



**UNIVERSITY OF BATH STUDENTS' UNION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

UNIVERSITY OF BATH STUDENTS' UNION

TRUSTEES AND UNION INFORMATION

REFERENCE AND ADMINISTRATIVE DETAILS				
Overview of Charity's key details				
Charity name:	The University of Bath Students' Union			
Other names:	The SU			
Charity number:	1143154			
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY			
Governing document:	Articles of Association			
Constitution:	Unincorporated association			
Details of Charity's professional services				
Bank name:	National Westminster Bank Plc			
Bank address:	39 Milsom Street, Bath, BA1 1DS			
Auditor name:	Crowe U.K. LLP			
Auditor address:	Aquis House, 49-51 Blagrove Street, Reading, RG1 1PL			
Senior SU Management				
Chief Executive:	Andrew McLaughlin - resigned December 2020			
Chief Executive	Nicky Passmore - appointed March 2021			
Deputy Chief Executive:	Mandy Wilson-Garner			
Secretary to the Board:	Greg Noakes			
Board of Trustees				
Trustee name	Office	Start date	End date	Appointment
Francesco Masala	President (Chair)	29/06/2020	27/06/2021	Elected by Members
Annie Willingham	President (Chair)	28/06/2021	26/06/2022	Elected by Members
Annie Willingham	Education Officer	29/06/2020	27/06/2021	Elected by Members
Jacob Withington	Education Officer	28/06/2021	26/06/2022	Elected by Members
Ka Ho Ho	Postgraduate Officer	29/06/2020	27/06/2021	Elected by Members
Siddharth Singh	Postgraduate Officer	28/06/2021	26/06/2022	Elected by Members
Freya Jackson	Community Officer	29/06/2020	27/06/2021	Elected by Members
Meg Crossman	Community Officer	28/06/2021	26/06/2022	Elected by Members
Zoe Paumelle	Activities Officer	28/06/2021	26/06/2022	Elected by Members
Tomasz Sawko	Sport Officer	01/07/2019	27/06/2021	Elected by Members
Elizabeth Stacey	Sport Officer	28/06/2021	26/06/2022	Elected by Members
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board
Marian McNeir	Independent Trustee	20/06/2017	28/06/2023	Appointed by the Board
Jordan Kenny	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Alexander Robinson	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Valerie Copenhagen	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Kate Aldridge	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Barry Hughes	Independent Trustee	12/10/2021	11/10/2024	Appointed by the Board

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CHARITY INTRODUCTION

Charitable Status

On the 29th July 2011 the University of Bath Students' Union (*The SU*) successfully registered as a charity with the Charity Commission (*charity number 1143154*). The charity is governed by a constitution adopted on 1st July 2009 and amended on 12th March 2019.

Trustees' Report

The Board of Trustees present their Annual Report together with the financial statements for the year ended 31 July 2021. The report has been prepared in accordance with the Charities Act 2011 and the Statement of Recommended Practice: 'Accounting and Reporting by Charities' SORP (FRS102). The trustees have had regard to the Charity Commission guidance on public benefit entities.

Relationship with the University of Bath

Under the Education Act 1994, the University of Bath has a statutory duty to take such steps as are reasonably practicable to ensure that The SU operates in a fair and democratic manner and is held to proper account for its finances. The SU therefore works alongside the University of Bath in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of The SU's members are met.

OBJECTIVES AND ACTIVITIES

Charitable Purpose

The objects of The SU are the advancement of education of students at the University of Bath for the public benefit by:

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

Our cause

We believe that students can and want to shape the community they are part of for the better. We create opportunities for students to come together to do just that, and support them as active citizens who contribute to the communities they are part of.

Our strategy and activity

This year was the first full year of our 2020-23 strategy, focused on four key areas of focus:

- Citizen-shift: to facilitate opportunities for students to come together and encourage everyday participation in our cause;
- Culture-shift: to strengthen our distinctive culture and working practices and create a culture that helps deliver our cause;
- Content-shift: to shift our communications, activities and spaces to better reflect and celebrate our cause;
- Climate-shift: to prioritise how we together respond to the climate emergency.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Recognising that our Student Leaders are elected annually, we also create annual plans for each Sabbatical Officer based on their election manifestos; an annual 'Top 10' list of key issues of importance to the student community against which Officers lobby the University; and operational plans for areas of service provision.

Operational activities that support achievement of our objectives are:

- Voice (representing students, elections, campaigns, and research)
- Support & Advice (personal, housing, or academic information and support, peer-to-peer schemes)
- Development (jobs, skills training, volunteering)
- Student Activities (Sports, Clubs and Societies, Arts, Diversity Groups)
- Commercial operations, including a bar and nightclub, which support student social and recreational activity and generate income to support our other operations.

ACHIEVEMENTS AND PERFORMANCE

Statement of regular activities undertaken by the Charity

The year has been an extraordinary and challenging one for all of us. While the pandemic has affected everyone on some level, students in particular experienced an academic year like no other. With lectures moved online and limited opportunities to socialise in person, few students could have imagined the kind of year that lay ahead for them when they came to university this year.

At the organisational level, lockdowns and restrictions meant that many of our day-to-day activities could not operate as normal. Our bar and nightclub were unable to open for significant parts of the year, and this had a significant impact on our income.

We moved quickly to furlough staff, with around 50% of staff on furlough for parts of the year. We reviewed budgets to manage costs where possible, to protect our financial position. Throughout the year opportunities to re-open and provide essential opportunities for students, while also generating much needed income, were constantly monitored.

Most of our services and student activities take place in-person. Unable to continue in this way, services had to be paused or needed fast adaptation. Our staff teams moved to working mostly from home, reviewing services to ensure students could access us online where possible, adapting in-person activities to be safe and socially distanced. Our students and Student Officers amazed us, coming up with myriad ways to support each other, and the wider Bath community.

Collectively, our community came together to deliver some truly incredible achievements this year.

Adapting our commercial activities and events for the covid pandemic.

Despite the obvious difficulties brought about by covid The SU was still able to safely host an array of in person and online events. We began the academic year with a socially distanced freshers' week, creating a 600 outdoor pub and meeting venue ('The East Village'), a safely distanced set of indoor activities, and a wide range of online sessions and events. Huge thanks to our student Freshers' Week Event Managers and our Events team for pulling this off!

Our nightclub remained closed for the year, but when appropriate we adapted our bar to provide for safe seating in groups of 6, in line with government restrictions. Our Commercial team worked hard to balance the creation of social opportunities for our members with the challenge of running events in a way that was commercially viable.

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We moved our Education Awards and SU Awards online. Hundreds of students joined us live, many dressed in black tie, so that we could celebrate the achievements of our students despite not being able to do so in-person.

Our 2021-22 officer elections were moved online, and 3783 students took to the polls and made their vote in our first ever fully virtual campaign. It was not without challenges, but it was a wonderful election and we are proud of everyone who took part.

Sadly, our Snow Ball and Summer Ball had to be cancelled due to Covid restrictions. Instead, we worked in close partnership with the University to deliver a 'Summer at Bath' programme of outdoor events and activities to celebrate the end of a difficult academic year for students. This month-long programme of events included an outdoor funfair, stage, performances by many of our student performers, and a host of other events to enable them to begin to rebuild their sense of community and campus experience.

Supporting and developing our students

Our advice & support service remained open through the pandemic offering its highly valued services to students with online, and some in-person, appointments. We saw an increase in the number of issues that students faced, and our team worked hard to support students. Some of the key highlights include:

- Supporting 1,465 cases (a 25% increase compared to the average for the 2 previous years);
- Advisors quickly adapting to offer new support for our students undergoing disciplinarys for plagiarism & collusion, associated with the transfer of exams online due to Covid;
- Assisting students experiencing challenges with private landlords charging unsubstantiated fees for COVID-related cleaning or contract extensions due to enforced isolation.

Our various peer-led schemes also moved online to ensure students could access support from their peers. We're especially proud of our hundreds of volunteer peer leaders for the hard work they've put in to support their fellow students during this difficult time.

- Peer mentoring, PAL and student trainers work moved online, with each department running an online welcome event, 8 weekly online PAL sessions and student trainer sessions including phone photography, cookery classes and preparing for placement;
- Recruitment and training of peer mentors was moved completely online, with 700 UG peer mentors recruited and in post, ensuring all new students will get a peer mentor in September 2021;
- The School of Management, and Engineering and Design joined the Placement Peer Mentor scheme this year, ready for mentoring to start in October 2021;
- A Health and Safety online training module was launched, with 298 students completing the training by December 2020.

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TRUSTEES' REPORT (CONTINUED)
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Representing students when they needed us most

Our Student Voice team and Student Officers worked harder than ever to gather feedback in response to the evolving pandemic and ensure student views were represented across the University. They gathered feedback on the experiences of teaching; from students on placement or preparing for placement; an audit of issues arising in online examinations; and feedback on assessment processes. Significant achievements from their collective representation efforts include:

- Representing student concerns regarding the effect on their academic performance as a result of remote learning, and achieving University sign-off for a 'No-Detriment' policy;
- Lobbying the University on behalf of students, and achieving agreement for rent rebates for students in Halls of Residence who had not occupied their rooms;
- Setting up and coordinating two student advisory panels to gather feedback from students on timely issues to contribute to University decision making;
- Conducted two surveys of undergraduate students and doctoral students to gather their concerns and hopes for returning to the University. Feedback and data from these surveys were shared and helped shape SU and University plans for reopening back in October.

Alongside their work with staff our Student Officer team are invaluable as the face of The SU and represent the views of thousands of students on campus, in the local community and nationally. Further key achievements for the team this year include:

- Getting the University to commit to sustainable investment practices and divest from all companies with links to the fossil fuel industry;
- Developing a Universal Trans Policy with students and staff which is going to be adopted by the University;
- Getting the University to adopt a policy that allows all students to be able to access recordings for all their lectures;
- Getting the University to produce clear guidance and communication for our placement students to ensure that impacts due to Covid-19 were mitigated as much as possible;
- Getting the University to enhance their case management of the Report and Support tool to help provide a swift and effective resolution to cases.

As a testament to the hard work by the Voice team and our Student Officers in representing students' academic interests, our score in the National Students Survey rose by over 5 percentage points in a year when many of sector saw a drop in their scores. This now places us at just over 10 percentage points above sector average for representing students' academic interests (63.8% versus an average of 53.2%). Here are some of their other achievements:

Encouraging student social and engagement activities

What has become apparent this year is the importance of community. We are lucky to have such strong student communities within our clubs and societies, representation groups, halls and other friendship groups. In direct response to the pandemic:

- The SU Bath Corona Community Facebook group continued to grow, offering daily workouts, language classes, art and cooking tutorials, and now has over 4000 members. At its peak, 1390 students a day were engaging with the platform. The group became a model of success and was emulated by others in the sector;
- We created an Exercise Buddy scheme to encourage students to exercise and form connections during lockdown, pairing over 150 students;

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- 300 students and 20 student groups were involved in a Lockdown 2 challenge for Movember;
- Our Student Media groups pulled off Live from the Bath, a virtual chat-show style Freshers' Week broadcast to bring together students from all over the world when they were unable to travel to Bath.
- Nightline continued to run almost every night, adjusting incredibly to the challenges of the pandemic, and supporting so many students. They've responded to over 240 calls during this time.

As lockdown eased, and activities could resume in some ways, we created new all-sport and all-society memberships to help and encourage our students to connect with one another. In total, over 5000 students purchased one of the memberships – more than in previous years. While memberships were high, the lack of face-to-face interaction did result in some loss of active members. Despite this, our student groups were active and achieved much during the year

- 51 students ran to be hall reps and bring together different communities on campus;
- Alongside our student groups, we came together to celebrate different communities on campus including Black History Month, Lunar New Year and LGBT History Month;
- Following officer elections, we planted 164 trees, provided 100m² of wildflowers for bees, adopted a badger, a farm animal and a whale as part of our 'Plant Your Vote' sustainability campaign;
- The Student Anti-Racist Action group was set up to ensure the voices of those from non-white backgrounds are heard;
- Bath Entrepreneurs won the Development Award at the National Societies and Volunteering Awards;
- Bath STAR and Amnesty launched the successful Equal Access at Bath campaign, a student-led initiative campaigning for undergraduate level scholarships and tailor-made financial and support packages to be provided for asylum seeker students;
- Hockey organised a charity event with over 150 attendees, raising over £450 for charity.

Students supporting the wider Bath community

Volunteering has always been at the heart of what The SU does, and that hasn't stopped this year.

Back in March 2020, The SU built strong links with Bath's third sector group called 3SG, Supporting Charities and Social Enterprises. The SU's Volunteering Coordinator (Josh) was 'loaned' to 3SG to support the rapid increase in need from the community linked to the pandemic. Josh volunteered many hours with 3SG to help with recruitment of volunteers for various schemes linked to their 'Compassionate Community' initiative. This meant that volunteer opportunities were promoted to students, many of whom volunteered as shoppers and befrienders to those who were isolating and lonely because of the pandemic.

A notable example was the 'Compassion at Christmas' campaign, aimed at supporting the most vulnerable members of society through the festive period. Our students wrote and sent Christmas cards to over 300 vulnerable adults, volunteered to make calls on Christmas day, donated books and toys to First Steps, and hosted a virtual Christmas party streamed directly into classrooms for the pupils at Twerton Infant's school.

Along with other projects with 3SG, this created new ways for students to get involved with the local community. The partnership has also helped The SU to network with other charities in the area to provide volunteer opportunities for our students. As a result of his work, Josh was presented with the High Sheriff of Somerset's Special Recognition Award for his contribution to the community during the pandemic, and awarded with a British Empire Medal in the New Year's Honours list. We are delighted on his behalf, and proud to have him as part of our team. We now have outstanding links with the local third Sector, raising the SU's reputation and making us one of the 'go to' partners for volunteering support. Looking back on our volunteer opportunity database we hosted 131 volunteer opportunities from 57 (mostly local) organisations, with 1581 sign ups from students.

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Recognising the support that both The SU and our students give to the Bath community, we were delighted to be shortlisted for and awarded winners of the People Services category of the Bath Life Awards.

Delivering against our strategic projects

Finally, although the unusual year and the number of staff on furlough meant that we did not deliver all the key programmes out in our strategic plan, we made significant progress against 3 of our 4 themes:

Target	Achieved
Citizen Shift	
<p>Develop a platform which allows students to easily shape decisions in The SU;</p> <p>Develop a representative citizens' assembly to monitor SU progress and gather feedback on SU activity;</p> <p>Trial ways to use collective intelligence to tackle complex student issues.</p>	<p>Developed two platforms, ideas to action and standpoints, which will allow students to shape decisions in The SU. This will be tried out over the 2021-22 academic year;</p> <p>Developed SUMmit to monitor SU progress and gather feedback on SU activities;</p> <p>Developed citizen assemblies to use collective intelligence to tackle complex student issues.</p>
Culture Shift	
<p>Review and simplify processes to streamline how we do things;</p> <p>Update our values and behaviours framework, embedding across all student and staff activity;</p> <p>Update and implement our people strategy to improve staff satisfaction and engagement.</p>	<p><input type="checkbox"/> This work was placed on hold given high numbers of staff on furlough, and the pressures of the pandemic.</p>
Content Shift	
<p>Develop resources for staff and student leaders to talk about The SU and our cause;</p> <p>Focus our efforts around The SU's annual programmes of activity – welcome and awards – to improve impact;</p> <p>Begin refreshing SU spaces to better reflect our cause.</p>	<p><input type="checkbox"/> As part of better focusing our efforts around SU's annual programmes of activity we consolidated our SU's awards into three events called the SU Awards, the Education Awards and the Blues Awards.</p> <p><input type="checkbox"/> Work on spaces has been placed on hold pending the financial challenges of the pandemic.</p>
Climate Shift	
<p>Achieve Green Impact Award;</p> <p>Coordinate student-led activity and partnerships across the University and within the local community</p>	<p><input type="checkbox"/> Achieved the Green Impact Award;</p> <p><input type="checkbox"/> Co-ordinated a number of student campaigns around divestment and sustainability, and are working in partnership with the University on their climate action framework.</p>

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Overall

The SU can only achieve our objectives with the help of our incredible students and staff that work tirelessly behind the scenes. We are enormously proud of a generation of students who have been there for each other and for the Bath community, and for the commitment and dedication of our wonderful staff.

Thanks to their proactivity, we've achieved more than we believed was possible. They are amazing.

FINANCIAL REVIEW

The overall deficit for the year, before reserve transfer, on unrestricted funds was £82,237 (2019/20: Deficit of £170,024). This was caused primarily by the impact of Covid-19 on our trading activities. The deficit in the previous year was a combination of planned project expenditure from reserves and the loss of commercial income caused by Covid-19.

