charity which was Share a Star for 2019/2020. During the year over £85 was raised by students under Raise and Give. At 31 July 2020 Kent Union held as custodian a balance of £18k 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 2020/21 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 44, 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 new Job Support Scheme replacing the JRS will also be used where appropriate and the Government's recently announced Kickstart Scheme may be utilised. 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. These budgets include the ongoing Covid-19 restrictions imposed by government on our outlets and are prepared on the basis the Venue will not open, removing financial uncertainty from within the forecasts. 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 500 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 29 October 2020 and signed on their behalf by Joshua Frost (President 2020/2021 and Chair of the Board of Trustees) and Peter Gingell (External Trustee, Deputy Chair and Chair of Finance and Resources Committee).



Joshua Frost
Union President
Chair of the Board of Trustees



Peter Gingell
President Deputy Chair
Chair Finance and Risk Committee

Independent Auditor's Report to the Members of Kent Union

Opinion

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

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

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

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

Other information

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

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

We have nothing to report in this regard.

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 and the strategic 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 strategic report 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 strategic report or 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, 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 group's or 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

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.

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

Use of our report

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



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

4th November 2020

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)**

YEAR ENDED 31 JULY 2020

		Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	2019 Total Funds £
	Note				
INCOME					
Voluntary Income	2	3,077,931	-	3,077,931	3,014,343
Income from Charitable Activities	3	6,941,352	1,678,923	8,620,275	9,703,466
Investment Income	4	2,328	-	2,328	2,358
TOTAL INCOME		10,021,611	1,678,923	11,700,534	12,720,157
RESOURCES EXPENDED					
Charitable activities:					
Membership Skills Development	5	7,968,264	208,964	8,177,228	8,775,432
Advice and Welfare	6	348,387	245,998	594,385	588,320
Volunteering and Community	7	233,231	94,861	328,092	417,838
Sport and Recreation	8	514,508	829,317	1,343,824	1,522,774
Representation	9	859,349	320,751	1,180,100	1,166,526
TOTAL RESOURCES EXPENDED		9,923,738	1,669,891	11,623,629	12,470,890
Total Net Income/Expenditure		97,873	(20,968)	76,905	249,267
Exceptional Items	11	(128,422)	-	(128,422)	(331,793)
Transfer refurbishment	23,24	350,000	(350,000)	-	-
NET MOVEMENT IN FUNDS		319,451	(370,968)	(51,517)	(82,526)
FUNDS BROUGHT FORWARD AT 1 AUGUST		4,749	572,184	576,933	659,459
FUNDS CARRIED FORWARD AT 31 JULY		324,200	201,216	525,416	576,933

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

The notes on pages 50 to 82 form part of these financial statements

Kent Union Financial Statements 31 July 2020

CONSOLIDATED BALANCE SHEET

31 July 2020

	Note	£	2020 £	2019 £
FIXED ASSETS				
Tangible assets	12		<u>1,234,986</u>	<u>480,351</u>
			1,234,986	480,351
CURRENT ASSETS				
Stocks	14	151,911		117,964
Debtors	15	999,526		276,746
Cash at bank and in hand	27	<u>539,496</u>		<u>831,981</u>
		1,690,933		1,233,434
CURRENT LIABILITIES				
Creditors: Amounts falling due within one year	16	<u>(2,062,170)</u>		<u>(1,136,853)</u>
NET CURRENT (LIABILITIES)/ASSETS			(371,237)	96,582
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>863,749</u>	<u>576,932</u>
LONG TERM LIABILITIES				
Creditors: Amounts falling due within one year – Loan			(338,333)	-
NET ASSETS			<u>525,416</u>	<u>576,932</u>
RESERVES				
RESTRICTED RESERVES				
Restricted Reserves	23		201,216	572,184
UNRESTRICTED RESERVES				
Unrestricted Reserves	24	324,200		2,509
Designated Reserves	24	<u>-</u>		<u>2,240</u>
			324,300	4,749
TOTAL RESERVES			<u>525,416</u>	<u>576,932</u>

All activities of the Union are continuing operations.

The notes on pages 50 to 82 form part of these financial statements

These financial statements were approved and authorised for issue by the Trustees on 29th October 2020 and are signed on their behalf by:



Joshua Frost
Union President
Chair of the Board of Trustees



Peter Gingell
President Deputy Chair
Chair Finance and Risk Committee

Kent Union Financial Statements 31 July 2020

KENT UNION BALANCE SHEET

31 July 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	1,232,304	480,351
Investments	13	1	1
		<u>1,232,305</u>	<u>480,352</u>
CURRENT ASSETS			
Stocks	14	151,911	117,964
Debtors	15	1,126,771	337,799
Cash at bank and in hand	27	<u>367,306</u>	<u>762,903</u>
		1,645,988	1,218,666
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	16	<u>(2,014,544)</u>	<u>(1,122,085)</u>
NET CURRENT ASSETS			
		(368,555)	96,581
TOTAL ASSETS LESS CURRENT LIABILITIES			
		863,750	576,933
LONG TERM LIABILITIES			
Loans	16	(338,333)	-
NET ASSETS			
		<u>525,417</u>	<u>576,933</u>
RESERVES			
RESTRICTED RESERVES			
Restricted Reserves	23	201,216	572,184
UNRESTRICTED RESERVES			
Unrestricted Reserves	24	324,201	2,509
Designated Reserves	24	-	2,240
		<u>324,201</u>	<u>4,749</u>
TOTAL RESERVES			
		<u>525,417</u>	<u>576,933</u>

The notes on pages 44 to 72 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 29th October 2020 and are signed on their behalf by:



Joshua Frost
Union President
Chair of the Board of Trustees



Peter Gingell
President Deputy Chair
Chair Finance and Risk Committee

Kent Union Financial Statements 31 July 2020

CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 JULY 2020

	Note	2020	2019
NET CASH PROVIDED BY OPERATING ACTIVITIES	26	349,772	(16,264)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest from investments	4	2,348	2,348
Proceeds from sale of property, plant and equipment		-	(83)
Purchases of property, plant and equipment	12	(994,605)	(362,748)
NET CASH USED IN INVESTING ACTIVITIES		(992,257)	(360,483)
CASH FLOWS FROM FINANCING ACTIVITIES			
New partially secured loans	16	350,000	-
NET CASH USED IN FINANCING ACTIVITIES		350,000	(376,747)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR		(292,485)	210,029
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		831,981	1,208,728
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		539,496	831,981

The notes on pages 50 to 82 form part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1: ACCOUNTING POLICIES

The principal accounting policies adopted, judgments 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) (FRS102), and in accordance with applicable charity law. In accordance with FRS 102, no separate Statement of Financial Activities or Statement of Cash Flows has been presented for the Union alone.