Bars and entertainments remained the principal focus for The SU's commercial activity during 2020/21 and performance in this area was severely affected by Covid-19. Trading occurred for limited periods only and under heavy restrictions, ceasing altogether with lockdowns and campus closures. The year ended with a commercial loss, before overhead apportionment, of £168,611 (2019/20: £37,192).

The SU implemented measures to mitigate the impacts of the pandemic including strict purchasing controls, furloughing commercial staff and a recruitment freeze on non-key personnel roles. The University funded a hybrid of virtual and in person Welcome activities for Freshers, and the SU managed the continuation of the outdoor social activity on behalf of the University in Semester one. In line with our scenario modelling actions were taken at each decision point to address the ever-changing situation. When the revised budgets forecast a significant loss, the University were approached and provided funding support of £71k to enable activity to continue during the year. The final outcome was a smaller deficit than budgeted forecast, reducing the impact on the SU's reserves.

Restricted funds have increased during the year as activity was severely limited by Covid-19 restrictions.

The Balance Sheet continues to reflect a robust financial position for the Union with net current assets of £605,016 (2019/20: £600,803).

Reserves

The purpose of the free reserves for The SU is to help ensure the long-term ability of the organisation to meet its mission. The SU will maintain free reserves to achieve the following objectives:

- to designate to specific projects to enable these to be undertaken at short notice;
- to protect The SU against adverse economic conditions within commercial operations; and
- to provide a fund for capital replacement or refurbishment.

The free reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

The total reserves held by the reporting entity at 31 July 2021 was £719,782 (2020: £740,522), of which £364,384 (2020: £420,781) are regarded as unrestricted funds and £355,398 (2020: £319,741) are regarded as restricted funds.

The balance held as unrestricted general funds, excluding designated funds, at 31 July 2021 was £355,193 (2020: £414,150), of which £279,415 (2019/20: £326,010) are regarded as free reserves, after allowing for funds tied up in tangible fixed assets.

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TRUSTEES' REPORT (CONTINUED)
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Going Concern

As detailed above the COVID-19 pandemic has had a material impact on The SU, especially commercial income. Trustees and The SU have been closely monitoring performance against budget at both Board and Finance & Audit Committee meetings, with greater frequency and closer scrutiny.

Entering into 2020/21 the Board recognised the impacts of Covid would be significant, and that some of the reserves would be needed to cover the loss we expected to make in the year. The Board agreed to lower the minimum permanent reserves to £150k, and the existing reserves were therefore allocated as follows:

- £26k to be used for committed projects
- £150k to be used to cover losses caused by Covid.
- £150k to be kept as permanent reserves to protect us in future years.

The SU has modelled scenarios for the Financial Year 2021/22, each of which has been reviewed with Trustees. The Board agreed to extend until July 2022 the lowered minimum level of free reserves held at £150k. From the start of Financial Year 2022/23 the calculated method of setting the minimum reserves held will be 12.5 % of the full net annual cost in line with the Reserves Policy. The Board also expect to see a return to profit in 2022/23 to begin replenishing our reserves.

As noted above, following the measures put in place reducing the Covid-19 impact, The SU holds free reserves of £279k. The Board has agreed to accept a budget for 2021/22 with a deficit up to £24k, leaving further free reserves of £105k still available for budget shortfall.

The SU main source of funding is the block grant from the University, which has committed a level of grant for 2021/22 that has been built into the Budget.

The SU and the University have agreed to discussions in 2021/22 to review the methodology used to calculate the block grant with implementation for the 2022/23 planning round. This will ensure longer term security for the SU.

Conclusion

The Trustees have considered the consequences of Covid-19, the scenario-planning and the revised budget, and are satisfied that The SU will not exceed the budgeted deficit by an amount that might consume remaining reserves, and therefore conclude that The SU remains a going concern for the 2021/22 year.

Risk Management

The Board of Trustees reviews the major strategic, business and operational risks faced by the Students' Union on an annual basis as a minimum. The 2020/21 risk register identifies high level risks:

1. Insufficient University block grant leads to loss/restructure of SU
2. Poor commercial income performance leads to deficit budget
3. University applying VAT to staff salary recharges leads to significant increase in costs for The SU
4. Poor strategic and financial planning leads to poor use of resources
5. Poorly run student group activity leads to serious injury/fatality
6. Social distancing restrictions are not observed leading to staff/students catching COVID-19 and potential £10,000 fine.

These risks have been mitigated through a number of improvement actions, controls and processes, reducing all identified risks to 'medium'. The risks will be re-assessed for the production of The SU Risk Register 2021/22.

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Future Developments

The SU's ongoing approach to Covid-19 is to continue to provide safe in-person events and venues, as well as supporting student groups in delivering events and activities that help communities of students continue to grow and thrive. This includes provision of virtual activities that help to engage students not based in Bath, and in the event of any further lockdown. Providing ongoing support to students who need it, particularly given the mental health and wellbeing challenges, will be absolutely key, as will ensuring that the student voice is central to the decisions that will affect them over the coming months.

The SU Sport, Arts, Societies and Volunteering Teams have moved into The Edge. The building remained closed throughout 2020/21 and so with students now back on campus, the theatres and spaces open the teams are looking forward to supporting student groups in making the most of the wonderful opportunities it presents to them.

The SU is now occupying premises in Dartmouth Avenue, and is looking forward to maximizing its potential this year with extracurricular activities for students including the SU Volunteer team with student-led community volunteer groups running activities and raising funds for charity. The Student Community Partnership (SCP) team are now based there, putting them at the heart of the off-campus community.

The Commercial areas of The SU will seek to recover from a year of closures and Covid-19 restrictions, reopening its doors in a covid secure manner, welcoming students back to its much-loved events and club nights.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

Raise & Give (RAG) is a student led society with the aim of fundraising for a variety of local and national charitable causes whilst providing students with a number of development opportunities. This includes fundraising itself as well as organisational and leadership roles.

The financial transactions of RAG are kept separate from those of The SU through the use of unique coding and custody of the assets falls within the general security arrangements of the wider University.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Method of appointment of Trustees

The governance and management of the Union is the responsibility of the Trustees who are elected or appointed under the terms of the Articles. The Board of Trustees comprises 6 elected Student Officers, and up to 7 Independent Trustees, at least one of whom must be a student member.

Student Officers are elected annually by our student members for a one-year term, and able to serve a second term if re-elected. They provide invaluable insight from their own experiences as a student and enable us to create a truly student led organization.

Independent Trustees apply and are appointed by the Board for a term of up to three years and can serve a maximum of two terms. Our Independent Trustees provide wider skillsets and experience from outside The SU and we are enormously grateful for their skills and support.

Upon appointment all Trustees are briefed on their legal obligations and other Trustee responsibilities. All Trustees receive an induction information pack which includes their role responsibilities, their legal responsibilities, historical and current information about The SU, information on its Strategic Plan and how to deal with potential conflicts of interest.

The Trustee Board is responsible for overseeing the management and administration of The SU. They have ultimate responsibility for the governance, budget and employment issues, and the strategic direction of the Union, much of which is delegated to officers and staff. The Trustee Board also delegates relevant decisions to relevant subcommittees.

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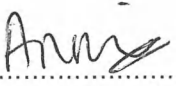
STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps necessary in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditor

Crowe UK LLP were appointed in March 2021 commencing a four-year agreement.

The Trustees' Report was approved by the Trustees on 9th December 2021 and signed on their behalf by:


.....
Students' Union President
Annie Willingham

Date: 09/12/21

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

The Trustees are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Union and of the incoming resources and application of resources of the Union for that period. In preparing these financial statements, the trustees are required to:

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

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

The Trustees confirm they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. When reviewing the aims and objectives of the charitable group and in planning its future activities they the Trustees refer to the guidance and consider, in particular, how planned activities will contribute to the aims and objectives they have set.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UNIVERSITY OF BATH STUDENTS' UNION FOR THE YEAR ENDED 31 JULY 2021

Opinion

We have audited the financial statements of the University of Bath Students' Union for the year ended 31 July 2021 which comprise the statement of financial activities, balance sheet, cash flow 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 charity's affairs as at 31 July 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS, AS A BODY OF
UNIVERSITY OF BATH STUDENTS' UNION (continued)**

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.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue 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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS, AS A BODY OF UNIVERSITY OF BATH STUDENTS' UNION (continued)

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the charity were Charity Commission regulations and General Data Protection Regulation (GDPR).

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance. Our audit procedures to respond to revenue recognition risks include testing a sample of income across the year to supporting documentation, and reviewing income received either side of the year end to ensure this has been recognised correctly.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we

Crowe U.K. LLP

Statutory Auditor

Reading

Date: 9 December 2021

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BATH STUDENTS' UNION
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
INCOME FROM:							
Donations and grants	3	2,923,656	118,676	3,042,332	2,251,959	32,500	2,284,459
Charitable activities							
Bars and entertainment		125,005	-	125,005	869,008	-	869,008
Clubs and societies		5,062	59,991	65,053	60,565	200,066	260,631
Sports associations		-	170,335	170,335	-	722,953	722,953
Events		51,421	-	51,421	260,112	-	260,112
Other trading activities		18,229	2,000	20,229	42,969	-	42,969
Investments	4	<u>89</u>	<u>-</u>	<u>89</u>	<u>3,041</u>	<u>-</u>	<u>3,041</u>
Total		<u>3,123,462</u>	<u>351,002</u>	<u>3,474,464</u>	<u>3,487,654</u>	<u>955,519</u>	<u>4,443,173</u>
EXPENDITURE ON:							
Raising funds	5	(23,276)	-	(23,276)	(36,968)	-	(36,968)
Charitable activities	5	(3,166,973)	(289,506)	(3,456,479)	(3,610,110)	(938,975)	(4,549,085)
Other	5	<u>(15,450)</u>	<u>-</u>	<u>(15,450)</u>	<u>(10,600)</u>	<u>-</u>	<u>(10,600)</u>
TOTAL		<u>(3,205,699)</u>	<u>(289,506)</u>	<u>(3,495,205)</u>	<u>(3,657,678)</u>	<u>(938,975)</u>	<u>(4,596,653)</u>
NET INCOME/ (EXPENDITURE)	7	<u>(82,237)</u>	<u>61,496</u>	<u>(20,741)</u>	<u>(170,024)</u>	<u>16,544</u>	<u>(153,480)</u>
Transfers between funds	14/15	<u>25,840</u>	<u>(25,840)</u>	<u>-</u>	<u>28,875</u>	<u>(28,875)</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>(56,397)</u>	<u>35,656</u>	<u>(20,741)</u>	<u>(141,149)</u>	<u>(12,331)</u>	<u>(153,480)</u>
RECONCILIATION OF FUNDS							
Total funds brought forward		<u>420,781</u>	<u>319,742</u>	<u>740,523</u>	<u>561,930</u>	<u>332,073</u>	<u>894,003</u>
TOTAL FUNDS CARRIED FORWARD		<u>364,384</u>	<u>355,398</u>	<u>719,782</u>	<u>420,781</u>	<u>319,742</u>	<u>740,523</u>

All income and expenses relate to continuing operations.

BATH STUDENTS' UNION
BALANCE SHEET
AS AT 31 JULY 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Intangible assets	9	-	-
Tangible assets	10	114,766	139,717
CURRENT ASSETS			
Stocks		8,126	18,053
Debtors	11	127,390	128,745
Cash at bank and in hand		<u>703,667</u>	<u>568,347</u>
		839,183	715,145
CREDITORS: Amounts falling due within one year	12	<u>(234,167)</u>	<u>(114,342)</u>
NET CURRENT ASSETS		<u>605,016</u>	<u>600,803</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>719,782</u>	<u>740,520</u>
RESERVES			
Unrestricted funds – general	14	355,193	414,150
Unrestricted funds – designated	14	9,191	6,631
Restricted funds:			
SCP	15	33,028	22,636
Alumni	15	53,256	48,748
Student development	15	39,253	43,064
Sports and Societies funding	15	190,873	153,713
Club asset reserve	15	<u>38,988</u>	<u>51,580</u>
	16	<u>719,782</u>	<u>740,522</u>

The notes on pages 19 to 33 form an integral part of the financial statements.

These financial statements were approved and authorised for issue by the Trustees on 9th December 2021 and signed on their behalf by:



Students' Union President

Annie Willingham

BATH STUDENTS' UNION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 July 2021

	Note	2021 £	2020 £
CASH FLOW FROM OPERATING ACTIVITIES:			
Cash generated/(used) by operations	22	<u>166,665</u>	<u>(42,364)</u>
NET CASH FROM OPERATING ACTIVITIES		166,665	(42,364)
CASH FLOW FROM INVESTING ACTIVITIES			
Income and proceeds from investments		89	3,041
(Purchase)/sale of tangible assets		<u>(31,437)</u>	<u>1,470</u>
NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES		<u>(31,348)</u>	<u>4,511</u>
MOVEMENT IN CASH		135,317	(37,853)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE REPORTING PERIOD		<u>568,350</u>	<u>606,203</u>
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD		<u><u>703,667</u></u>	<u><u>568,350</u></u>
ANALYSIS OF CASH AND CASH EQUIVALENTS:			
Cash at bank and in hand	23	<u><u>703,667</u></u>	<u><u>568,350</u></u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES

Basis of Accounting

The University of Bath Students' Union is a registered charity with the Charity Commission. The registered office is The University of Bath Students' Union, Norwood House, Claverton Down, Bath, BA2 7AY.

The SU is a charitable unincorporated organisation.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011. The accounting policies as disclosed have been applied consistently throughout the current and preceding year.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The University of Bath Students' Union meets the definition of a public benefit entity under section 34 of FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value, unless otherwise stated in the relevant accounting policy.

The principal objectives of the charity are detailed in the Trustees report found on page 2 of these accounts.

The financial statements are presented in sterling (£) which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Going Concern

The Trustees require The SU to prepare a budget each year, demonstrating that reserves will be maintained at or above agreed levels.

The SU then updates actual results each month and the Trustees review at least once a quarter to ensure reserves are going to be maintained as agreed. In this second COVID year, Trustees and The SU have been closely monitoring the budget, at both Board and Finance & Audit Committee meetings, with greater frequency and closer scrutiny. In addition to the scenario modelling, the SU has identified a series of decision-points through the year where different elements of our income and expenditure crystallise, such that we can dynamically revise our Budget and (if necessary) our cost base to ensure we stay within the approved budget.

Based on this assessment, the trustees consider The SU to be a going concern and these financial statements have been prepared on that basis.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Income

The annual grant from the University of Bath is intended to meet recurrent costs and is credited directly to the SoFA. Commercial activities represent income such as advertising income and commission from photographs and hire, this income is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty. Other income is included in the SoFA account on a cash received basis or on a receivables basis where there is reasonable probability of receipt.

Grants are accounted for under the performance model as permitted by the Charity SORP. CJRS grant income is therefore recognised on a straight line basis over the furlough period for each relevant employee.

Expenditure

Expenditure includes irrecoverable VAT. Charitable expenditure comprises the direct and indirect costs of delivering public benefit. Indirect staff costs are apportioned to charitable activities by headcount in particular areas. Indirect overhead costs are apportioned to charitable activities pro rata to the total costs of particular activities undertaken. Governance costs are those incurred for compliance with constitutional and statutory requirements, such as the annual audit.

Intangible Fixed Assets

Intangible assets acquired are recognised as a cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Software	-	3 years straight line
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Fixed Assets

Fixed asset purchases in excess of £2,500 are capitalised at cost and subsequently measured at cost less accumulated depreciation, or where applicable amortisation, and impairment.

Depreciation or amortisation 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:

Equipment	-	2-5 years straight line
Motor vehicles	-	4 years straight line
Leasehold Improvements	-	8 years straight line

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Fund Accounting

The SU administers and/or accounts for a number of charitable funds, as follows:

- i. **Unrestricted Funds** representing unspent income which may be used for any activity / purpose within the charitable objects at the Executive Committee's own discretion;
- ii. **Designated Funds** set aside by the Executive Committee to be spent on some specific purpose at its own discretion;
- iii. **Restricted Funds** raised and administered by The SU for specific purposes as determined by students, such as Club and Societies Accounts, as well as revenue received for purposes specified by the donor and also (if not material enough to require a separate column in the SoFA) any small capital grants received from the University; and
- iv. **Custodian Funds** entrusted to The SU for safekeeping, but not under its management control, e.g. the annual RAG. Such custodian activities are disclosed in the Annual Report, but as the funds are not managed by The SU they are not included in the accounts.

Expenditure on refurbishments and repairs of assets where The SU does not have the risks or rewards of ownership is expensed in the year. This includes all refurbishment to the Union building which is leased from the University on a yearly basis under an informal agreement. As the maximum term of the lease is a period of one year then all refurbishments and repairs of the Union building is expensed.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. Cost is based on the cost of purchase on a first in, first out basis. Net realisable value is based on estimated selling price less additional costs to disposal.