Merger Accounting

The unincorporated entity (charity no 1138210) transferred its, activities, assets and liabilities to a new incorporated legal entity of the same name on 1 August 2019 (charity no 1183556, company number 11939038). Since 1 August 2019, the Union has traded as the incorporated entity and the intention was for the old unincorporated entity, which ceased trading on 1 August 2019, to be wound up. The old unincorporated entity ceased to be a registered charity on 16 September 2020.

All activity in the year was carried out in the incorporated entity and the net assets and funds presented in the comparatives on the Union balance sheet reflect the net assets at the date of the merger.

Going Concern

Kent Union reported an encouraging financial performance in the year resulting in an unrestricted reserves balance of £324k (2019: £5k) 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 and the University releasing the restrictions placed on funds provided by it. 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 these financial statements. These budgets include the ongoing Covid-19 restrictions imposed by government on Union outlets and are prepared on the basis the Venue will not open, removing financial uncertainty from within the forecasts. The Union receives significant grant funding from the University of Kent and has confirmation of the 2021 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 £371k (2019: Assets £96,581), and is budgeting for an improvement, as well as, a financial surplus for 2020/2021. Despite the current circumstances the Trustees believe that the company's financial resources and contingency planning is sufficient to ensure the ability of the 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 Limited. 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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1: ACCOUNTING POLICIES (Continued)

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

The charity 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.

(i) 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.

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. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources. 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 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.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1: ACCOUNTING POLICIES (Continued)

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 13% 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
Motor Vehicles	- 33.33% p.a. straight line

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1: ACCOUNTING POLICIES (Continued)

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 lease agreements

Rentals applicable to operating leases where substantially all of 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 £438,739 (2019: £481,081). With effect from 1 April 2016, the employer's contribution rate increased to 16% of pensionable pay, with the additional 3% being payable until 31 July 2021 to maintain the scheme surplus at the 31 March 2017 actuarial valuation (see the final paragraph of this Pension section below).

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 2017. 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 results of the March 2020 valuation will be available to scheme members in October 2020.

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.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1: ACCOUNTING POLICIES (Continued)

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. Designated funds are unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

2 VOLUNTARY INCOME

	2020	2019
	£	£
Block grant Kent Union Canterbury	1,572,919	2,097,900
Block grant GK Unions	950,774	916,443
Job Retention Scheme Grant	523,270	-
Donation in Kind	30,967	-
	<u>3,077,931</u>	<u>3,014,343</u>

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.

3 INCOME FROM CHARITABLE ACTIVITIES

	2020	2019
	£	£
Membership Skills Development and Employability:		
Retail Trade	4,161,450	4,187,965
Licensed Trade and Catering	1,778,252	2,491,589
Other Trade	1,001,650	1,295,109
University restricted grants:		
Advice and Welfare	245,998	245,548
Volunteering and Community	95,972	98,569
Sport and Recreation	124,876	130,386
Representation	292,034	327,831
Jobshop	22,089	39,295
GK Unions Reception	10,549	21,392
GK Unions	47,887	26,000
Nursery	93,812	106,069
Parkwood Development	34,627	58,060
Members' contributions:		
Sport and Recreation	202,228	218,350
Fundraising	508,850	457,303
	<u>8,620,275</u>	<u>9,703,466</u>

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 £782 which relates to amounts fundraised by Nursery staff and parents which are restricted to purchase toys, equipment and other items for the Nursery.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

4 INVESTMENT INCOME

	2020	2019
	£	£
Bank Interest receivable	2,328	2,348

5 MEMBERSHIP SKILLS DEVELOPMENT

	2020	2019
£	£	£
Retail Trade		
Stock	3,134,735	3,009,163
Career staff costs	414,873	457,171
Student staff costs	284,359	343,934
Other costs	437,883	335,028
Depreciation	40,627	33,756
	4,312,477	4,179,052
Licensed Trade and Catering		
Stock	636,722	858,437
Career staff costs	401,793	468,096
Student staff costs	358,160	398,180
Other costs	622,793	760,455
Depreciation	35,225	42,808
	2,054,693	2,527,976
Other Trade		
Career staff costs	598,842	715,895
Student staff costs	195,071	345,320
Expenditure re fundraising income	-	1,171
Other costs	247,363	306,236
Depreciation	8,406	8,526
	1,049,682	1,377,148
Support staff costs	461,077	402,245
Support facilities costs	299,298	289,011
	760,375	691,256
	8,177,228	8,775,432

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

6 ADVICE AND WELFARE

	2020	2019
	£	£
Career staff costs	263,298	257,573
Student Staff	-	8,866
Other costs	18,995	22,867
Support staff costs	161,745	158,242
Support facilities costs	150,346	140,772
	<u>594,384</u>	<u>588,320</u>

7 VOLUNTEERING AND COMMUNITY

	2020	2019
	£	£
Career staff costs	95,720	176,911
Student Staff	1,443	-
Community volunteering	251	2,190
Kent Student Certificate for Volunteering	2,182	6,458
Other costs	20,771	36,617
Support staff costs	112,909	110,071
Support facilities costs	94,818	85,591
	<u>328,092</u>	<u>417,838</u>