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 period of the lease.

Financial Instruments

As the charity only has basic financial instruments it has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102, to all of its financial instruments.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price.

Cash and cash equivalents

Cash and cash equivalents includes cash and short term highly liquid investments with a short maturity period.

Taxation

No corporation tax has been provided in the financial statements of the charity as the income of the charity is covered by the exemption granted by Section 505 of the Income and Corporation Taxes Act 1988.

Pensions

The two principal pension schemes in which The SU participates are the Universities Superannuation Scheme and the Bath & North East Somerset Local Government Pension Scheme, both of which are defined benefit schemes, externally funded and contracted out of the State Earnings-Related Pension Scheme. Both funds are externally valued, normally every three years by professionally qualified independent actuaries using the projected unit method, the rates of contribution payable being determined by the Trustees on the advice of the actuaries. In the intervening years, the actuaries review the progress of the schemes. Pension costs are assessed in accordance with the advice of the actuaries based on the latest actuarial valuations of the schemes and are accounted for on the basis of charging the cost of providing pensions over the estimated period during which the Union benefits from the employees' services.

The University of Bath Students' Union does not directly employ staff. All staff are employed by the University of Bath who then recharge the Union for the use of these staff. Details relating to both of these schemes are included in the accounts of the University. The Universities Superannuation Scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate. As a consequence, no share in the underlying assets and liabilities can be directly attributed to The SU. Under the terms of FRS 102 section 28, in these circumstances contributions are accounted for as if the schemes were defined contribution schemes based on actual contributions paid through the year.

The Bath & North East Somerset Local Government Pension Scheme operates as a multi-employer scheme where the share of assets and liabilities applicable to each employer can be defined. The University (the employer) has accounted for the scheme under FRS 102 section 28 as a defined contribution scheme. As the Union does not directly employ staff it does not recognise any of the liability.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

2 ACCOUNTING JUDGEMENTS AND ESTIMATES

In the application of the charity's and group's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. DONATIONS AND GRANTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	<i>Unrestricted Funds 2020 £</i>	<i>Restricted Funds 2020 £</i>	<i>Total 2020 £</i>
Grant income	2,911,850	118,676	3,030,526	2,241,904	32,500	2,274,404
Sponsorship income	<u>11,806</u>	<u>-</u>	<u>11,806</u>	<u>10,055</u>	<u>-</u>	<u>10,055</u>
	<u>2,923,656</u>	<u>118,676</u>	<u>3,042,332</u>	<u>2,251,959</u>	<u>32,500</u>	<u>2,284,459</u>

During the year, The SU qualified for the government's Job Retention Scheme, a measure introduced in response to the Covid-19 pandemic and received grant of £67,908 (2020: £99,704) for staff costs included in Grant income. At the year end, a balance of £nil (2020: £12,579) was due to The SU.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

4. INVESTMENT INCOME

	2021 £	2020 £
Unrestricted bank interest receivable	<u>89</u>	<u>3,041</u>

5. EXPENDITURE

	Staff 2021 £	Direct 2021 £	Support 2021 £	Total 2021 £	Total 2020 £
Costs of raising funds:					
Commercial activities	<u>22,500</u>	<u>776</u>	<u>-</u>	<u>23,276</u>	<u>36,969</u>
					36,969
Charitable Activities:					
Bars & Entertainment	185,480	67,434	163,872	416,786	948,485
Clubs & Societies	52,663	65,094	165,186	282,943	407,409
Sports Associations	118,494	183,573	591,142	893,209	1,463,996
Events	751,029	135,499	1,974	888,502	239,932
Student Activities & Advice	574,033	31,153	108,036	713,222	1,183,621
Volunteering	<u>255,155</u>	<u>-</u>	<u>6,662</u>	<u>261,817</u>	<u>305,642</u>
	<u>1,936,854</u>	<u>482,753</u>	<u>1,036,872</u>	<u>3,456,479</u>	<u>4,549,085</u>
Governance	<u>-</u>	<u>-</u>	<u>15,450</u>	<u>15,450</u>	<u>10,600</u>
Total Expenditure	<u>1,959,354</u>	<u>483,529</u>	<u>1,052,322</u>	<u>3,495,205</u>	<u>4,596,654</u>

Included within staff costs above are support staff costs of £965,272 (2020: £717,914).

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

6 ANALYSIS OF SUPPORT COSTS

	Bars & Entertainment 2021 £	Clubs & Societies 2021 £	Sports Associations 2021 £	Events 2021 £	Student Activities & Advice 2021 £	Volunteering 2021 £	Total 2021 £	Total 2020 £
SU Officer accommodation	-	7,713	27,603	-	4,684	-	40,000	40,000
Facilities	128,264	98,256	351,625	-	59,671	-	637,816	385,845
Admin and maintenance	35,608	62,199	222,590	1,974	45,491	6,662	374,524	460,481
	<u>163,872</u>	<u>168,168</u>	<u>601,818</u>	<u>1,974</u>	<u>109,846</u>	<u>6,662</u>	<u>1,052,340</u>	<u>886,326</u>

Support costs are apportioned based on the total proportion of staff and direct costs in each activity. Events are excluded from this calculation. Approximately, one third of therent is allocated to bars and post office and the rest of the rent cost is apportioned to the other activities with the remaining support costs.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

7. NET INCOME/(EXPENDITURE)

Net income for the year is stated after charging:

	2021 £	2020 £
Auditor's remuneration – as auditor	10,950	10,600
Auditor's remuneration – other	4,500	5,500
Depreciation	56,388	62,595
Operating lease charges	<u>4,467</u>	<u>58,654</u>

8. STAFF COSTS

The Union does not directly employ staff, all wages and salaries included within these accounts are recharged from the University of Bath. The recharged staff costs in the year were:

	2021 £	2020 £
Wages and salaries	1,558,577	1,733,019
Social security costs	111,820	109,789
Other pension costs	<u>255,011</u>	<u>246,665</u>
	<u>1,925,408</u>	<u>2,089,473</u>

The Trustees of the Union include The SU Officers. The SU Officers receive remuneration for their services as provided for within the Constitution. The amount payable under such contracts in the year was:

	2021 £	2020 £
K Ho	20,299	2,684
F Jackson	20,309	4,246
A A Lobo	-	18,760
R Tyrrell	-	889
A Willingham	22,517	2,668
J Zhou	-	18,760
E Alcock	824	16,661
F Masala	20,219	20,645
R Osman	-	18,760
T F Sawko	20,309	20,645
M K Crossman	2,696	-
Z Paumelle	2,784	-
S Singh	2,784	-
E Stacey	2,784	-
J Withington	<u>2,784</u>	<u>-</u>

The key management personnel are considered to be the Chief Executive, the Deputy Chief Executive and the Trustees. Their total remuneration in the year was £232,257 (2020: £292,789). These are paid by the University and recharged accordingly.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

8. STAFF COSTS (continued)

During the year, no (2020: two) trustees reclaimed expenses (2020: £384) in relation to travel purposes.

The number of employees whose employee benefits exceeded £60,000 was:

	2021 £	2020 £
£60,001 - £70,000	1	-
£70,001 - £80,000	-	-
£80,001 - £90,000	<u>1</u>	<u>1</u>

9. INTANGIBLE FIXED ASSETS

	Software £
COST	
At 1 August 2020	<u>18,387</u>
At 31 July 2021	<u>18,387</u>
AMORTISATION	
At 1 August 2020	<u>18,387</u>
At 31 July 2021	<u>18,387</u>
NET BOOK VALUE	
At 31 July 2021	<u>-</u>
At 31 July 2020	<u>-</u>

Intangible fixed assets relate to purchased software assets and the associated amortisation features in support costs within charitable activities.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

10. TANGIBLE FIXED ASSETS

	Equipment £	Leasehold Improvements £	Motor Vehicles £	Total £
COST				
At 1 August 2020	425,827	62,194	1,796	489,817
Additions	31,437	-	-	31,437
Disposals	<u>(17,080)</u>	<u>-</u>	<u>-</u>	<u>(17,080)</u>
At 31 July 2021	<u>440,184</u>	<u>62,194</u>	<u>1,796</u>	<u>504,174</u>
DEPRECIATION				
At 1 August 2020	329,477	18,827	1,796	350,100
Charge for year	46,479	9,909	-	56,388
Eliminated on disposal	<u>(17,080)</u>	<u>-</u>	<u>-</u>	<u>(17,080)</u>
At 31 July 2021	<u>358,876</u>	<u>28,736</u>	<u>1,796</u>	<u>389,408</u>
NET BOOK VALUE				
At 31 July 2021	<u>81,308</u>	<u>33,458</u>	<u>-</u>	<u>114,766</u>
At 31 July 2020	<u>96,350</u>	<u>43,367</u>	<u>-</u>	<u>139,717</u>

Depreciation is recognised in the statement of financial activities in charitable activities.

11. DEBTORS

	2021 £	2020 £
Trade debtors	13,678	18,221
Other debtors	18,640	9,824
Prepayments and accrued income	<u>95,072</u>	<u>100,700</u>
	<u>127,390</u>	<u>128,745</u>

12. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	53,084	12,735
University of Bath	134,474	72,430
Accruals and deferred income	22,468	26,116
Other creditors	<u>24,141</u>	<u>3,061</u>
	<u>234,167</u>	<u>114,342</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

12. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR (continued)

DEFERRED INCOME

Included within accruals and deferred income is deferred income of £20,000 (2020: £nil).

	2021 £	2020 £
Deferred income as at 1 August 2020	-	3,981
Income deferred in the year	20,000	-
Income released in the year	<u>-</u>	<u>(3,981)</u>
Deferred income as at 31 July 2021	<u><u>20,000</u></u>	<u><u>-</u></u>

Deferred income relates to funding for a student volunteer role for FY21/22 of £20,000 (2020 £nil).

13. PENSIONS

The University of Bath Students' Union does not directly employ staff. All Union staff are employed by the University of Bath and are eligible to join either the Avon Pension Fund or the Universities Superannuation Scheme.

14. UNRESTRICTED RESERVES

	General Fund £	Designated Club & Societies £	Total £
Balance at 1 August 2019	557,471	4,459	561,930
Retained (deficit)/surplus for the financial year	(172,196)	2,172	(170,024)
Transfers	<u>28,875</u>	<u>-</u>	<u>28,875</u>
Balance at 31 July 2020	<u><u>414,150</u></u>	<u><u>6,631</u></u>	<u><u>420,781</u></u>
Balance at 1 August 2020	414,150	6,631	420,781
Retained (deficit)/surplus for the financial year	(84,797)	2,560	(82,237)
Transfers	<u>25,840</u>	<u>-</u>	<u>25,840</u>
Balance at 31 July 2021	<u><u>355,193</u></u>	<u><u>9,191</u></u>	<u><u>364,384</u></u>

The designated funds relate to clubs and societies. It is expected that these will be expensed during the 2021/22 academic year.

The transfer from the general fund to the club asset reserve represents £25,840 (2020: £28,875) of depreciation on the restricted tangible fixed assets.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

15. RESTRICTED RESERVES

	SCP	Alumni	Student Develop- ment	Sports and Societies Funding	Club Asset Reserve	Total
	£	£	£	£	£	£
Balance at 1 August 2019	36,317	30,771	39,354	145,176	80,455	332,073
Income	37,215	20,000	37,500	860,804	-	955,519
Expenditure	(50,896)	(2,023)	(36,846)	(849,210)	-	(938,975)
Transfers	-	-	3,056	(3,056)	(28,875)	(28,875)
Balance at 31 July 2020	<u>22,636</u>	<u>48,748</u>	<u>43,064</u>	<u>153,714</u>	<u>51,580</u>	<u>319,742</u>
Balance at 1 August 2020	22,636	48,748	43,064	153,714	51,580	319,742
Income	70,428	22,000	15,000	230,326	13,248	351,002
Expenditure	(60,036)	(17,492)	(12,699)	(199,279)	-	(289,506)
Transfers	-	-	(6,112)	6,112	(25,840)	(25,840)
Balance at 31 July 2021	<u>33,028</u>	<u>53,256</u>	<u>39,253</u>	<u>190,873</u>	<u>38,988</u>	<u>355,398</u>

SCP (Student Community Partnership) is a joint venture between University of Bath, Bath & North East Somerset Council and Bath Spa University to promote positive community relationships between the Universities and local residents.

Alumni Funds are transferred from the University of Bath Alumni Fund to The SU to be used to help enhance and enrich the student experience. Any Student Group registered as part of The SU can apply for a proportion of the grant to help fund their own project.

The Student Development fund is monies granted specifically for student supported learning and awareness activities including funding for management of the Lloyd Scholars programme.

Sports and Societies Funding is funding received by The SU for the purpose of specific sports and society activity.

Club Asset Reserve represents the net book value of capital assets purchased by Sports Clubs with restricted funds. The depreciation expense and restricted fixed asset additions are transferred from the general fund annually.

The transfer of £6,112 from Student Development to Sports and Societies Funding represents a reclassification of restricted funds.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Designated £	Restricted £	Total £
Fund balances at 31 July 2021 are represented by:				
Tangible assets	75,778	-	38,988	114,766
Current assets	513,582	9,191	316,410	839,183
Current liabilities	<u>(234,167)</u>	<u>-</u>	<u>-</u>	<u>(234,167)</u>
Total net assets	<u>355,193</u>	<u>9,191</u>	<u>355,398</u>	<u>719,782</u>

17. COMMITMENTS UNDER OPERATING LEASES

At 31 July 2021 The SU had annual commitments under non-cancellable operating leases as set out below:

	2021 £	2020 £
Operating leases which expire:		
In less than 1 year	1,117	4,467
Within 2 to 5 years	<u>-</u>	<u>1,117</u>
	<u>1,117</u>	<u>5,584</u>

18. CAPITAL COMMITMENTS

The Union ordered kitchen equipment in July 2021 totalling £7,199 (2020: £nil) which was invoiced and delivered post year end.

19. FUNDS HELD ON BEHALF OF THIRD PARTIES

During the year The SU acted as a custodian of the annual Raising and Giving (RAG) proceeds from fundraising events organised by students. Funds raised by this year's RAG not distributed to charities amounted to £2,048 (2020: £1,781) which were held by The SU as agreed.

Amounts received and expended during the year and the liability at the year-end in relation to this fund are detailed below:

	At 1 August 2020 £	Amounts received £	Amounts expended £	At 31 July 2021 £
RAG	<u>1,781</u>	<u>13,152</u>	<u>(12,885)</u>	<u>2,048</u>
	<u>1,781</u>	<u>13,152</u>	<u>(12,885)</u>	<u>2,048</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

20. RELATED PARTY TRANSACTIONS

The SU became a registered charity on 29 July 2011 but previously derived charitable status from its governing parent body, the University of Bath. The SU is in receipt of a recurrent grant from the parent body of £1,888,000 (2020: £1,775,000). The SU also received additional grant funding of £435,590 (2020: £nil) within the year.

The SU occupies a University building under an informal licence. The SU is notionally charged by the University a contribution to the costs of maintaining the building. The amount included within expenditure in the Statement of Financial Activities for the year was £350,000 (2020: £340,000) for which equivalent income is shown within 'Donations and grants'.

Included in creditors falling due within one year is £134,474 (2020: £72,430) owed to the University of Bath which has no securities or interest attached. There is also £9,840 included in trade debtors and £7,067 within accruals in relation to balances with the University this year.

The University also pays all wages and salaries on behalf of The SU and recharges them accordingly. Staff costs are disclosed in note 8.

21. CONTROLLING PARTY

The SU is controlled by the Board of Trustees comprising The SU Officers, who are subject to democratic election by the voting membership of The SU, and non-executive Trustees who are appointed by a simple majority of the Board of Trustees. The ultimate control of The SU is vested under the Articles of Governance in the Board of Trustees. As such no single person or entity controls The SU as defined by FRS 102 section 9.