8 SPORT AND RECREATION

	2020	2019
	£	£
Direct grants to clubs and societies	89,958	119,283
Coaching	38,999	39,247
Entry fees and affiliations	61,754	64,320
Facilities and pitches	34,215	24,742
Insurance	12,490	21,174
Officials	8,063	12,439
Sundry expenses	82,788	123,157
Motor and travel	61,282	82,766
Website and online payment costs	8,361	14,155
Office costs	-	216
Minibus lease and other costs	20,517	33,902
Depreciation	3,475	3,915
Career staff costs	103,280	226,715
Student Staff	3,350	(445)
Expenditure re fundraising income	488,702	455,874
Support staff costs	187,587	187,052
Support facilities costs	139,002	114,262
	<u>1,343,825</u>	<u>1,522,774</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

9 REPRESENTATION

	2020	2019
	£	£
Affiliations	53,707	52,971
Campaigns	3,689	11,204
Depreciation	2,349	3,298
Election expenses	5,789	5,966
Office costs	228	675
Media and Publications	17,221	30,215
Rent	1,433	50,910
Services and utilities	(1,088)	7,913
Elected officers' salaries	122,783	118,238
Sundry expenses	52,859	34,520
Training	4,169	9,720
Career staff costs	383,968	368,474
Student Staff	-	2,315
Support staff costs	302,998	275,864
Support facilities costs	229,995	194,243
	<u>1,180,099</u>	<u>1,166,526</u>

10 SUPPORT COSTS

	2020	2019
	£	£
Staffing costs		
Career staff costs	1,012,210	987,546
Student staff	33,165	73,420
Staff recruitment	22,746	8,098
Staff training	18,720	48,054
Staff support costs	<u>16,900</u>	<u>16,357</u>
	1,103,740	1,133,475
Administration costs		
Consultancy	1,515	15,914
Insurance	14,335	10,587
IT costs	34,270	12,843
Legal and professional	46,636	1,763
Loss/(Profit) on disposal of fixed assets	1,027	(83)
Marketing and market research	92,800	82,878
Payroll administration fees	14,563	18,339
Printing, postage and stationery	18,556	29,354
Sundry expenses	<u>25,866</u>	<u>58,170</u>
	249,568	229,765

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

10 SUPPORT COSTS (Continued)

		2020		2019
	£	£	£	£
Establishment costs				
Cleaning	14,055		18,846	
Depreciation	138,727		88,052	
Equipment repairs and maintenance	7,044		8,495	
Rent	157,509		169,870	
Services and Utilities	220,554		234,632	
Rates	<u>7,045</u>		<u>6,296</u>	
		544,935		526,191
Finance costs				
Bank charges	5,263		6,807	
Irrecoverable VAT	6,892		23,878	
Bad debts written off	<u>6,394</u>		<u>10,783</u>	
		18,549		41,468
Governance costs				
Audit and Accountancy	22,032		20,178	
Committee support costs	4,089		4,405	
Trustees' expenses	<u>356</u>		<u>1,873</u>	
		26,477		26,456
		<u>1,943,269</u>		<u>1,957,355</u>

Included within audit and accountancy are audit fees of £20,402 (2019: £18,582) and non-audit fees of £1,630 (2019: £1,596).

11 EXCEPTIONAL ITEMS

	2020	2019
	£	£
Redundancy Costs	128,422	91,471
Incorporation	-	42,322
Refurbishment Program	-	198,000
	<u>128,422</u>	<u>331,793</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

12 TANGIBLE FIXED ASSETS

	Fixtures and Fittings	Leasehold Improvements	Assets Under Construction	Total
GROUP	£	£	£	£
COST OR VALUATION				
At 1 August 2019	1,220,644	678,907	146,985	2,046,536
Additions	131,031	753,320	110,256	994,607
Disposals	(122,100)	(122,414)	-	(244,514)
Transfers	-	146,985	(146,985)	-
At 31 July 2020	1,229,575	1,456,798	110,256	2,796,629

DEPRECIATION

At 1 August 2019	890,503	675,683	-	1,566,185
Charge for the year	152,891	86,053	-	238,944
Disposals	(121,073)	(122,414)	-	(243,487)
At 31 July 2020	922,321	639,322	-	1,561,643

NET BOOK VALUE

At 31 July 2020	307,254	817,476	110,256	1,234,986
At 31 July 2019	330,142	3,224	146,985	480,351

	Fixtures and Fittings	Leasehold Improvements	Assets Under Construction	Total
PARENT	£	£	£	£
COST OR VALUATION				
At 1 August 2019	1,220,644	678,907	146,985	2,046,536
Additions	124,367	753,320	110,256	987,943
Disposals	(122,100)	(122,414)	-	(244,514)
Transfers	-	146,985	(146,985)	-
At 31 July 2020	1,222,911	1,456,798	110,256	2,789,965
DEPRECIATION				
At 1 August 2019	890,503	675,683	-	1,566,185
Charge for the year	148,910	86,053	-	234,963
Disposals	(121,073)	(122,414)	-	(243,487)
At 31 July 2020	918,340	639,322	-	1,557,661
NET BOOK VALUE				
At 31 July 2020	304,572	817,476	110,256	1,232,304
At 31 July 2019	330,142	3,224	146,985	480,351

Capital commitments

Group and Parent	2020	2019
	£	£
Contracted but not provided for in the financial statements	-	379,565

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

13 INVESTMENTS

KENT UNION

Subsidiary Undertakings

Kent Union Trading Limited - Management Services, Student Radio, Nursery and Marketing Activity

Company Number 06795479	Turnover	Profit/(Loss)	Aggregate share capital and reserves	Equity Held Number of shares	% Equity
Registered office - University of Kent, Mandela Building, Canterbury, Kent CT2 7NW					
	£	£	£		
	449,703	126,617	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.