22. CASH GENERATED FROM OPERATIONS

	2021 £	2020 £
Net (expenditure)/income	(20,741)	(153,480)
Adjustments for:		
Investment income received	(89)	(3,041)
Depreciation	56,388	62,252
Profit on disposal of investments	-	-
	35,558	(94,269)
Decrease/(increase) in stock	9,927	8,601
Decrease/(increase) in debtors	1,355	58,614
(Decrease)/increase in creditors	119,825	(15,310)
Net cash provided by operating activities	<u>166,665</u>	<u>(42,364)</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

23. NET FUND ANALYSIS

	<i>At 1 August 2020 £</i>	Cashflows £	<i>At 31 July 2021 £</i>
Cash at bank and in hand	<u>568,347</u>	<u>135,320</u>	<u>703,667</u>
	<u>568,347</u>	<u>135,320</u>	<u>703,667</u>



**UNIVERSITY OF BATH STUDENTS' UNION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

UNIVERSITY OF BATH STUDENTS' UNION

TRUSTEES AND UNION INFORMATION

REFERENCE AND ADMINISTRATIVE DETAILS				
Overview of Charity's key details				
Charity name:	The University of Bath Students' Union			
Other names:	The SU			
Charity number:	1143154			
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY			
Governing document:	Articles of Association			
Constitution:	Unincorporated association			
Details of Charity's professional services				
Bank name:	National Westminster Bank Plc			
Bank address:	39 Milsom Street, Bath, BA1 1DS			
Auditor name:	Crowe U.K. LLP			
Auditor address:	Aquis House, 49-51 Blagrove Street, Reading, RG1 1PL			
Senior SU Management				
Chief Executive:	Andrew McLaughlin - resigned December 2020			
Chief Executive	Nicky Passmore - appointed March 2021			
Deputy Chief Executive:	Mandy Wilson-Garner			
Secretary to the Board:	Greg Noakes			
Board of Trustees				
Trustee name	Office	Start date	End date	Appointment
Francesco Masala	President (Chair)	29/06/2020	27/06/2021	Elected by Members
Annie Willingham	President (Chair)	28/06/2021	26/06/2022	Elected by Members
Annie Willingham	Education Officer	29/06/2020	27/06/2021	Elected by Members
Jacob Withington	Education Officer	28/06/2021	26/06/2022	Elected by Members
Ka Ho Ho	Postgraduate Officer	29/06/2020	27/06/2021	Elected by Members
Siddharth Singh	Postgraduate Officer	28/06/2021	26/06/2022	Elected by Members
Freya Jackson	Community Officer	29/06/2020	27/06/2021	Elected by Members
Meg Crossman	Community Officer	28/06/2021	26/06/2022	Elected by Members
Zoe Paumelle	Activities Officer	28/06/2021	26/06/2022	Elected by Members
Tomasz Sawko	Sport Officer	01/07/2019	27/06/2021	Elected by Members
Elizabeth Stacey	Sport Officer	28/06/2021	26/06/2022	Elected by Members
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board
Marian McNeir	Independent Trustee	20/06/2017	28/06/2023	Appointed by the Board
Jordan Kenny	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Alexander Robinson	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Valerie Copenhagen	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Kate Aldridge	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board
Barry Hughes	Independent Trustee	12/10/2021	11/10/2024	Appointed by the Board

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2021

CHARITY INTRODUCTION

Charitable Status

On the 29th July 2011 the University of Bath Students' Union (*The SU*) successfully registered as a charity with the Charity Commission (*charity number 1143154*). The charity is governed by a constitution adopted on 1st July 2009 and amended on 12th March 2019.

Trustees' Report

The Board of Trustees present their Annual Report together with the financial statements for the year ended 31 July 2021. The report has been prepared in accordance with the Charities Act 2011 and the Statement of Recommended Practice: 'Accounting and Reporting by Charities' SORP (FRS102). The trustees have had regard to the Charity Commission guidance on public benefit entities.

Relationship with the University of Bath

Under the Education Act 1994, the University of Bath has a statutory duty to take such steps as are reasonably practicable to ensure that The SU operates in a fair and democratic manner and is held to proper account for its finances. The SU therefore works alongside the University of Bath in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of The SU's members are met.

OBJECTIVES AND ACTIVITIES

Charitable Purpose

The objects of The SU are the advancement of education of students at the University of Bath for the public benefit by:

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

Our cause

We believe that students can and want to shape the community they are part of for the better. We create opportunities for students to come together to do just that, and support them as active citizens who contribute to the communities they are part of.

Our strategy and activity

This year was the first full year of our 2020-23 strategy, focused on four key areas of focus:

- Citizen-shift: to facilitate opportunities for students to come together and encourage everyday participation in our cause;
- Culture-shift: to strengthen our distinctive culture and working practices and create a culture that helps deliver our cause;
- Content-shift: to shift our communications, activities and spaces to better reflect and celebrate our cause;
- Climate-shift: to prioritise how we together respond to the climate emergency.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Recognising that our Student Leaders are elected annually, we also create annual plans for each Sabbatical Officer based on their election manifestos; an annual 'Top 10' list of key issues of importance to the student community against which Officers lobby the University; and operational plans for areas of service provision.

Operational activities that support achievement of our objectives are:

- Voice (representing students, elections, campaigns, and research)
- Support & Advice (personal, housing, or academic information and support, peer-to-peer schemes)
- Development (jobs, skills training, volunteering)
- Student Activities (Sports, Clubs and Societies, Arts, Diversity Groups)
- Commercial operations, including a bar and nightclub, which support student social and recreational activity and generate income to support our other operations.

ACHIEVEMENTS AND PERFORMANCE

Statement of regular activities undertaken by the Charity

The year has been an extraordinary and challenging one for all of us. While the pandemic has affected everyone on some level, students in particular experienced an academic year like no other. With lectures moved online and limited opportunities to socialise in person, few students could have imagined the kind of year that lay ahead for them when they came to university this year.

At the organisational level, lockdowns and restrictions meant that many of our day-to-day activities could not operate as normal. Our bar and nightclub were unable to open for significant parts of the year, and this had a significant impact on our income.

We moved quickly to furlough staff, with around 50% of staff on furlough for parts of the year. We reviewed budgets to manage costs where possible, to protect our financial position. Throughout the year opportunities to re-open and provide essential opportunities for students, while also generating much needed income, were constantly monitored.

Most of our services and student activities take place in-person. Unable to continue in this way, services had to be paused or needed fast adaptation. Our staff teams moved to working mostly from home, reviewing services to ensure students could access us online where possible, adapting in-person activities to be safe and socially distanced. Our students and Student Officers amazed us, coming up with myriad ways to support each other, and the wider Bath community.

Collectively, our community came together to deliver some truly incredible achievements this year.

Adapting our commercial activities and events for the covid pandemic.

Despite the obvious difficulties brought about by covid The SU was still able to safely host an array of in person and online events. We began the academic year with a socially distanced freshers' week, creating a 600 outdoor pub and meeting venue ('The East Village'), a safely distanced set of indoor activities, and a wide range of online sessions and events. Huge thanks to our student Freshers' Week Event Managers and our Events team for pulling this off!

Our nightclub remained closed for the year, but when appropriate we adapted our bar to provide for safe seating in groups of 6, in line with government restrictions. Our Commercial team worked hard to balance the creation of social opportunities for our members with the challenge of running events in a way that was commercially viable.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

We moved our Education Awards and SU Awards online. Hundreds of students joined us live, many dressed in black tie, so that we could celebrate the achievements of our students despite not being able to do so in-person.

Our 2021-22 officer elections were moved online, and 3783 students took to the polls and made their vote in our first ever fully virtual campaign. It was not without challenges, but it was a wonderful election and we are proud of everyone who took part.

Sadly, our Snow Ball and Summer Ball had to be cancelled due to Covid restrictions. Instead, we worked in close partnership with the University to deliver a 'Summer at Bath' programme of outdoor events and activities to celebrate the end of a difficult academic year for students. This month-long programme of events included an outdoor funfair, stage, performances by many of our student performers, and a host of other events to enable them to begin to rebuild their sense of community and campus experience.

Supporting and developing our students

Our advice & support service remained open through the pandemic offering its highly valued services to students with online, and some in-person, appointments. We saw an increase in the number of issues that students faced, and our team worked hard to support students. Some of the key highlights include:

- Supporting 1,465 cases (a 25% increase compared to the average for the 2 previous years);
- Advisors quickly adapting to offer new support for our students undergoing disciplinarys for plagiarism & collusion, associated with the transfer of exams online due to Covid;
- Assisting students experiencing challenges with private landlords charging unsubstantiated fees for COVID-related cleaning or contract extensions due to enforced isolation.

Our various peer-led schemes also moved online to ensure students could access support from their peers. We're especially proud of our hundreds of volunteer peer leaders for the hard work they've put in to support their fellow students during this difficult time.

- Peer mentoring, PAL and student trainers work moved online, with each department running an online welcome event, 8 weekly online PAL sessions and student trainer sessions including phone photography, cookery classes and preparing for placement;
- Recruitment and training of peer mentors was moved completely online, with 700 UG peer mentors recruited and in post, ensuring all new students will get a peer mentor in September 2021;
- The School of Management, and Engineering and Design joined the Placement Peer Mentor scheme this year, ready for mentoring to start in October 2021;
- A Health and Safety online training module was launched, with 298 students completing the training by December 2020.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Representing students when they needed us most

Our Student Voice team and Student Officers worked harder than ever to gather feedback in response to the evolving pandemic and ensure student views were represented across the University. They gathered feedback on the experiences of teaching; from students on placement or preparing for placement; an audit of issues arising in online examinations; and feedback on assessment processes. Significant achievements from their collective representation efforts include:

- Representing student concerns regarding the effect on their academic performance as a result of remote learning, and achieving University sign-off for a 'No-Detriment' policy;
- Lobbying the University on behalf of students, and achieving agreement for rent rebates for students in Halls of Residence who had not occupied their rooms;
- Setting up and coordinating two student advisory panels to gather feedback from students on timely issues to contribute to University decision making;
- Conducted two surveys of undergraduate students and doctoral students to gather their concerns and hopes for returning to the University. Feedback and data from these surveys were shared and helped shape SU and University plans for reopening back in October.

Alongside their work with staff our Student Officer team are invaluable as the face of The SU and represent the views of thousands of students on campus, in the local community and nationally. Further key achievements for the team this year include:

- Getting the University to commit to sustainable investment practices and divest from all companies with links to the fossil fuel industry;
- Developing a Universal Trans Policy with students and staff which is going to be adopted by the University;
- Getting the University to adopt a policy that allows all students to be able to access recordings for all their lectures;
- Getting the University to produce clear guidance and communication for our placement students to ensure that impacts due to Covid-19 were mitigated as much as possible;
- Getting the University to enhance their case management of the Report and Support tool to help provide a swift and effective resolution to cases.

As a testament to the hard work by the Voice team and our Student Officers in representing students' academic interests, our score in the National Students Survey rose by over 5 percentage points in a year when many of sector saw a drop in their scores. This now places us at just over 10 percentage points above sector average for representing students' academic interests (63.8% versus an average of 53.2%). Here are some of their other achievements:

Encouraging student social and engagement activities

What has become apparent this year is the importance of community. We are lucky to have such strong student communities within our clubs and societies, representation groups, halls and other friendship groups. In direct response to the pandemic:

- The SU Bath Corona Community Facebook group continued to grow, offering daily workouts, language classes, art and cooking tutorials, and now has over 4000 members. At its peak, 1390 students a day were engaging with the platform. The group became a model of success and was emulated by others in the sector;
- We created an Exercise Buddy scheme to encourage students to exercise and form connections during lockdown, pairing over 150 students;

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

- 300 students and 20 student groups were involved in a Lockdown 2 challenge for Movember;
- Our Student Media groups pulled off Live from the Bath, a virtual chat-show style Freshers' Week broadcast to bring together students from all over the world when they were unable to travel to Bath.
- Nightline continued to run almost every night, adjusting incredibly to the challenges of the pandemic, and supporting so many students. They've responded to over 240 calls during this time.

As lockdown eased, and activities could resume in some ways, we created new all-sport and all-society memberships to help and encourage our students to connect with one another. In total, over 5000 students purchased one of the memberships – more than in previous years. While memberships were high, the lack of face-to-face interaction did result in some loss of active members. Despite this, our student groups were active and achieved much during the year

- 51 students ran to be hall reps and bring together different communities on campus;
- Alongside our student groups, we came together to celebrate different communities on campus including Black History Month, Lunar New Year and LGBT History Month;
- Following officer elections, we planted 164 trees, provided 100m² of wildflowers for bees, adopted a badger, a farm animal and a whale as part of our 'Plant Your Vote' sustainability campaign;
- The Student Anti-Racist Action group was set up to ensure the voices of those from non-white backgrounds are heard;
- Bath Entrepreneurs won the Development Award at the National Societies and Volunteering Awards;
- Bath STAR and Amnesty launched the successful Equal Access at Bath campaign, a student-led initiative campaigning for undergraduate level scholarships and tailor-made financial and support packages to be provided for asylum seeker students;
- Hockey organised a charity event with over 150 attendees, raising over £450 for charity.

Students supporting the wider Bath community

Volunteering has always been at the heart of what The SU does, and that hasn't stopped this year.

Back in March 2020, The SU built strong links with Bath's third sector group called 3SG, Supporting Charities and Social Enterprises. The SU's Volunteering Coordinator (Josh) was 'loaned' to 3SG to support the rapid increase in need from the community linked to the pandemic. Josh volunteered many hours with 3SG to help with recruitment of volunteers for various schemes linked to their 'Compassionate Community' initiative. This meant that volunteer opportunities were promoted to students, many of whom volunteered as shoppers and befrienders to those who were isolating and lonely because of the pandemic.

A notable example was the 'Compassion at Christmas' campaign, aimed at supporting the most vulnerable members of society through the festive period. Our students wrote and sent Christmas cards to over 300 vulnerable adults, volunteered to make calls on Christmas day, donated books and toys to First Steps, and hosted a virtual Christmas party streamed directly into classrooms for the pupils at Twerton Infant's school.

Along with other projects with 3SG, this created new ways for students to get involved with the local community. The partnership has also helped The SU to network with other charities in the area to provide volunteer opportunities for our students. As a result of his work, Josh was presented with the High Sheriff of Somerset's Special Recognition Award for his contribution to the community during the pandemic, and awarded with a British Empire Medal in the New Year's Honours list. We are delighted on his behalf, and proud to have him as part of our team. We now have outstanding links with the local third Sector, raising the SU's reputation and making us one of the 'go to' partners for volunteering support. Looking back on our volunteer opportunity database we hosted 131 volunteer opportunities from 57 (mostly local) organisations, with 1581 sign ups from students.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Recognising the support that both The SU and our students give to the Bath community, we were delighted to be shortlisted for and awarded winners of the People Services category of the Bath Life Awards.

Delivering against our strategic projects

Finally, although the unusual year and the number of staff on furlough meant that we did not deliver all the key programmes out in our strategic plan, we made significant progress against 3 of our 4 themes:

Target	Achieved
Citizen Shift	
<p>Develop a platform which allows students to easily shape decisions in The SU;</p> <p>Develop a representative citizens' assembly to monitor SU progress and gather feedback on SU activity;</p> <p>Trial ways to use collective intelligence to tackle complex student issues.</p>	<p>Developed two platforms, ideas to action and standpoints, which will allow students to shape decisions in The SU. This will be tried out over the 2021-22 academic year;</p> <p>Developed SUMmit to monitor SU progress and gather feedback on SU activities;</p> <p>Developed citizen assemblies to use collective intelligence to tackle complex student issues.</p>
Culture Shift	
<p>Review and simplify processes to streamline how we do things;</p> <p>Update our values and behaviours framework, embedding across all student and staff activity;</p> <p>Update and implement our people strategy to improve staff satisfaction and engagement.</p>	<p><input type="checkbox"/> This work was placed on hold given high numbers of staff on furlough, and the pressures of the pandemic.</p>
Content Shift	
<p>Develop resources for staff and student leaders to talk about The SU and our cause;</p> <p>Focus our efforts around The SU's annual programmes of activity – welcome and awards – to improve impact;</p> <p>Begin refreshing SU spaces to better reflect our cause.</p>	<p><input type="checkbox"/> As part of better focusing our efforts around SU's annual programmes of activity we consolidated our SU's awards into three events called the SU Awards, the Education Awards and the Blues Awards.</p> <p><input type="checkbox"/> Work on spaces has been placed on hold pending the financial challenges of the pandemic.</p>
Climate Shift	
<p>Achieve Green Impact Award;</p> <p>Coordinate student-led activity and partnerships across the University and within the local community</p>	<p><input type="checkbox"/> Achieved the Green Impact Award;</p> <p><input type="checkbox"/> Co-ordinated a number of student campaigns around divestment and sustainability, and are working in partnership with the University on their climate action framework.</p>

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Overall

The SU can only achieve our objectives with the help of our incredible students and staff that work tirelessly behind the scenes. We are enormously proud of a generation of students who have been there for each other and for the Bath community, and for the commitment and dedication of our wonderful staff.

Thanks to their proactivity, we've achieved more than we believed was possible. They are amazing.

FINANCIAL REVIEW

The overall deficit for the year, before reserve transfer, on unrestricted funds was £82,237 (2019/20: Deficit of £170,024). This was caused primarily by the impact of Covid-19 on our trading activities. The deficit in the previous year was a combination of planned project expenditure from reserves and the loss of commercial income caused by Covid-19.