14 STOCK

	2020	2020	2019	2019
	£	£	£	£
	Group	Parent	Group	Parent
Retail	92,303	92,303	49,820	49,820
Licensed Trade and Catering	59,608	59,608	68,144	68,144
	<u>151,911</u>	<u>151,911</u>	<u>117,964</u>	<u>117,964</u>

15 DEBTORS

	2020	2020	2019	2019
	£	£	£	£
	Group	Parent	Group	Parent
Trade debtors	533,871	517,690	128,596	113,995
Amounts owed by group companies	-	151,466	-	75,654
Prepayments and accrued income	407,385	407,385	148,150	148,150
Other debtors (inc VAT recoverable)	58,270	50,230	6,744	6,083
	<u>999,526</u>	<u>1,126,771</u>	<u>283,489</u>	<u>343,881</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2020 £	2019 £	2019 £
	Group	Parent	Group	Parent
Trade creditors	1,179,672	1,179,672	709,699	709,699
Other creditors including taxation and social security:				
Other creditors	28,866	28,866	83,504	83,504
Accruals and deferred income	853,632	806,006	343,650	334,965
	<u>2,062,170</u>	<u>2,014,544</u>	<u>1,136,853</u>	<u>1,122,085</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 2019	27,580	21,178
Amount released to income in the year	(27,580)	(21,178)
Amount deferred in year	-	-
Balance at 31 July 2020	<u>-</u>	<u>-</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16 CREDITORS: AMOUNTS FALLING AFTER MORE THAN ONE YEAR

	2020 £	2020 £	2019 £	2019 £
	Group	Parent	Group	Parent
Partially secured bank loan	350,000	350,000	-	-
Less: Loans repayable within one year	(11,667)	(11,667)	-	-
	<u>338,333</u>	<u>338,333</u>	<u>-</u>	<u>-</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, £58,333 (2019: £nil) is repayable after more than 5 years.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

17 COMMITMENTS UNDER OPERATING LEASES

At 31 July 2020 the Union had commitments under non-cancellable operating leases as set out below.

	Land and Buildings	
	2020	2019
	£	£
Operating leases which expire:		
Within 1 year	1,109,548	826,838
Within 2 to 5 years	2,230,930	2,007,933
Within more than 5 years	12,611,002	7,279,085
	<u>15,951,481</u>	<u>10,113,856</u>
	Other	
	2020	2019
	£	£
Operating leases which expire:		
Within 1 year	27,472	28,721
Within 2 to 5 years	61,232	107,750
	<u>88,704</u>	<u>136,471</u>

The total expense in the year was £1,114,750.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

18 STAFF COSTS AND NUMBERS

Staff costs were as follows:

	2020	2019
	£	£
Wages and salaries	4,376,430	4,312,565
Social security costs	290,205	275,365
Pension costs	438,739	481,081

Total costs	<u>5,105,374</u>	<u>5,069,011</u>
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Termination payments (included within wages and salaries above)	<u>128,422</u>	<u>108,287</u>
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The average monthly number of employees, based on headcount, during the year was as follows:-

	2020	2019
	Number	Number
Direct charitable activities	367	460
Administration	41	40
Total numbers	<u>408</u>	<u>500</u>

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

	2020	2019
	Number	Number
Direct charitable activities	109	205
Administration	39	37
Total numbers	<u>148</u>	<u>255</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

18 STAFF COSTS AND NUMBERS (Continued)

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

	2020 Number	2019 Number
In the band £110,000 - £119,999	1	1
In the band £70,000 - £79,999	2	2

Retirement benefits are accruing for these 3 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: Jim Gardner, Chief Executive, Dennis Summers, Director of Finance and Corporate Governance and Melanie Sharman, Deputy Chief Executive.

	2020 Number	2019 Number
In the band £90,000 - £99,999	1	1
In the band £50,000 - £59,999	2	2

The aggregate employee benefits paid in the year to key management personnel for their services to the charity was £374,908 (2019: £309,846). The Union defines its key management personnel as the Chief Executive, Director of Finance and Corporate Governance, Deputy Chief Executive, Membership Services Director of Commercial Services, Director of Membership Services and Managing Director GK Unions.

During the year the Union agreed termination payments totalling £128,422 (2019: £108,287) to staff in relation to organisational changes made in light of Covid-19 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 £128,422 termination payments outstanding at the balance sheet date.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) 19 RELATED PARTY TRANSACTIONS

University of Kent

	2020	2019
	£	£
University of Kent Grant Funding of:	1,572,919	2,064,517
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:		
The Union also occupies a number of premises on campus under formal leases from the University of Kent of:	30,967	33,384
The University of Kent provides payroll services to the Union. The annual fee for this service of:		
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.	14,563	18,339
Further costs relating to University of Kent transactions are as follows:		
Sports and societies of:	6,281	24,097
Training of:	5,389	1,980
Hire of facilities of:	13,075	6,292
Maintenance of:	39,013	5,229
Utility Charges of:	113,949	122,297
Rents of:	669,578	576,411
Sundry Items of:	48,512	66,760
Further revenues relating to University of Kent transactions are as follows:		
Jobshop sales of:	46,870	96,731
Other non-recurrent income of:	67,129	146,150
The above transactions resulted in a balance due to the University of Kent at the end of the year of:		
	1,071,491	463,038
And balance due from the University of Kent of:	9,255	33,145

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

19 RELATED PARTY TRANSACTIONS (Continued)

University of Greenwich

	2020	2019
	£	£
The University of Greenwich Grant Funding of:	497,539	916,442
The University of Greenwich charged Kent Union for the following in the year:		
Rent of:	107,380	95,000
Service Charges of:	170,750	225,694
Sundries of:	2,186	3,362
Kent Union paid over to the University of Greenwich bus ticket income received on their behalf of:	67,858	44,118