Bars and entertainments remained the principal focus for The SU's commercial activity during 2020/21 and performance in this area was severely affected by Covid-19. Trading occurred for limited periods only and under heavy restrictions, ceasing altogether with lockdowns and campus closures. The year ended with a commercial loss, before overhead apportionment, of £168,611 (2019/20: £37,192).

The SU implemented measures to mitigate the impacts of the pandemic including strict purchasing controls, furloughing commercial staff and a recruitment freeze on non-key personnel roles. The University funded a hybrid of virtual and in person Welcome activities for Freshers, and the SU managed the continuation of the outdoor social activity on behalf of the University in Semester one. In line with our scenario modelling actions were taken at each decision point to address the ever-changing situation. When the revised budgets forecast a significant loss, the University were approached and provided funding support of £71k to enable activity to continue during the year. The final outcome was a smaller deficit than budgeted forecast, reducing the impact on the SU's reserves.

Restricted funds have increased during the year as activity was severely limited by Covid-19 restrictions.

The Balance Sheet continues to reflect a robust financial position for the Union with net current assets of £605,016 (2019/20: £600,803).

Reserves

The purpose of the free reserves for The SU is to help ensure the long-term ability of the organisation to meet its mission. The SU will maintain free reserves to achieve the following objectives:

- to designate to specific projects to enable these to be undertaken at short notice;
- to protect The SU against adverse economic conditions within commercial operations; and
- to provide a fund for capital replacement or refurbishment.

The free reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

The total reserves held by the reporting entity at 31 July 2021 was £719,782 (2020: £740,522), of which £364,384 (2020: £420,781) are regarded as unrestricted funds and £355,398 (2020: £319,741) are regarded as restricted funds.

The balance held as unrestricted general funds, excluding designated funds, at 31 July 2021 was £355,193 (2020: £414,150), of which £279,415 (2019/20: £326,010) are regarded as free reserves, after allowing for funds tied up in tangible fixed assets.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Going Concern

As detailed above the COVID-19 pandemic has had a material impact on The SU, especially commercial income. Trustees and The SU have been closely monitoring performance against budget at both Board and Finance & Audit Committee meetings, with greater frequency and closer scrutiny.

Entering into 2020/21 the Board recognised the impacts of Covid would be significant, and that some of the reserves would be needed to cover the loss we expected to make in the year. The Board agreed to lower the minimum permanent reserves to £150k, and the existing reserves were therefore allocated as follows:

- £26k to be used for committed projects
- £150k to be used to cover losses caused by Covid.
- £150k to be kept as permanent reserves to protect us in future years.

The SU has modelled scenarios for the Financial Year 2021/22, each of which has been reviewed with Trustees. The Board agreed to extend until July 2022 the lowered minimum level of free reserves held at £150k. From the start of Financial Year 2022/23 the calculated method of setting the minimum reserves held will be 12.5 % of the full net annual cost in line with the Reserves Policy. The Board also expect to see a return to profit in 2022/23 to begin replenishing our reserves.

As noted above, following the measures put in place reducing the Covid-19 impact, The SU holds free reserves of £279k. The Board has agreed to accept a budget for 2021/22 with a deficit up to £24k, leaving further free reserves of £105k still available for budget shortfall.

The SU main source of funding is the block grant from the University, which has committed a level of grant for 2021/22 that has been built into the Budget.

The SU and the University have agreed to discussions in 2021/22 to review the methodology used to calculate the block grant with implementation for the 2022/23 planning round. This will ensure longer term security for the SU.

Conclusion

The Trustees have considered the consequences of Covid-19, the scenario-planning and the revised budget, and are satisfied that The SU will not exceed the budgeted deficit by an amount that might consume remaining reserves, and therefore conclude that The SU remains a going concern for the 2021/22 year.

Risk Management

The Board of Trustees reviews the major strategic, business and operational risks faced by the Students' Union on an annual basis as a minimum. The 2020/21 risk register identifies high level risks:

1. Insufficient University block grant leads to loss/restructure of SU
2. Poor commercial income performance leads to deficit budget
3. University applying VAT to staff salary recharges leads to significant increase in costs for The SU
4. Poor strategic and financial planning leads to poor use of resources
5. Poorly run student group activity leads to serious injury/fatality
6. Social distancing restrictions are not observed leading to staff/students catching COVID-19 and potential £10,000 fine.

These risks have been mitigated through a number of improvement actions, controls and processes, reducing all identified risks to 'medium'. The risks will be re-assessed for the production of The SU Risk Register 2021/22.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Future Developments

The SU's ongoing approach to Covid-19 is to continue to provide safe in-person events and venues, as well as supporting student groups in delivering events and activities that help communities of students continue to grow and thrive. This includes provision of virtual activities that help to engage students not based in Bath, and in the event of any further lockdown. Providing ongoing support to students who need it, particularly given the mental health and wellbeing challenges, will be absolutely key, as will ensuring that the student voice is central to the decisions that will affect them over the coming months.

The SU Sport, Arts, Societies and Volunteering Teams have moved into The Edge. The building remained closed throughout 2020/21 and so with students now back on campus, the theatres and spaces open the teams are looking forward to supporting student groups in making the most of the wonderful opportunities it presents to them.

The SU is now occupying premises in Dartmouth Avenue, and is looking forward to maximizing its potential this year with extracurricular activities for students including the SU Volunteer team with student-led community volunteer groups running activities and raising funds for charity. The Student Community Partnership (SCP) team are now based there, putting them at the heart of the off-campus community.

The Commercial areas of The SU will seek to recover from a year of closures and Covid-19 restrictions, reopening its doors in a covid secure manner, welcoming students back to its much-loved events and club nights.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

Raise & Give (RAG) is a student led society with the aim of fundraising for a variety of local and national charitable causes whilst providing students with a number of development opportunities. This includes fundraising itself as well as organisational and leadership roles.

The financial transactions of RAG are kept separate from those of The SU through the use of unique coding and custody of the assets falls within the general security arrangements of the wider University.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Method of appointment of Trustees

The governance and management of the Union is the responsibility of the Trustees who are elected or appointed under the terms of the Articles. The Board of Trustees comprises 6 elected Student Officers, and up to 7 Independent Trustees, at least one of whom must be a student member.

Student Officers are elected annually by our student members for a one-year term, and able to serve a second term if re-elected. They provide invaluable insight from their own experiences as a student and enable us to create a truly student led organization.

Independent Trustees apply and are appointed by the Board for a term of up to three years and can serve a maximum of two terms. Our Independent Trustees provide wider skillsets and experience from outside The SU and we are enormously grateful for their skills and support.

Upon appointment all Trustees are briefed on their legal obligations and other Trustee responsibilities. All Trustees receive an induction information pack which includes their role responsibilities, their legal responsibilities, historical and current information about The SU, information on its Strategic Plan and how to deal with potential conflicts of interest.

The Trustee Board is responsible for overseeing the management and administration of The SU. They have ultimate responsibility for the governance, budget and employment issues, and the strategic direction of the Union, much of which is delegated to officers and staff. The Trustee Board also delegates relevant decisions to relevant subcommittees.

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

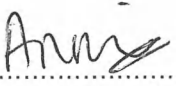
STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps necessary in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditor

Crowe UK LLP were appointed in March 2021 commencing a four-year agreement.

The Trustees' Report was approved by the Trustees on 9th December 2021 and signed on their behalf by:


.....
Students' Union President
Annie Willingham

Date: 09/12/21

UNIVERSITY OF BATH STUDENTS' UNION
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

The Trustees are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Union and of the incoming resources and application of resources of the Union for that period. In preparing these financial statements, the trustees are required to:

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

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

The Trustees confirm they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. When reviewing the aims and objectives of the charitable group and in planning its future activities they the Trustees refer to the guidance and consider, in particular, how planned activities will contribute to the aims and objectives they have set.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UNIVERSITY OF BATH STUDENTS' UNION FOR THE YEAR ENDED 31 JULY 2021

Opinion

We have audited the financial statements of the University of Bath Students' Union for the year ended 31 July 2021 which comprise the statement of financial activities, balance sheet, cash flow 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 charity's affairs as at 31 July 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS, AS A BODY OF
UNIVERSITY OF BATH STUDENTS' UNION (continued)**

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.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue 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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS, AS A BODY OF UNIVERSITY OF BATH STUDENTS' UNION (continued)

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the charity were Charity Commission regulations and General Data Protection Regulation (GDPR).

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance. Our audit procedures to respond to revenue recognition risks include testing a sample of income across the year to supporting documentation, and reviewing income received either side of the year end to ensure this has been recognised correctly.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we

Crowe U.K. LLP

Statutory Auditor

Reading

Date: 9 December 2021

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BATH STUDENTS' UNION
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
INCOME FROM:							
Donations and grants	3	2,923,656	118,676	3,042,332	2,251,959	32,500	2,284,459
Charitable activities							
Bars and entertainment		125,005	-	125,005	869,008	-	869,008
Clubs and societies		5,062	59,991	65,053	60,565	200,066	260,631
Sports associations		-	170,335	170,335	-	722,953	722,953
Events		51,421	-	51,421	260,112	-	260,112
Other trading activities		18,229	2,000	20,229	42,969	-	42,969
Investments	4	<u>89</u>	<u>-</u>	<u>89</u>	<u>3,041</u>	<u>-</u>	<u>3,041</u>
Total		<u>3,123,462</u>	<u>351,002</u>	<u>3,474,464</u>	<u>3,487,654</u>	<u>955,519</u>	<u>4,443,173</u>
EXPENDITURE ON:							
Raising funds	5	(23,276)	-	(23,276)	(36,968)	-	(36,968)
Charitable activities	5	(3,166,973)	(289,506)	(3,456,479)	(3,610,110)	(938,975)	(4,549,085)
Other	5	<u>(15,450)</u>	<u>-</u>	<u>(15,450)</u>	<u>(10,600)</u>	<u>-</u>	<u>(10,600)</u>
TOTAL		<u>(3,205,699)</u>	<u>(289,506)</u>	<u>(3,495,205)</u>	<u>(3,657,678)</u>	<u>(938,975)</u>	<u>(4,596,653)</u>
NET INCOME/ (EXPENDITURE)	7	<u>(82,237)</u>	<u>61,496</u>	<u>(20,741)</u>	<u>(170,024)</u>	<u>16,544</u>	<u>(153,480)</u>
Transfers between funds	14/15	<u>25,840</u>	<u>(25,840)</u>	<u>-</u>	<u>28,875</u>	<u>(28,875)</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>(56,397)</u>	<u>35,656</u>	<u>(20,741)</u>	<u>(141,149)</u>	<u>(12,331)</u>	<u>(153,480)</u>
RECONCILIATION OF FUNDS							
Total funds brought forward		<u>420,781</u>	<u>319,742</u>	<u>740,523</u>	<u>561,930</u>	<u>332,073</u>	<u>894,003</u>
TOTAL FUNDS CARRIED FORWARD		<u>364,384</u>	<u>355,398</u>	<u>719,782</u>	<u>420,781</u>	<u>319,742</u>	<u>740,523</u>

All income and expenses relate to continuing operations.

BATH STUDENTS' UNION
BALANCE SHEET
AS AT 31 JULY 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Intangible assets	9	-	-
Tangible assets	10	114,766	139,717
CURRENT ASSETS			
Stocks		8,126	18,053
Debtors	11	127,390	128,745
Cash at bank and in hand		<u>703,667</u>	<u>568,347</u>
		839,183	715,145
CREDITORS: Amounts falling due within one year	12	<u>(234,167)</u>	<u>(114,342)</u>
NET CURRENT ASSETS		<u>605,016</u>	<u>600,803</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>719,782</u>	<u>740,520</u>
RESERVES			
Unrestricted funds – general	14	355,193	414,150
Unrestricted funds – designated	14	9,191	6,631
Restricted funds:			
SCP	15	33,028	22,636
Alumni	15	53,256	48,748
Student development	15	39,253	43,064
Sports and Societies funding	15	190,873	153,713
Club asset reserve	15	<u>38,988</u>	<u>51,580</u>
	16	<u>719,782</u>	<u>740,522</u>

The notes on pages 19 to 33 form an integral part of the financial statements.

These financial statements were approved and authorised for issue by the Trustees on 9th December 2021 and signed on their behalf by:



Students' Union President

Annie Willingham

BATH STUDENTS' UNION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 July 2021

	Note	2021 £	2020 £
CASH FLOW FROM OPERATING ACTIVITIES:			
Cash generated/(used) by operations	22	<u>166,665</u>	<u>(42,364)</u>
NET CASH FROM OPERATING ACTIVITIES		166,665	(42,364)
CASH FLOW FROM INVESTING ACTIVITIES			
Income and proceeds from investments		89	3,041
(Purchase)/sale of tangible assets		<u>(31,437)</u>	<u>1,470</u>
NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES		<u>(31,348)</u>	<u>4,511</u>
MOVEMENT IN CASH		135,317	(37,853)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE REPORTING PERIOD		<u>568,350</u>	<u>606,203</u>
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD		<u><u>703,667</u></u>	<u><u>568,350</u></u>
ANALYSIS OF CASH AND CASH EQUIVALENTS:			
Cash at bank and in hand	23	<u><u>703,667</u></u>	<u><u>568,350</u></u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES

Basis of Accounting

The University of Bath Students' Union is a registered charity with the Charity Commission. The registered office is The University of Bath Students' Union, Norwood House, Claverton Down, Bath, BA2 7AY.

The SU is a charitable unincorporated organisation.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011. The accounting policies as disclosed have been applied consistently throughout the current and preceding year.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The University of Bath Students' Union meets the definition of a public benefit entity under section 34 of FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value, unless otherwise stated in the relevant accounting policy.

The principal objectives of the charity are detailed in the Trustees report found on page 2 of these accounts.

The financial statements are presented in sterling (£) which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Going Concern

The Trustees require The SU to prepare a budget each year, demonstrating that reserves will be maintained at or above agreed levels.

The SU then updates actual results each month and the Trustees review at least once a quarter to ensure reserves are going to be maintained as agreed. In this second COVID year, Trustees and The SU have been closely monitoring the budget, at both Board and Finance & Audit Committee meetings, with greater frequency and closer scrutiny. In addition to the scenario modelling, the SU has identified a series of decision-points through the year where different elements of our income and expenditure crystallise, such that we can dynamically revise our Budget and (if necessary) our cost base to ensure we stay within the approved budget.

Based on this assessment, the trustees consider The SU to be a going concern and these financial statements have been prepared on that basis.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Income

The annual grant from the University of Bath is intended to meet recurrent costs and is credited directly to the SoFA. Commercial activities represent income such as advertising income and commission from photographs and hire, this income is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty. Other income is included in the SoFA account on a cash received basis or on a receivables basis where there is reasonable probability of receipt.

Grants are accounted for under the performance model as permitted by the Charity SORP. CJRS grant income is therefore recognised on a straight line basis over the furlough period for each relevant employee.

Expenditure

Expenditure includes irrecoverable VAT. Charitable expenditure comprises the direct and indirect costs of delivering public benefit. Indirect staff costs are apportioned to charitable activities by headcount in particular areas. Indirect overhead costs are apportioned to charitable activities pro rata to the total costs of particular activities undertaken. Governance costs are those incurred for compliance with constitutional and statutory requirements, such as the annual audit.

Intangible Fixed Assets

Intangible assets acquired are recognised as a cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Software	-	3 years straight line
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Fixed Assets

Fixed asset purchases in excess of £2,500 are capitalised at cost and subsequently measured at cost less accumulated depreciation, or where applicable amortisation, and impairment.

Depreciation or amortisation 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:

Equipment	-	2-5 years straight line
Motor vehicles	-	4 years straight line
Leasehold Improvements	-	8 years straight line

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Fund Accounting

The SU administers and/or accounts for a number of charitable funds, as follows:

- i. **Unrestricted Funds** representing unspent income which may be used for any activity / purpose within the charitable objects at the Executive Committee's own discretion;
- ii. **Designated Funds** set aside by the Executive Committee to be spent on some specific purpose at its own discretion;
- iii. **Restricted Funds** raised and administered by The SU for specific purposes as determined by students, such as Club and Societies Accounts, as well as revenue received for purposes specified by the donor and also (if not material enough to require a separate column in the SoFA) any small capital grants received from the University; and
- iv. **Custodian Funds** entrusted to The SU for safekeeping, but not under its management control, e.g. the annual RAG. Such custodian activities are disclosed in the Annual Report, but as the funds are not managed by The SU they are not included in the accounts.

Expenditure on refurbishments and repairs of assets where The SU does not have the risks or rewards of ownership is expensed in the year. This includes all refurbishment to the Union building which is leased from the University on a yearly basis under an informal agreement. As the maximum term of the lease is a period of one year then all refurbishments and repairs of the Union building is expensed.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. Cost is based on the cost of purchase on a first in, first out basis. Net realisable value is based on estimated selling price less additional costs to disposal.

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 period of the lease.

Financial Instruments

As the charity only has basic financial instruments it has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102, to all of its financial instruments.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

1 ACCOUNTING POLICIES (continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price.

Cash and cash equivalents

Cash and cash equivalents includes cash and short term highly liquid investments with a short maturity period.

Taxation

No corporation tax has been provided in the financial statements of the charity as the income of the charity is covered by the exemption granted by Section 505 of the Income and Corporation Taxes Act 1988.

Pensions

The two principal pension schemes in which The SU participates are the Universities Superannuation Scheme and the Bath & North East Somerset Local Government Pension Scheme, both of which are defined benefit schemes, externally funded and contracted out of the State Earnings-Related Pension Scheme. Both funds are externally valued, normally every three years by professionally qualified independent actuaries using the projected unit method, the rates of contribution payable being determined by the Trustees on the advice of the actuaries. In the intervening years, the actuaries review the progress of the schemes. Pension costs are assessed in accordance with the advice of the actuaries based on the latest actuarial valuations of the schemes and are accounted for on the basis of charging the cost of providing pensions over the estimated period during which the Union benefits from the employees' services.

The University of Bath Students' Union does not directly employ staff. All staff are employed by the University of Bath who then recharge the Union for the use of these staff. Details relating to both of these schemes are included in the accounts of the University. The Universities Superannuation Scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate. As a consequence, no share in the underlying assets and liabilities can be directly attributed to The SU. Under the terms of FRS 102 section 28, in these circumstances contributions are accounted for as if the schemes were defined contribution schemes based on actual contributions paid through the year.

The Bath & North East Somerset Local Government Pension Scheme operates as a multi-employer scheme where the share of assets and liabilities applicable to each employer can be defined. The University (the employer) has accounted for the scheme under FRS 102 section 28 as a defined contribution scheme. As the Union does not directly employ staff it does not recognise any of the liability.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

2 ACCOUNTING JUDGEMENTS AND ESTIMATES

In the application of the charity's and group's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. DONATIONS AND GRANTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	<i>Unrestricted Funds 2020 £</i>	<i>Restricted Funds 2020 £</i>	<i>Total 2020 £</i>
Grant income	2,911,850	118,676	3,030,526	2,241,904	32,500	2,274,404
Sponsorship income	<u>11,806</u>	<u>-</u>	<u>11,806</u>	<u>10,055</u>	<u>-</u>	<u>10,055</u>
	<u>2,923,656</u>	<u>118,676</u>	<u>3,042,332</u>	<u>2,251,959</u>	<u>32,500</u>	<u>2,284,459</u>

During the year, The SU qualified for the government's Job Retention Scheme, a measure introduced in response to the Covid-19 pandemic and received grant of £67,908 (2020: £99,704) for staff costs included in Grant income. At the year end, a balance of £nil (2020: £12,579) was due to The SU.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

4. INVESTMENT INCOME

	2021 £	2020 £
Unrestricted bank interest receivable	<u>89</u>	<u>3,041</u>

5. EXPENDITURE

	Staff 2021 £	Direct 2021 £	Support 2021 £	Total 2021 £	Total 2020 £
Costs of raising funds:					
Commercial activities	<u>22,500</u>	<u>776</u>	<u>-</u>	<u>23,276</u>	<u>36,969</u>
					36,969
Charitable Activities:					
Bars & Entertainment	185,480	67,434	163,872	416,786	948,485
Clubs & Societies	52,663	65,094	165,186	282,943	407,409
Sports Associations	118,494	183,573	591,142	893,209	1,463,996
Events	751,029	135,499	1,974	888,502	239,932
Student Activities & Advice	574,033	31,153	108,036	713,222	1,183,621
Volunteering	<u>255,155</u>	<u>-</u>	<u>6,662</u>	<u>261,817</u>	<u>305,642</u>
	<u>1,936,854</u>	<u>482,753</u>	<u>1,036,872</u>	<u>3,456,479</u>	<u>4,549,085</u>
Governance	<u>-</u>	<u>-</u>	<u>15,450</u>	<u>15,450</u>	<u>10,600</u>
Total Expenditure	<u>1,959,354</u>	<u>483,529</u>	<u>1,052,322</u>	<u>3,495,205</u>	<u>4,596,654</u>

Included within staff costs above are support staff costs of £965,272 (2020: £717,914).

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

6 ANALYSIS OF SUPPORT COSTS

	Bars & Entertainment 2021 £	Clubs & Societies 2021 £	Sports Associations 2021 £	Events 2021 £	Student Activities & Advice 2021 £	Volunteering 2021 £	Total 2021 £	Total 2020 £
SU Officer accommodation	-	7,713	27,603	-	4,684	-	40,000	40,000
Facilities	128,264	98,256	351,625	-	59,671	-	637,816	385,845
Admin and maintenance	35,608	62,199	222,590	1,974	45,491	6,662	374,524	460,481
	<u>163,872</u>	<u>168,168</u>	<u>601,818</u>	<u>1,974</u>	<u>109,846</u>	<u>6,662</u>	<u>1,052,340</u>	<u>886,326</u>

Support costs are apportioned based on the total proportion of staff and direct costs in each activity. Events are excluded from this calculation. Approximately, one third of therent is allocated to bars and post office and the rest of the rent cost is apportioned to the other activities with the remaining support costs.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

7. NET INCOME/(EXPENDITURE)

Net income for the year is stated after charging:

	2021 £	2020 £
Auditor's remuneration – as auditor	10,950	10,600
Auditor's remuneration – other	4,500	5,500
Depreciation	56,388	62,595
Operating lease charges	<u>4,467</u>	<u>58,654</u>

8. STAFF COSTS

The Union does not directly employ staff, all wages and salaries included within these accounts are recharged from the University of Bath. The recharged staff costs in the year were:

	2021 £	2020 £
Wages and salaries	1,558,577	1,733,019
Social security costs	111,820	109,789
Other pension costs	<u>255,011</u>	<u>246,665</u>
	<u>1,925,408</u>	<u>2,089,473</u>

The Trustees of the Union include The SU Officers. The SU Officers receive remuneration for their services as provided for within the Constitution. The amount payable under such contracts in the year was:

	2021 £	2020 £
K Ho	20,299	2,684
F Jackson	20,309	4,246
A A Lobo	-	18,760
R Tyrrell	-	889
A Willingham	22,517	2,668
J Zhou	-	18,760
E Alcock	824	16,661
F Masala	20,219	20,645
R Osman	-	18,760
T F Sawko	20,309	20,645
M K Crossman	2,696	-
Z Paumelle	2,784	-
S Singh	2,784	-
E Stacey	2,784	-
J Withington	<u>2,784</u>	<u>-</u>

The key management personnel are considered to be the Chief Executive, the Deputy Chief Executive and the Trustees. Their total remuneration in the year was £232,257 (2020: £292,789). These are paid by the University and recharged accordingly.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

8. STAFF COSTS (continued)

During the year, no (2020: two) trustees reclaimed expenses (2020: £384) in relation to travel purposes.

The number of employees whose employee benefits exceeded £60,000 was:

	2021 £	2020 £
£60,001 - £70,000	1	-
£70,001 - £80,000	-	-
£80,001 - £90,000	<u>1</u>	<u>1</u>

9. INTANGIBLE FIXED ASSETS

	Software £
COST	
At 1 August 2020	<u>18,387</u>
At 31 July 2021	<u>18,387</u>
AMORTISATION	
At 1 August 2020	<u>18,387</u>
At 31 July 2021	<u>18,387</u>
NET BOOK VALUE	
At 31 July 2021	<u>-</u>
At 31 July 2020	<u>-</u>

Intangible fixed assets relate to purchased software assets and the associated amortisation features in support costs within charitable activities.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

10. TANGIBLE FIXED ASSETS

	Equipment £	Leasehold Improvements £	Motor Vehicles £	Total £
COST				
At 1 August 2020	425,827	62,194	1,796	489,817
Additions	31,437	-	-	31,437
Disposals	<u>(17,080)</u>	<u>-</u>	<u>-</u>	<u>(17,080)</u>
At 31 July 2021	<u>440,184</u>	<u>62,194</u>	<u>1,796</u>	<u>504,174</u>
DEPRECIATION				
At 1 August 2020	329,477	18,827	1,796	350,100
Charge for year	46,479	9,909	-	56,388
Eliminated on disposal	<u>(17,080)</u>	<u>-</u>	<u>-</u>	<u>(17,080)</u>
At 31 July 2021	<u>358,876</u>	<u>28,736</u>	<u>1,796</u>	<u>389,408</u>
NET BOOK VALUE				
At 31 July 2021	<u>81,308</u>	<u>33,458</u>	<u>-</u>	<u>114,766</u>
At 31 July 2020	<u>96,350</u>	<u>43,367</u>	<u>-</u>	<u>139,717</u>

Depreciation is recognised in the statement of financial activities in charitable activities.

11. DEBTORS

	2021 £	2020 £
Trade debtors	13,678	18,221
Other debtors	18,640	9,824
Prepayments and accrued income	<u>95,072</u>	<u>100,700</u>
	<u>127,390</u>	<u>128,745</u>

12. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	53,084	12,735
University of Bath	134,474	72,430
Accruals and deferred income	22,468	26,116
Other creditors	<u>24,141</u>	<u>3,061</u>
	<u>234,167</u>	<u>114,342</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

12. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR (continued)

DEFERRED INCOME

Included within accruals and deferred income is deferred income of £20,000 (2020: £nil).

	2021 £	2020 £
Deferred income as at 1 August 2020	-	3,981
Income deferred in the year	20,000	-
Income released in the year	<u>-</u>	<u>(3,981)</u>
Deferred income as at 31 July 2021	<u><u>20,000</u></u>	<u><u>-</u></u>

Deferred income relates to funding for a student volunteer role for FY21/22 of £20,000 (2020 £nil).

13. PENSIONS

The University of Bath Students' Union does not directly employ staff. All Union staff are employed by the University of Bath and are eligible to join either the Avon Pension Fund or the Universities Superannuation Scheme.

14. UNRESTRICTED RESERVES

	General Fund £	Designated Club & Societies £	Total £
Balance at 1 August 2019	557,471	4,459	561,930
Retained (deficit)/surplus for the financial year	(172,196)	2,172	(170,024)
Transfers	<u>28,875</u>	<u>-</u>	<u>28,875</u>
Balance at 31 July 2020	<u><u>414,150</u></u>	<u><u>6,631</u></u>	<u><u>420,781</u></u>
Balance at 1 August 2020	414,150	6,631	420,781
Retained (deficit)/surplus for the financial year	(84,797)	2,560	(82,237)
Transfers	<u>25,840</u>	<u>-</u>	<u>25,840</u>
Balance at 31 July 2021	<u><u>355,193</u></u>	<u><u>9,191</u></u>	<u><u>364,384</u></u>

The designated funds relate to clubs and societies. It is expected that these will be expensed during the 2021/22 academic year.

The transfer from the general fund to the club asset reserve represents £25,840 (2020: £28,875) of depreciation on the restricted tangible fixed assets.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

15. RESTRICTED RESERVES

	SCP	Alumni	Student Development	Sports and Societies Funding	Club Asset Reserve	Total
	£	£	£	£	£	£
Balance at 1 August 2019	36,317	30,771	39,354	145,176	80,455	332,073
Income	37,215	20,000	37,500	860,804	-	955,519
Expenditure	(50,896)	(2,023)	(36,846)	(849,210)	-	(938,975)
Transfers	-	-	3,056	(3,056)	(28,875)	(28,875)
Balance at 31 July 2020	<u>22,636</u>	<u>48,748</u>	<u>43,064</u>	<u>153,714</u>	<u>51,580</u>	<u>319,742</u>
Balance at 1 August 2020	22,636	48,748	43,064	153,714	51,580	319,742
Income	70,428	22,000	15,000	230,326	13,248	351,002
Expenditure	(60,036)	(17,492)	(12,699)	(199,279)	-	(289,506)
Transfers	-	-	(6,112)	6,112	(25,840)	(25,840)
Balance at 31 July 2021	<u>33,028</u>	<u>53,256</u>	<u>39,253</u>	<u>190,873</u>	<u>38,988</u>	<u>355,398</u>

SCP (Student Community Partnership) is a joint venture between University of Bath, Bath & North East Somerset Council and Bath Spa University to promote positive community relationships between the Universities and local residents.

Alumni Funds are transferred from the University of Bath Alumni Fund to The SU to be used to help enhance and enrich the student experience. Any Student Group registered as part of The SU can apply for a proportion of the grant to help fund their own project.

The Student Development fund is monies granted specifically for student supported learning and awareness activities including funding for management of the Lloyd Scholars programme.

Sports and Societies Funding is funding received by The SU for the purpose of specific sports and society activity.

Club Asset Reserve represents the net book value of capital assets purchased by Sports Clubs with restricted funds. The depreciation expense and restricted fixed asset additions are transferred from the general fund annually.

The transfer of £6,112 from Student Development to Sports and Societies Funding represents a reclassification of restricted funds.

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Designated £	Restricted £	Total £
Fund balances at 31 July 2021 are represented by:				
Tangible assets	75,778	-	38,988	114,766
Current assets	513,582	9,191	316,410	839,183
Current liabilities	<u>(234,167)</u>	<u>-</u>	<u>-</u>	<u>(234,167)</u>
Total net assets	<u>355,193</u>	<u>9,191</u>	<u>355,398</u>	<u>719,782</u>

17. COMMITMENTS UNDER OPERATING LEASES

At 31 July 2021 The SU had annual commitments under non-cancellable operating leases as set out below:

	2021 £	2020 £
Operating leases which expire:		
In less than 1 year	1,117	4,467
Within 2 to 5 years	<u>-</u>	<u>1,117</u>
	<u>1,117</u>	<u>5,584</u>

18. CAPITAL COMMITMENTS

The Union ordered kitchen equipment in July 2021 totalling £7,199 (2020: £nil) which was invoiced and delivered post year end.

19. FUNDS HELD ON BEHALF OF THIRD PARTIES

During the year The SU acted as a custodian of the annual Raising and Giving (RAG) proceeds from fundraising events organised by students. Funds raised by this year's RAG not distributed to charities amounted to £2,048 (2020: £1,781) which were held by The SU as agreed.

Amounts received and expended during the year and the liability at the year-end in relation to this fund are detailed below:

	At 1 August 2020 £	Amounts received £	Amounts expended £	At 31 July 2021 £
RAG	<u>1,781</u>	<u>13,152</u>	<u>(12,885)</u>	<u>2,048</u>
	<u>1,781</u>	<u>13,152</u>	<u>(12,885)</u>	<u>2,048</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

20. RELATED PARTY TRANSACTIONS

The SU became a registered charity on 29 July 2011 but previously derived charitable status from its governing parent body, the University of Bath. The SU is in receipt of a recurrent grant from the parent body of £1,888,000 (2020: £1,775,000). The SU also received additional grant funding of £435,590 (2020: £nil) within the year.

The SU occupies a University building under an informal licence. The SU is notionally charged by the University a contribution to the costs of maintaining the building. The amount included within expenditure in the Statement of Financial Activities for the year was £350,000 (2020: £340,000) for which equivalent income is shown within 'Donations and grants'.

Included in creditors falling due within one year is £134,474 (2020: £72,430) owed to the University of Bath which has no securities or interest attached. There is also £9,840 included in trade debtors and £7,067 within accruals in relation to balances with the University this year.

The University also pays all wages and salaries on behalf of The SU and recharges them accordingly. Staff costs are disclosed in note 8.

21. CONTROLLING PARTY

The SU is controlled by the Board of Trustees comprising The SU Officers, who are subject to democratic election by the voting membership of The SU, and non-executive Trustees who are appointed by a simple majority of the Board of Trustees. The ultimate control of The SU is vested under the Articles of Governance in the Board of Trustees. As such no single person or entity controls The SU as defined by FRS 102 section 9.