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

General Income of:	1,577	18,643
 The above transactions resulted in a balance due from the University of Greenwich at the end of the year of:	 482,212	 -
 And balance due to the University of Greenwich of:	 -	 3,077

Kent Union Trading Ltd

And charged a fee to KUTL in relation to management support services provided of:	6,500	2,000
KUTL Sponsorship Income paid to Kent Union of:	-	3,330
KUTL Donation to Kent Union of:	126,617	71,753
 The above transactions resulted in a balance due from Kent Union Trading Limited to Kent Union of:	 151,466	 3,900

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

19 RELATED PARTY TRANSACTIONS (Continued)

Canterbury Youth and Student Media Ltd	2020	2019
	£	£
Transactions took place during the prior year between Kent Union and Canterbury Youth and Student Media Limited (CYSM), upon the Board of which Kent Union has 3 representatives out of 18 Board members. On 1 August 2019 the net assets and operations of CYSM were transferred to KUTL at nil consideration. The following transactions which took place in 2019 are as follows:		
CYSM Membership subscriptions received by Kent Union of:	-	1,395
Staff support charges to CYSM of:	-	-
Management charges to CYSM of:	-	2,000
Sundry Charges to CYSM of:	-	200
Administration charges to CYSM in relation to staff support services of:	-	5,103
The above transactions resulted in a balance due from CYSM to Kent Union at the end of the year of:	-	6,708

Gardner Training and Consultancy (GTC)

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:	2,803	7,662
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.

Elected Officers

The elected 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:

114,960	102,218
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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 currently built up on either a Final Salary basis or a Career Average Revalued Earnings (CARE) basis. Following a consultation with Members, the SAUL Final Salary Section closed on 31 March 2016 and all 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 2017. 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 November 2018 and are due to be reviewed at SAUL's next formal valuation in 2020.

The Trustee and Employers have agreed that the Technical Provisions deficit at the 31 March 2017 valuation will be addressed by employer contributions of 3% of Salaries between 1 April 2018 and 31 March 2021 inclusive. The overall level of the Employers' contributions will, therefore, remain at 16% of Salaries with effect from 1 April 2018.

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 was £3,205 million representing 102% of the liabilities for benefits accrued up to 31 March 2017.

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 28.11 of FRS102.

The Trustees and Employers have agreed that the Technical Provisions deficit at the 31 March 2017 valuation will be maintained by additional employer contributions of 3% of Salaries between 1 April 2018 and 31 March 2021 inclusive. The 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) is £nil (2019: £nil) as at 31 July 2020, with £nil (2019: £nil) released to the Statement of Financial Activities in the year.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

21 REMUNERATION OF TRUSTEES

The total remuneration paid to the Trustees during the financial year 2019/2020 was as follows:-

	Remuneration Contributions	Pension	Reimbursement of expenses	Total
	£	£	£	£
Omolade Adedapo, Vice President (Welfare)	19,808	3,169	-	22,978
Emily Window, Vice President (Sports)	19,666	3,147	64	22,876
Sasha Langeveldt, President	18,074	2,892	118	21,084
Laura Carlin, Vice President (Postgraduate)	19,672	653	174	20,499
Vicky Saward-Read, Vice President (Academic Experience)	19,898	480	-	20,378
Aldo Manella	2,156	345	-	2,501
Aisha Dosanjh	2,156	345	-	2,501
Joshua Frost		345	-	2,501
2,156				
	<u>103,585</u>	<u>11,375</u>	<u>355</u>	<u>115,315</u>

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CONTINUED)

22 EXPENSES REIMBURSED TO SENIOR EXECUTIVES

The amount of expenses reimbursed to senior executives during 2019/2020 was as follows:

	£
Jim Gardner, Chief Executive	223
Melanie Sharman, Deputy Chief Executive – Membership Services	-
Dennis Summers, Director of Finance & Corporate Governance	71
Bex Green, Director of Membership Services	359
Rob Pegg, KUTL Managing Director	234
Alison Chambers, GK Unions Managing Director	406
	<u>1,293</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 relate 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 Kent Union. Jim Gardner, Dennis Summers and Rob Pegg are Directors of Kent Union Trading Limited.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

23 RESTRICTED RESERVES

Group	At 1 August 2019 £	Incoming Resources £	Resources Expended £	Transfers £	At 31 July 2020 £
University restricted grants:-					
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)	-	-
Jobshop	-	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 Sport and Recreation	350,000	-	-	(350,000)	-
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
	572,184	1,678,923	(1,699,891)	(350,000)	201,216

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.

The University voluntary income relates to the assessed value of the rent free arrangement on the use of the Union's principal administration building.

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.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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 2019 £	Incoming Resources £	Resources Expended £	Transfers £	At 31 July 2020 £
University restricted grants:-					
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
Jobshop	-	22,089	(22,089)	-	-
GK Unions Reception	-	10,549	(10,549)	-	-
GK Unions	-	47,887	(47,887)	-	-
Nursery	-	46,147	(46,147)	-	-
Parkwood Development	-	34,627	(34,627)	-	-
Building Refurbishments	350,000	-	-	(350,000)	-
Sport and Recreation:					
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
	572,184	1,631,258	(1,652,226)	(350,000)	201,216

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

23 RESTRICTED RESERVES (Continued) COMPARATIVE TABLE

Group and Parent	At 1 August 2018 £	Incoming Resources £	Resources Expended £	At 31 July 2019 £
University restricted grants:-				
Advice and Welfare	-	245,548	(245,548)	-
Volunteering and Community	3,155	98,569	(108,463)	(6,739)
Sport and Recreation	83,930	130,386	(164,685)	49,631
Representation	59,392	327,832	(299,169)	88,055
Nursery	-	106,069	(106,069)	-
Jobshop	-	39,295	(39,295)	-
GK Unions Reception	-	21,392	(21,392)	-
GK Unions	-	26,000	(26,000)	-
Parkwood Development	-	58,060	(58,060)	-
Building Refurbishments	-	548,000	(198,000)	350,000
Donation rent free use of Mandela Building	-	33,384	(33,384)	-
Sport and Recreation				
Members' contributions	-	218,350	(218,350)	-
Fundraising	86,672	457,303	(455,874)	88,101
Alumni Fundraising	25	-	-	25
Nursery Fundraising	3,111	-	-	3,111
	235,242	2,312,402	(1,975,460)	572,184

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

24 UNRESTRICTED RESERVES

Group	At 1 August 2019 £	Incoming Resources £	Resources Expended £	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>

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

Parent	At 1 August 2019 £	Incoming Resources £	Resources Expended £	Transfer to Designated 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>

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

The fixed asset reserve relates to funds the Trustees have designated to match the net book value of assets purchased with the assistance of a capital grant from the University. Depreciation will be charged against this reserve over the life of the asset acquired with the funding. 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.

Group	At 1 August 2018 £	Incoming Resources £	Resources Expended £	Transfer from Designated Reserve £	At 31 July 2019 £
General reserve	<u>421,882</u>	<u>10,407,855</u>	<u>(10,827,223)</u>	<u>(5)</u>	<u>2,509</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

24 UNRESTRICTED RESERVES (Continued)

Designated Reserves	At 1 August 2018	Incoming Resources	Resources Expended	Transfer from General Reserve	At 31 July 2019
	£	£	£	£	£
GK Unions	2,235	-	-	5	2,240
	<u>2,235</u>	<u>-</u>	<u>-</u>	<u>5</u>	<u>2,240</u>

Parent	At 1 August 2018	Incoming Resources	Resources Expended	Transfer to Designated Reserve	At 31 July 2019
	£	£	£	£	£
General reserve	352,225	10,477,512	(10,827,223)	(5)	2,509

Designated Reserves	At 1 August 2018	Incoming Resources	Resources Expended	Transfer from General Reserve	At 31 July 2019
	£	£	£	£	£
GK Unions	2,235	-	-	5	2,240
	<u>2,235</u>	<u>-</u>	<u>-</u>	<u>5</u>	<u>2,240</u>

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

25 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds 2020 £	Unrestricted Funds 2020 £	Total Funds 2020 £
Group			
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)
	<u>201,216</u>	<u>324,200</u>	<u>525,416</u>
Parent			
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 one year	-	(338,333)	(338,333)
	<u>201,216</u>	<u>324,201</u>	<u>525,417</u>

COMPARATIVE ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds 2019 £	Unrestricted Funds 2019 £	Total Funds 2019 £
Group			
Tangible Fixed Assets	-	480,351	480,351
Current Assets	572,184	654,507	1,226,691
Creditors due within one year	-	(1,130,109)	(1,130,109)
	<u>572,184</u>	<u>4,749</u>	<u>576,933</u>
Parent			
Tangible Fixed Assets	-	480,351	480,351
Investments	-	1	1
Current Assets	572,184	646,482	1,218,666
Creditors due within one year	-	(1,122,085)	(1,122,085)
	<u>572,184</u>	<u>4,749</u>	<u>576,933</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED)

26 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2020	2019
	£	£
	Group	Group
Net Income for the year	(51,517)	125,551
Loss on disposal of Fixed Assets	1,027	(2,322)
Depreciation	238,944	151,076
Interest on Investments	(2,348)	(1,352)
Increase in stocks	(33,947)	(3,461)
(Increase) in debtors	(716,037)	(28,794)
Increase/(Decrease) in creditors	913,650	126,000
Net cash provided by /(used in) operating activities	349,772	366,699

27 RECONCILIATION OF NET CASH FLOW TO NET MOVEMENT IN NET FUNDS

	2020	2019
	£	£
Increase / (decrease) in cash in the period	(292,486)	(376,747)
Change in net funds	(292,486)	(376,747)
Net funds at 1 August 2019	1,208,728	998,699
Net funds at 1 August 2020	916,242	1,208,728

ANALYSIS OF CHANGES IN NET FUNDS

	At 1 August 2019	Cash flows	At 31 July 2020
	£	£	£
Cash at bank and in hand	1,208,728	(292,486)	916,242
Net funds	1,208,728	(292,486)	916,242

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

28 FINANCIAL INSTRUMENTS

	2020 £	2020 £	2019 £	2019 £
	Group	Parent	Group	Parent
Financial assets measured at amortised cost	1,123,743	927,333	960,577	876,898
Financial liabilities measured at amortised cost	2,017,988	1,966,747	1,102,529	1,100,907

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.

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.

Kent Union Financial Statements 31 July 2020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

30 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES AND NET MOVEMENT IN FUNDS (INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

RESOURCES EXPENDED

YEAR ENDED 31 JULY 2019

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £
INCOME				
Voluntary Income	2	2,432,959	581,384	3,014,343
Income from Charitable Activities	3	7,972,548	1,730,918	9,703,466
Investment Income	4	2,348	-	2,348
TOTAL INCOME		<u>10,407,855</u>	<u>2,312,302</u>	<u>12,720,157</u>

RESOURCES EXPENDED

Charitable activities:

Membership Skills Development	5	8,490,061	285,371	8,775,432
Advice and Welfare	6	342,772	245,548	588,320
Volunteering and Community	7	309,375	108,463	417,838
Sport and Recreation	8	683,865	838,909	1,522,774
Representation	9	867,357	299,169	1,166,526
TOTAL RESOURCES EXPENDED		<u>10,693,430</u>	<u>1,777,460</u>	<u>12,470,890</u>

Total Net Income/Expenditure		<u>(285,575)</u>	<u>534,842</u>	<u>249,267</u>
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Exceptional Items	11	(133,793)	(198,000)	(331,793)
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NET MOVEMENT IN FUNDS		(419,368)	336,842	(82,526)
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FUNDS BROUGHT FORWARD AT 1 AUGUST		424,117	235,342	659,459
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FUNDS CARRIED FORWARD AT 31 JULY		<u>4,749</u>	<u>572,184</u>	<u>576,933</u>
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

31 INCORPORATION

The Trustees considered that the charitable objects of Kent Union would be best achieved through the transfer of all of the assets, liabilities, activities, operations and undertaking of Kent Union (an unincorporated association with charity number 1138210) to Kent Union a private company limited by guarantee incorporated and registered in England and Wales with company number 11939038 and charity number 1183556 whose registered office is at Mandela Building, University of Kent, Canterbury, Kent CT2 7NW and of which all of the current directors of the Company are trustees. The transfer took place on the 1 August 2019.