22. CASH GENERATED FROM OPERATIONS

	2021 £	2020 £
Net (expenditure)/income	(20,741)	(153,480)
Adjustments for:		
Investment income received	(89)	(3,041)
Depreciation	56,388	62,252
Profit on disposal of investments	-	-
	35,558	(94,269)
Decrease/(increase) in stock	9,927	8,601
Decrease/(increase) in debtors	1,355	58,614
(Decrease)/increase in creditors	119,825	(15,310)
Net cash provided by operating activities	<u>166,665</u>	<u>(42,364)</u>

BATH STUDENTS' UNION
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

23. NET FUND ANALYSIS

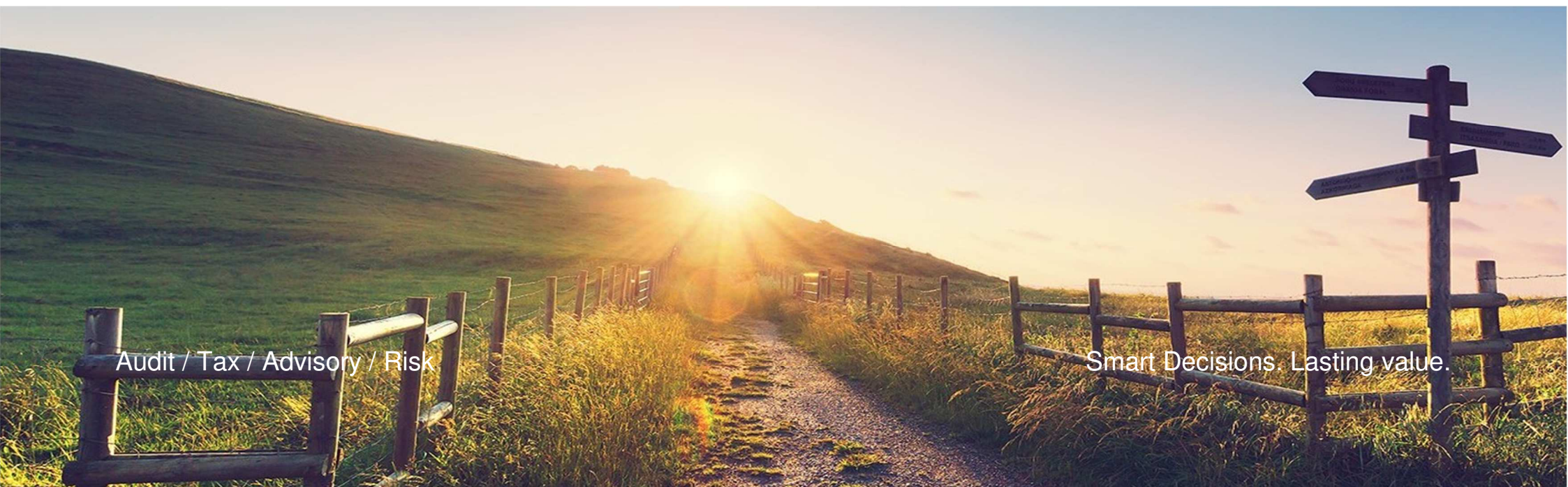
	<i>At 1 August 2020 £</i>	Cashflows £	<i>At 31 July 2021 £</i>
Cash at bank and in hand	<u>568,347</u>	<u>135,320</u>	<u>703,667</u>
	<u>568,347</u>	<u>135,320</u>	<u>703,667</u>



University of Bath Students' Union

Year ended 31 July 2021

Audit Findings Report



Audit / Tax / Advisory / Risk

Smart Decisions. Lasting value.

The Trustees
The Trustees
University of Bath Students' Union
Claverton Down
Bath
BA2 7AY

October 2021

Dear Trustees

Audit for the year ended 31 July 2021

Following the completion of our audit fieldwork on the financial statements of University of Bath Students' Union for the year ended 31 July 2021 we have pleasure in submitting our Audit Findings Report setting out the significant matters which have come to our attention during our audit of which we believe you need to be aware when considering the financial statements. The matters included in this report have been discussed with University of Bath Students' Union's management during our audit and at our closing meeting on 12 October 2021. Helen McHenry, Nicky Passmore and Ruth Haynes have seen a draft of this report and we have incorporated their comments and/or proposed actions where relevant.

We would like to express our appreciation for the assistance provided to us by the finance team and the other staff at the Students' Union for our audit this year.

Use of this report

This report has been provided to the Trustees to consider and ratify on behalf of the Board of Trustees, in line with your governance structure. We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose. It should not be made available to any other parties without our prior written consent.

Yours sincerely

Crowe U.K. LLP

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1. Audit overview

Audit scope and approach

Our audit work has been undertaken for the purposes of forming our audit opinion on the financial statements of University of Bath Students' Union using the figures prepared by management with the oversight of the trustees and has been carried out in accordance with International Standards on Auditing (UK) ('ISAs').

Our work combined substantive procedures (involving the direct verification of transactions and balances on a test basis and including obtaining confirmations from third parties where we considered this to be necessary) with a review of certain of your financial systems and controls where we considered that these were relevant to our audit.

We have commented below on matters that need to be finalised before we complete our audit and also later in this report on our approach to the key audit risks.

Communicating significant findings from our audit

We are required by ISAs to communicate with the trustees as "those charged with governance" various matters from our audit including:

- our views about significant qualitative aspects of the charity's accounting practices, including accounting policies, accounting estimates and financial statement disclosures,
- significant difficulties, if any, encountered during the audit,
- any significant matters arising during the audit and written representations we are requesting,
- circumstances that affect the form and content of our auditor's report, if any, and
- any other significant matters arising during the audit that, in our professional judgment, are relevant to the oversight of the financial reporting process.

We have included comments in relation to the above where relevant in the subsequent sections of this report.

We also report to you any significant deficiencies in internal control identified during our audit which, in our professional judgment, are of sufficient importance to merit your attention. We have reported a number of matters relating to the charity's systems and controls in Appendix 1.

You should note that our evaluation of the systems of control at University of Bath Students' Union was carried out for the purposes of our audit and accordingly it is not intended to be a comprehensive review of systems and processes. It would not necessarily reveal all weaknesses in accounting practice or internal controls which a special investigation might highlight, nor irregularities or errors not material in relation to the financial statements.

Audit completion

We have substantially completed our audits in accordance with our Audit Planning Report which was sent to you and the senior management team on 13 September 2021, subject to the matters set out below.

- Completion of post-Balance Sheet events reviews.
- Review of the final financial statements.
- Receipt of the signed letter of representation.

We will report to you orally in respect of any modifications to the findings or opinions contained in this report that arise on completion of the outstanding matters. On satisfactory completion of the outstanding matters, we anticipate issuing an unmodified audit opinion on the truth and fairness of the financial statements.

Critical audit matters

We have identified Income and Management override of controls as being critical to the financial statements and have considered these matters further in section 2 of this report.

Additionally, going concern has become an increased risk area for all organisations given the current unprecedented environment surrounding COVID-19 and we have considered in section 2 going concern and the impact of COVID-19 on the Trustees' Report and financial statements.

Materiality and identified misstatements

As we explained in our Audit Planning Report, we do not seek to certify that the financial statements are 100% correct; rather we use the concept of “materiality” to plan our sample sizes and also to decide whether any errors or misstatements discovered during the audit (by you or us) require adjustment. The assessment of materiality is a matter of professional judgement but overall a matter is material if its omission or misstatement would reasonably influence the economic decisions of a user of the financial statements.

The audit materiality for the financial statements set as part of our audit planning took account of the level of activity of University of Bath Students’ Union and was set at approximately 1% of income. We have reviewed this level of materiality based on the draft financial statements for year ended 31 July 2021 and are satisfied that it continues to be appropriate with 1% of income.

We also report to you any unadjusted individual errors other than where we consider the amounts to be trivial, and for this purpose we have determined trivial to be approximately 5% of our audit materiality.

Ethical Standard

We are required by the Ethical Standard for auditors issued by the Financial Reporting Council (‘FRC’) to inform you of all significant facts and matters that may bear upon the integrity, objectivity and independence of our firm.

Crowe U.K. LLP has procedures in place to ensure that its partners and professional staff comply with both the relevant Ethical Standard for auditors and the Code of Ethics adopted by The Institute of Chartered Accountants in England and Wales.

As explained in our audit planning report, in our professional judgement there are no relationships between Crowe U.K. LLP and University of Bath Students’ Union or other matters that would compromise the integrity, objectivity and independence of our firm or of the audit partner and audit staff. We are not aware of any further developments which should be brought to your attention.

Legal and regulatory disclosure requirements

In undertaking our audit work we considered compliance with the following legal and regulatory disclosure requirements, where relevant.

- Charities Act 2011
- The Charities (Accounts and Reports) Regulations 2008 (or updated Regulations if enacted before completion of the financial statements)
- Financial Reporting Standard 102 (FRS 102)
- The Charities SORP (FRS102) (effective 1 January 2015)

Financial statements

The trustees of University of Bath Students’ Union are responsible for the preparation of the financial statements on a going concern basis. The trustees are also responsible for ensuring that the financial statements give a true and fair view, that the process your management go through to arrive at the necessary estimates or judgements is appropriate, and that any disclosure on going concern is clear, balanced and proportionate.

Directors’ responsibilities

Under the provisions of the Companies Act, the Directors’ Report is required to include a statement confirming for each director who was a director at the time of the approval of the financial statements that:

- they have each taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company’s auditor is aware of that information; and
- so far as they are aware there is no relevant audit information of which the company’s auditor is unaware.

2. Significant matters from our audit

We reported in our Audit Planning Report a number of areas we identified as having specific audit risk including the potential risk from management override of controls which auditing standards deem to be a significant risk for all audits. We have commented below on the results of our work in these areas as well as on any key additional risks, judgements or other matters in relation to the financial statements of University of Bath Students' Union identified during our audit.

2.1 Going concern

We explained in our Audit Planning Report that in preparing the financial statements to comply with Financial Reporting Standard 102 the Trustees and management are required to make an assessment of the charity's ability to continue as a going concern. In assessing whether the going concern assumption is appropriate, the Trustees and management are required to consider all available information about the future of the charity in the period of at least, but not limited to, twelve months from the date when the financial statements are approved and authorised for issue.

The trustees' going concern assessment is a key area of emphasis and importance for our audit and, in accordance with the requirements of ISAs (UK), our audit report includes a specific reference to going concern.

We will be seeking representations that the Board has considered the forecasts and is satisfied that the Going Concern basis is appropriate.

2.2 Covid-19 and the financial statements

The measures put in place by the Government to limit the spread of Covid-19 will have a broad range of implications for all organisations and their operations, and will going forward impact on financial results.

University of Bath Students' Union has been facing unexpected challenges which will impact on the charity going forward, both in its operations and financially. It is therefore important that the Financial Statement adequately disclose the impact on any significant estimates and judgements made in the financial statements. The trustees should also provide a comprehensive explanation of the challenges within the narrative reporting in the Trustees' Report.

We have discussed the draft of the proposed additional disclosures with the charity's management and how these fit in with the charity SORP requirements as well as the needs of the charity. However, due to the continually changing environment, the trustees will need to review and monitor

these disclosures and update them as necessary before finalising the Report and Financial Statements

To assist our charity clients to identify the key reporting implications we have published a report "Coronavirus: financial reporting issues for charities" which is available on our website -

<https://www.crowe.com/uk/croweuk/insights/covid-19-financial-reporting-charities> .

2.3 Income

As discussed in the planning report, the key risks in this area have been identified as follows.

- Completeness (has all income due been appropriately recognised in the period?).
- Benefit (has income been recognised in the appropriate period?).
- Fund allocation (have donor restrictions on the use of the income been appropriately captured in the financial statements?).
- Accuracy (where income is owed at year end, is it likely to be received or should it be provided against?).

We performed the following testing:

- Detailed testing on a sample basis, tracing income from source documentation through to the nominal ledger;
- For the sample tested, ensured that any restrictions on income were appropriate;
- Agreed the University grant to supporting documentation and receipt into the bank; Performed analytical procedures that consider variances to prior year to ensure that all trends and relationships appear reasonable; and

- Assessed recoverability on a sample of year end debtor balances

There were no issues noted with our testing of income in the year

2.4 Management override of controls

Auditing standards require us to consider as a significant audit risk areas of potential or actual management override of controls. In completing our audit we have therefore considered the following matters.

Significant accounting estimates and judgements

A revised auditing standard, ISA (UK) 540 (Revised) Auditing Accounting Estimates and Related Disclosures, effective for accounting periods commencing on or after 15 December 2019, is applicable for the current year, and required additional audit focus over management's estimates, including undertaking separate risk assessments for both inherent and control risks. In respect of the former, consideration is given to the estimation uncertainty, the subjectivity and the complexity of the estimate. We are also required to consider whether the disclosures made in the financial statements are reasonable.

Management have made a number of necessary significant accounting estimates and judgements which impact the financial statements. We identified the following for specific audit review:

- the assessment of the remaining useful life of assets;
- the estimation of the values of rent in kind adjustment

An exercise to revisit the rent in kind in FY2022 is noted in 3.3 further in this report. Other than this, no further findings regarding significant accounting estimates and judgements.

Controls around journal entries and the financial reporting process

We reviewed and carried out sample testing on the charity's controls around the processing of journal adjustments (how journals are initiated, authorised and processed) and the preparation of the annual financial statements. We also considered the risk of potential manipulation by journal entry to mask fraud.

We understand that for the majority of the year, there will have been a lack of segregation of duties given the limited members of the finance team with Head of Finance being the sole person in the department. We also understand that whilst there is a function within Exchequer to review other members journals, this can be bypassed and ignored.

We note that journal processing can be an area of potential risk and it is good practice to include consideration of this within the overall University of Bath Students' Union risk assessment.

These control points have been noted further in this report and from the sample testing carried out, we did not identify any instances of management override of controls or other issues from our testing of University of Bath Students' Union journals.

Significant transactions outside the normal course of business

We are required to consider the impact on the financial statements if there are any significant transactions occurring outside of the normal course of the charity's business.

No such transactions were notified to us by management, nor did any such transactions come to our attention during the course of our work.

3. Other matters from our audit

In addition to matters relating to the key areas of accounting and audit focus as reported in Section 2, we have also noted the following matters from our audit work which we should bring to your attention.

3.1 VAT review

A top-level VAT review was carried out during the year to understand any potential risks in VAT treatment. The below are the findings concluded by the Crowe VAT team and we have included management responses on these as an update. The points raised are not likely to create a material issue in the accounts.

Supply of staff by the University to the Union

We understand that the University has not been charging VAT on the recharge of staff costs to the Union. We also understand that there is no formal contract between the University and the Union for the supply of staff. Our VAT team have confirmed that the University is solely responsible under VAT Law for ensuring that the VAT liability of its supplies is correct and that HMRC can only pursue the University for unpaid VAT. Whilst we are not in a position to provide legal opinion, in the absence of a formal contract between the parties to prove otherwise, it would appear that the University is also not in a position to pursue the Union for any underpayment in this regard.

However, as the Union is dependent on good relations with the University for future funding, we would recommend that if the University did approach the Union to discuss the possibility of rectifying the historic position, that the Union request written assurance from the University that whatever form that rectification took, the Union would not be put at a financial disadvantage from agreeing to it.

Income

Exhibition space in some cases includes more than the space and a table (e.g. a power lead, or advertising, or a chair, etc.). In these cases, this 'package' moves away from being a land supply (exempt as we assume no option to tax has been exercised) to be standard rated. – **Update: going forward the Union will charge VAT.**

The Blues Ball ticket income has been treated as exempt of VAT following the rules applied for other balls held, but an awards dinner does not enjoy such an exemption. It is understood the events were loss makers (not run since 2019) and the VAT costs outweigh the sales VAT due – **Update: this will be adjusted going forward**

The Summer and Freshers Balls are treated as VAT exempt as ancillary to education. This is on the basis of a 2005 HMRC ruling. Though this ruling is wrong in Law, the Union ought to be able to rely on this ruling – at least in respect of no retrospective action by HMRC. The ruling however required non-Bath students attendance to be treated as Vatable. There was a 5% estimate for such sales by the HMRC officer. – **Update: an adjustment has been carried out for the previous 2 years (adjusted May 21). The next summer ball will be offering two tickets, one for students & one for non students.**

Expenditure

The business/non-business restriction of general overhead VAT (4.1%) is an inherited figure and there is no documentation as to the source. The calculations will need to be completed again – **Update: this has been calculated on floor space (4.58%) adjusted from July 21 and this will be reviewed annually going forward.**

Pool table costs solely relate to exempt supplies and need to be declared as such. - **Update: Pool table - none in last year, going forward will be done**

Reverse charge sales VAT is being accounted for, and some of that UK VAT cost is fully recoverable, but not all of it. Finance needs to adjust for overseas reverse charge costs which are in fact overhead (partially recoverable) costs albeit these are very low in value – **Update: Finance to keep an eye out for reverse charges (Zoom/Stripe).**

TOMS total turnover (less any VAT due if a margin is achieved) is taxable and should be included in the partial exemption turnover calculation as taxable business income. – **Update: The Union had none last year but will track going forward (and be treated differently).**

3.2 Direct tax risks on the income and profits from non-primary purpose trading

Students unions can often inadvertently undertake activities that may create a corporation tax liability and care is needed to identify and manage the risk of tax becoming due.