As part of the transfer Kent Union entered into a deed of participation and cessation relating to the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit scheme within the United Kingdom. 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. Upon the successful completion of Kent Union's incorporation on 1 August 2019, SAUL confirmed the seven step general easement process in relation to the transfer had concluded and all conditions had been achieved.

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
Accounting and Reporting by Charities: Statement of Recommended Practice	This is the guidance given as to how charities should apply the current accounting standard relevant to most bodies in the UK
Accounting Policies	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.
Accounting Standards	These are the standards set by the accounting profession and regulators to ensure consistent ways in treating financial figures.
Annual Report	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.
Appointments and Governance Committee	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.
Assets under Construction	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.
Auditors	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Balance Sheet	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.
Board	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.
Campaigns and Policy Committee	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.
Campaigns Forum	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.
Cash at bank and in hand	This is the total of all money in bank accounts and held as cash that is available to be used in the immediate future.
Charities Act 2011	This is the main act to cover the legal requirements of being a charity as Kent Union is and to which it adheres.
Charity Balance Sheet	This is the Balance Sheet of Kent Union without its subsidiary company (Kent Union Trading Limited).
Charity Governance Code	This is the specific code of governance supported and endorsed by the Charity Commission and is designed on a "apply or explain" basis.
Chief Executive	The person who runs the activities of Kent Union on a day to day basis for the benefit of the students.
Consolidated Balance Sheet	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Consolidated Cash Flow Statement	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.
Consolidated Cash Position	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.
Consolidated of Financial Activities	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.
Constitution	The written constitution of Kent Union.
Current Assets	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.
Debtors	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.
Depreciation	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.
Designated Reserves	These are a sub-division of the unrestricted reserves that Kent Union, rather than donors, has decided to limit its use to specific items.
Education Act 1994	The main legal act that defines a "Student Union" and what rights students have to be represented by such bodies.
Elections	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Executive Committee	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.
External Affiliations	These are external organisations to which Kent Union subscribe. Usually this involves making payments and are at the discretion of Kent Union.
External Trustees	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.
Feedback	Kent Union will ask for feedback on the topics that matter.
Finance and Resources Committee (Previously Finance and Risk Committee)	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.
Finance and Risk Committee	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.
Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)	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).
Financial Statements	The set of tables that set out the financial position of Kent Union as specified under the relevant accounting rules.
Fixtures and Fittings	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.
Fundraising Code	This is the code of practice that should be adhered to when asking for charitable donations and to which Kent Union adhere.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Fundraising Custodian Activities: RaG	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.
Gender Pay Gap Reporting	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.
General Data Protection Regulation	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.
General Meetings	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 General Meeting at which this document is considered and voted upon.
Going concern basis of accounting	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.
Group	This means the combination of Kent Union and Kent Union Trading Limited and, for comparative purposes, the unincorporated association known as Kent Union
Human Resources Committee	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Income and Expenditure Account	This is the statement showing what was receivable in the year under review compared to the relevant expenses for the same period.
Income from Charitable Activities	This includes the grants given by the University of Kent and the University of Greenwich to help Kent Union be an effective student union.
Incorporated Company	This is the charitable company called Kent Union and started trading on 1 August 2019 when it merged with the previous unincorporated association called Kent Union
Investment Income	This is a line that is needed to explain the benefit from all investments. For Kent Union this is interest received from bank deposits.
Investments	This relates to the benefit gained from bank balances and also the investment in Kent Union Trading Limited.
Judgements and estimates	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.
KPI	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.
Leasehold Improvements	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.
Legal Name	This is Kent Union as registered with the Charity Commission with number 1183556 and Registered Company with company number 11939038

Kent Union Financial Statements 31 July 2020

Term	Meaning
Membership Organisation	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.
Net surpluses less deficits	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.
Nolan principles of good governance	These are the seven principles of public life that summarise how individuals should approach their duties.
Notes on the financial statements	These are more detailed explanations of the figures shown on the main financial statements
Officer trustees	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.
Operating leases	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.
Parent	This is Kent Union by itself, that is without Kent Union Trading Limited
Pension Liability	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.
Petition	A formal written request, typically one signed by many people, appealing to the Union's Executive Committee in respect of a particular cause.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Principal professional advisors	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.
Public Benefit Entity	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.
Raise and Give (RaG)	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.
Referendum	A general vote by the membership on a single political question which has been referred to them for a direct decision.
Registered Charity	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.
Remuneration Committee	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.
Remuneration Policy	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.
Reserves	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.
Reserves Policy	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Restricted Funds	This is an amount of money that can only be used for a specific purpose.
Restricted Reserves	These are reserves that can only be used according to the limitations put on them by the donors.
Risk Management	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.
Senior Management	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.
Service Level Agreements	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.
Stocks	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.
Student trustees	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.
Sunday Times 100 Best Not-for-Profit Organisations to Work For	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.
Superannuation Arrangements of the University of London (SAUL)	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.
Tangible Assets	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.

Kent Union Financial Statements 31 July 2020

Term	Meaning
Trading Subsidiary	This refers to Kent Union Trading Limited which was set up to run the trading activities of Kent Union outside of its charitable purpose.
True and fair view	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.
Trustees	These are the individuals who are legally responsible for the overall running of Kent Union.
Unincorporated Association	This is the type of entity that Kent Union with charity number 1183556 was. 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.
Unrestricted Funds	These are funds whose use is at the total discretion of Kent Union.
Unrestricted Reserves	These are the general reserves of Kent Union to do with as seen fit by Kent Union.
Voluntary Income	This is income that has no restrictions on.
Wholly Owned Subsidiary Undertaking	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

This is a list of the Student Clubs, Societies and Groups of Kent Union.

Sports

Aikido
Airsoft
American Football
Archery
Athletics & Cross
Country
Badminton
Ballroom And Latin
Dance
Basketball (Men's)
Basketball (Women's)
Boxing
Canoe
Capoeira
Caving
Cricket (Men's And
Women's)
Cycling
Dodgeball
Equestrian
Fencing
Football (Men's)
Football (Women's)
Golf
Gymnastics
Handball
Hockey (Men's)
Hockey (Women's)
Ice Hockey
Inline Hockey
Jiu Jitsu
Karate
Kendo
Kent Cheer
Kent Dance
Kent Pole Fitness
KentSnow
KentSurf
Kickboxing
Korfball
Lacrosse (Men)
Lacrosse (Women)

Sports

MMA
Mountaineering
Netball
Polo
Quidditch Society
Rowing
Rugby (Men's)
Rugby (Women's)
Sailing And Windsurfing
Scuba Diving
Shooting Society
Snooker and Pool
Softball
Squash
Swimming
Table Tennis
Taekwondo
Tennis
Trampolining
Trekent Rambling
UKC Mixed Martial Arts
UKC Surf
Ultimate Frisbee
Volleyball

Societies

Abacus
Accounting
Action Chapel Campus
Ministry
Adventure Gaming
African Caribbean
Albanian
Amateur Rocketry
Animated
Arab
Are You Not Drinking
Much?
Baking
Believers' Love World
Bollywood
Brazilian Zouk
BruKent
Bulgarian Folk Dance
CPAS (Christian
Performing Arts)
Campus Vibe
Chess
Chinese
Christian Union
Circus
Classical Liberal
Cocktail
Conservatives
Contemporary
Discussion
Cosplay
Current Affairs
Cyber
Cypriot
Czech and Slovak
Darts
Dent/Med
Disney
Drag
Drum and Bass
ECS
East African

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Societies

Eastern European
 Erasmus
 Esports
 Eurosoc
 Filipino
 Finance
 First Love
 French
 German
 Gospel
 Hindu
 Hip Hop
 Hobby Craft
 Hogwarts
 Hong Kong
 Indian
 Indian Classical Dance
 Indonesian
 International Spirit
 Islamic
 Italian
 Japan
 Jewish
 K-Pop Dance
 Kent Africa Summit
 Kent Caribbean Union
 Kent Debating
 Kent Palestinian
 Solidarity Group
 Kent Sing
 Kharis on Campus
 Korea
 Krishna Consciousness
 Kurdish
 LGBT+
 LINKed
 Labour Students
 Latin America
 Live Music
 Malaysian
 Mangaka
 Marxist
 Mature Student
 Mauritian
 Merlin's Beard Improv

Societies

Mindfulness
 Model Railway
 Model United Nations
 Music
 Musical Theatre
 Nepal
 Nigerian
 Nordic
 Pagan
 Pakistan
 People of Colour Arts
 Society
 Persian
 Photography
 Poker
 Polish
 Psychedelics
 QTIPOC
 Quiz Beans
 Read and Sip
 Real Ale and Cider
 Rocksoc
 Russian-Speaking
 SFX
 Salem Kent Campus
 Fellowship
 Salsa
 Seventh Day Adventist
 Sikh
 Singapore
 South African
 Spanish
 Sri Lankan
 Stand Up Comedy
 Student Solidarity
 Action
 Swing Dance
 T24: Drama
 TED
 TNT Improv and Sketch
 Tamil
 The Career Hub
 The Redeemed
 Christian Church of God
 Student Fellowship

Societies

The Release
 The Traditionalists
 Therapeutic Art
 Travel
 Turkish
 UN Women
 Vegan
 Video Gaming
 West African
 Western Cartoon
 Society
 Wine Tasting
 Women in STEM
 Yoga
 Young Europeans

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Academic Societies

Anthropology
 Arts
 BioSoc
 Business
 Canadian Law
 ChemSoc
 Classics and Archaeology
 - KCAS
 Computing
 Conservation
 Creative Writing
 Digital Media
 Economics
 English Language and
 Linguistics
 Film
 Forensic Science
 History
 International Law
 Kent Architectural
 Students Association
 Kent Critical Law
 Kent Engineering
 Kent Invest
 Kent Law Temple
 Kent Student Law
 Marketing
 Maths (SMSAS)
 Medieval Studies
 Military History
 Modern Languages
 Philosophy
 Physics (PhySoc)
 Politics and International
 Relations
 Psychology
 Socrates SSPSSR
 Space
 TinkerSoc

Networks

Academic
 Accessibility
 Activities
 BAME
 Faith
 International Students
 LGBTQ+
 Mature and Part-Time
 Students
 Postgraduate
 Sustainability
 Team Kent
 Women's

Community

Action Groups

Amnesty International
 Animal Rights
 BEAT
 Beat Box
 Books To Africa
 British Red Cross
 British Sign Language
 Canterbury Homless
 Out Reach
 Climate Justice
 Enactus
 Girl Up
 Hearing Voices
 Kent Marrow
 Kent Revival
 Kent Uni Boob
 Lions Club
 Millennials Breaking
 Barriers
 Raise and Give
 Respect The No
 SOS Africa
 St John Ambulance
 Stage Spiders
 Student Action For
 Refugees
 Student Minds

Student Media

InQuire
 KTV
 CSR



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