As a general point, the corporation tax treatment of trading profits is not determined by the use of the profits generated from the activity. So just because a charity uses its profits to fund charitable activities, does not mean the profits are themselves exempt from tax.

Primary purpose trading

Charities are exempt from corporation tax on the profits of “primary purpose” trading activities. A primary purpose trade is one which is carried out as part of the charity’s primary charitable purpose or purposes. Some examples of primary purpose trading for a Student Union could include the provision of a shop for the students; organising student social events or the provision of nursery facilities for students to allow them to attend their course. The primary purpose exemption is the main charity direct tax trading exemption.

Mixed trades

Where there is a mixed trade that is partly primary purpose and partly non-primary purpose each part of the trade is treated for tax purposes as a separate trade.

- The primary purpose part of the trade is exempt, as long as its profits are used for charitable purposes.
- The non-primary purpose part is taxable unless the exemption for small scale trading can apply to this trade.

The income and costs must be allocated to each part of the trade on a reasonable basis, including both direct and indirect costs.

Some examples of non-primary purpose trading for a Student Union could include: the provision of shops, renting out university accommodation, acting as a venue for conferences unrelated to the university, the corporate sponsorship of student clubs or sponsorship which amounts to advertising.

The exemption for small scale trading applies when the turnover from non primary purpose trading is below the lower of:

- £8,000, or
- 25% of the charity’s total incoming resources, with an overall upper limit of £80,000.

The question of whether sponsorship of events, constitutes a separate taxable trading activity is difficult. Although HMRC will not normally take the view that sponsorship of events should be treated as a separate non primary purpose trade, HMRC will be concerned where the event is not primarily being carried out to further the objects of the charity but is seen to be an event to publicise the donor and raise sponsorship income.

Actions:

- Review your sources of income to confirm that they can benefit from a charitable tax exemption, including the de-minimis trading income limits above
- Where there is a concern that the income is not primary purpose or is part of a mixed trade, consider using a trading subsidiary
- If it is not possible to use a trading subsidiary, ascertain the profits from the potentially non-primary purpose trade to estimate the potential corporation tax risk. There is detailed guidance from HMRC about different bases for allocating costs including overheads to different income streams
- Where there is non-primary purpose trading income, even where there is no taxable profit, there is a requirement to report the chargeable income to HMRC via a self-assessment tax return.

We can help you with:

- An income stream review to advise you of the risk that your activities could non primary purpose

- Establishing a basis for cost allocation your different activities
- Advising on and setting up a trading subsidiary

Filing a corporation tax return reporting non-exempt income and profits to HMRC.

3.3 Rent in kind

The accounts have historically been grossed up by £350k within income and expenditure for the notional amount of rent in kind in relation to space provided to the Union from the University. This amount has been taken from the University budget but there is no backing documentation available to support this figure.

We recommend that an exercise is carried out to re-calculate the value of rent in kind, in particular now that new space has been granted to the Union in the year which will be utilised in FY2022.

We understand that a review of this is going to take place next year to recalculate the rent in kind.

3.4 Documentation with the University

In addition to point 3.3 above regarding lack of documentation of the rent in kind figure, there have been other instances whereby there is no formal documentation between the Students' Union and the University of what has been agreed. A further example being the Union's facilitation of the Art's Theatre. We recommend that the Students' Union and the University prepare a Memorandum of Understanding between them which sets out a summary of agreed terms.

Appendix 1 - Systems and controls issues

We have set out below certain potential improvements to the charity's processes and controls which we noted during our audit work and which we believe merit being reported to you.

Our evaluation of the systems of control at University of Bath Students' Union was carried out for the purposes of our audit and accordingly it is not intended to be a comprehensive review of your business processes. It would not necessarily reveal all weaknesses in accounting practice or internal controls which a special investigation might highlight, nor irregularities or errors not material in relation to the financial statements.

In order to provide you with a clearer picture of the significance of issues raised, we have graded the issues raised by significance/priority before any corrective actions are taken: We have also included as a separate appendix a brief update on the matters we raised last year.

High	These findings are significant and require urgent action.	(0 comments in this category)
Medium	These findings are of a less urgent nature, but still require reasonably prompt action.	(1 comments in this category)
Low	These findings merit attention within an agreed timescale.	(0 comments in this category)

Audit finding and recommendation	Priority	Management response
1. Bank reconciliations We note that whilst bank reconciliations have been performed during the year, these have not been evidenced as reviewed each month end. We recommend that this control process is reviewed by a person independent of preparing the bank reconciliation, the review is evidenced as such and retained for audit purposes.		We accept that this control was lacking during the year due to remote working practices and a staff shortage. This has been rectified with the appointment of a new Finance Manager. From July 21 they have completed the monthly reconciliation with the Head of Finance providing the review and signing it off. This process will be documented and will be maintained going forward.

Appendix 2 - Update from last year

We have set out below the systems and control issues on which we reported after our audit last year together with an update on how the points raised have been addressed including information on the progress made at the time of the audit of the 2021 financial statements.

Recommendation fully implemented or no longer relevant	
Recommendation partially implemented	
No progress on recommendation	

Please note that these colour codings are based on the status of the actions taken rather than the severity of the observation which is shown against the observation itself.

Observations in 2020 from RSM		Update 2021
<p>1. Segregation of duties</p> <p>Recommendations</p> <p>There is a lack of segregation of duties in the finance team, although this is caveated as there are few individuals within the finance team and full segregation is not always possible.</p> <p>We are aware that this has been exacerbated this year due to prolonged staff absence which mean that reliance has been placed on the Head of Finance to cover this role.</p> <p>Whilst no specific issues have been noted this does increase the risk of human error going undetected.</p> <p>Management Response</p> <p>We recognise the continuing challenges operating a small team presents. A review of the roles in the office has been undertaken with recommendations made to alter the team structure to better mitigate the risks.</p> <p>Work is planned to update the Bye Laws, Regulations and procedures manual which will enable a review of processes and systems ensuring best practice.</p>		<p>We note that there was still reliance placed on the Head of Finance whilst the Student Union were in the process of recruiting another member of the finance team. This means that at times of the year, the Head of Finance was the only person in place and no review processes were carried out.</p> <p>With the successful recruitment of a Finance Manager in June 2021, controls are being put in place for FY2022 to ensure segregation of duties and evidence review of journals and reconciliations can be carried out.</p> <p>This matter remains open.</p>

Observations in 2020 from RSM		Update 2021
<p>2. Cash controls</p> <p>Recommendations</p> <p>In a similar finding to 2019, we note that the large safe which is in the Union office contains takings from both the Union and the University and there is a risk that this cash could get mixed and used for inappropriate purposes. We note that no retail floats are provided any more for the retail outlets, and Union cash float levels had fallen to £815 at year end.</p> <p>The Union activities are completely separate from University activities and cash floats should not be shared.</p> <p>We would recommend that cash is completely separated from the Union float, stored in its own safe, with its own records and managed by University employees.</p> <p>Management Response</p> <p>The SU Finance Office has been closed due to Covid-19 restrictions with no service available to the University. It is therefore hoped that this will bring a resolution to the issue with the University finding a permanent alternative arrangement for its cash delivery and collection.</p>		<p>This observation has been resolved as University cash is no longer held in the Union safe.</p> <p>This matter is therefore considered closed.</p>

Appendix 3 - Reporting audit adjustments

International Standards on Auditing (UK) require that we report to you all misstatements which we identified as a result of the audit process but which were not adjusted by management, unless those matters are clearly trivial in size or nature.

Our audit approach is based on consideration of audit materiality as explained in section 1 of this report. We determine materiality for the purposes of the charity's statutory reporting by our judgement as to what adjustments would influence the readers' perceptions of the financial statements. We do not therefore seek to review all immaterial amounts.

Adjusted Items – presentational adjustments only for statutory accounts purposes	Net income increase /(decrease)	Assets increase /(decrease)	Liabilities increase /(decrease)	Opening reserves
	£	£	£	£
Net results per day 1 of audit	(20,741)			
Gross up of furlough income included in staff costs to income	(67,908) 67,908			
Gross up rent in kind	350,000 (350,000)			
Gross up salary contribution in kind	48,000 (48,000)			
Gross up student housing in kind	40,000 (40,000)			
Total adjustments	-	-	-	-
Revised results per the financial statements	(20,741)			

For the purpose of reporting non-trivial items identified as a result of our audit work which have not been adjusted in the financial statements we set out in our Audit Planning Report that we would report unadjusted misstatements greater than £1,500 unless they are qualitatively material at a lower amount. **We are pleased to report that there are no such adjustments.**

Appendix 4 - Fraud and irregularities and our audit reporting

As noted in our audit planning report, there has been an update to ISA (UK) 700 for accounting periods beginning on or after 15 December 2019, requiring the audit report to include an additional comment to explain to what extent the audit was considered capable of detecting irregularities, including fraud.

Irregularities are acts of omission or commission which are contrary to the prevailing laws or regulations. Fraud includes both fraudulent financial reporting and misstatements resulting from misappropriation of assets.

The primary responsibility for the prevention and detection of both irregularities and fraud rests with the trustees and management of the organisation. It is important that management, with oversight of those charged with governance, place a strong emphasis on fraud prevention and fraud deterrence. This involves a commitment to creating a culture of honest and ethical behaviours which can be reinforced by an active oversight by those charged with governance.

Our responsibility under ISAs (UK) is to obtain reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error. The addition this year to our reporting requirements placed increased emphasis on our understanding of the risks to the University of Bath Students' Union from fraud and irregularities and our audit included discussions with management to obtain their assessment of the risk that fraud may cause a significant account balance to contain a material misstatement, as well as other procedures to obtain sufficient appropriate audit evidence.

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected even though the audit is properly planned and performed in accordance with the ISAs (UK).

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were e.g. the Charities Act 2011 together with the Charities SORP (FRS102). We assessed the required compliance with these laws and

regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were e.g. General Data Protection Regulation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within e.g. the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included e.g. enquiries of management, internal audit, and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

In our Audit Planning Report, we explained that the responsibility for safeguarding the assets and for the prevention and detection of error and irregularities, including fraud and non-compliance with law or regulations rests with the trustees of the University of Bath Students' Union.

In accordance with International Auditing Standards, we planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements or accounting records (including any material misstatements resulting from fraud, error or non-compliance with law or regulations).

However, no internal control structure, no matter how effective, can eliminate the possibility that errors or irregularities may occur and remain undetected. In addition, because we use selective testing in our audit, we cannot guarantee that errors or irregularities, if present, will be detected. Accordingly, our audit should not be relied upon to disclose all such misstatements or frauds, errors or instances of non-compliance as may exist.

As part of our audit procedures we made enquiries of management to obtain their assessment of the risk that fraud may cause a significant account balance to contain a material misstatement. Usually fraud in the charity sector is not carried out by falsifying the financial statements. Falsifying statutory financial statements usually provides little financial benefit, as compared to say a plc where showing a higher profit could lead to artificial share prices or unearned bonuses. However, falsifying financial statements can be used to permit a fraud or to avoid detection. As a generality, charities represented by its management and its trustees do not actively try to falsify financial statements as there are not the same incentives to do so. In the charity world fraud is usually carried out through misappropriation or theft.

We have reviewed and discussed the accounting and internal controls systems management has put in place to address these risks and to prevent and detect error. However, we emphasise that the trustees and management should ensure that these matters are considered and reviewed on a regular basis.

The trustees should be aware that the Charity Commission provides guidance (updated in October 2019) on how to protect your charity from fraud including information about fraud, how to spot it and what you can do to protect against it - <https://www.gov.uk/guidance/protect-your-charity-from-fraud>.

The Charity Commission's first guiding principle recognises that fraud will always happen. It is therefore important that, as part of setting their overall risk appetite, the trustees consider fraud within their tolerance for the risks associated with the management of the organisation's (and group's) funds. The development and continued assurance of a robust counter fraud control framework should then contribute to the organisation matching the risk appetite and tolerance agreed by the trustees.

If requested, we can share with management our guidance and a framework on conducting fraud risk assessments. A fraud risk assessment is an objective review of the fraud risks facing an organisation to ensure they are fully identified and understood. This includes ensuring:

- fit for purpose counter fraud controls are in place to prevent and deter fraud and minimise opportunity, and

- action plans are in place to deliver an effective and proportionate response when suspected fraud occurs including the recovery of losses and lessons learnt.

Good practice suggests that to be most effective the risk assessment should be undertaken at a number of levels within the organisation:

- Organisational – to assess the key policy, awareness raising and behavioural (including leadership commitment) requirements that need to be in place to build organisational resilience to counter fraud.
- Operational – a detailed analysis of the fraud risk and counter fraud control framework at the operational level – by function (activity) or individual business unit (including programmes and projects).

Any fraud risk assessment should not be seen as a standalone exercise but rather an ongoing process that is refreshed on a regular basis. Carrying out the fraud risk assessment may reveal instances of actual or suspected fraud. Should this happen next steps will be determined on circumstances, the existing control framework (including any response plan(s)), and in consultation with the key members of the organisation's management team.

Considering risks of fraud

There is evidence that during times of economic instability there is an increased risk of fraud. This may be because resource constraints can reduce internal controls and oversight and also because individuals facing hardship may be more likely to consider fraudulent practices.

The following provides further information on the three kinds of fraud that charities such as the University of Bath Students' Union should consider.

a) Frauds of extraction

This is where funds or assets in possession of the charity are misappropriated. Such frauds can involve own staff, intermediaries or partner organisations since they require assets that are already in the possession of the entity being extracted fraudulently. This could be by false invoices, overcharging or making unauthorised grant payments.

Essentially such frauds are carried out due to weaknesses in physical controls over assets and system weaknesses in the purchases, creditors and payments cycle. The cycle can be evaluated by considering questions such as

who authorises incurring a liability and making a payment. On what evidence? Who records liabilities and payments? Who pays them and who checks them?

The close monitoring of management accounts, ledger entries and strict budgetary controls are also generally seen as an effective way of detecting and deterring frauds in this area.

Staff should be made aware of the increasing use of mandate fraud. This is where when the fraudster gets the organisation to change a direct debit, standing order or bank transfer mandate by purporting to be a supplier or organisation to which the charity make regular payments.

Insufficient due diligence around requests to amend supplier or payroll details has led to payments to unauthorised individuals so sufficient checks in these areas is of increasing importance.

Some charities have also been victims of what is being termed CEO fraud, although it does not involve the CEO. In this case cyber criminals spoof company email accounts and impersonate executives to try and fool an employee in accounting or HR into executing unauthorised wire transfers or sending out confidential information.

This type of phishing scam is a sophisticated scam targeting businesses working with foreign suppliers and/or businesses that regularly perform wire transfer payments. The scam is carried out by compromising legitimate business e-mail accounts through social engineering or computer intrusion techniques to conduct unauthorised transfers of funds. Action Fraud, the UK's national fraud and cyber-crime reporting centre has reported an increase in fraud and scams relating to COVID-19, including a rise in phishing emails where the fraudster attempts to trick people into opening malicious attachments which could lead to fraudsters stealing people's personal information, email logins and passwords, and banking details.

Charities should therefore ensure that they reiterate their procedures to employees and raise awareness of fraud preventions across their organisations. All employees should exercise real scepticism and not make any payments which are not properly supported and outside the normal payment mechanisms. To paraphrase Action Fraud's recommendations, which are particularly significant as staff are working remotely and some working different hours in order to manage the challenges of working from home:

- Ensure all staff, not just finance teams, know about current frauds and scams.
- Have a system in place which allows staff to properly verify contact from their CEO or senior members of staff; for example having two points of contact so that the staff can check that the instruction which they have received from their CEO is legitimate.
- Always review financial transactions to check for inconsistencies/errors, such as a misspelt company name.
- Consider what information is publicly available about the business and whether it needs to be public.
- Ensure computer systems are secure and that antivirus software is up to date.

All employees should exercise real scepticism and not make any payments which are not properly supported and / or outside the normal payment mechanisms.

b) Backhanders and inducements

There is also an inherent risk that individuals who are able to authorise expenditure or influence the selection of suppliers can receive inducements to select one supplier over the other. This risk can be mitigated by robust supplier selection and tendering procedures.

c) Frauds of diversion

This is where income or other assets due to The University of Bath Students' Union are diverted before they are entered into the accounting records or control data. Essentially, it is easy to check what is there but very difficult to establish that it is all there. Therefore, ensuring the completeness of income provided to a charity becomes difficult.

It is important to consider the different income streams and when and how they are received. So income received directly into the charity's bank account will be a lower risk than income being received by home based fundraisers.

Appendix 5 - Managing in uncertain times

Threats arising from certain crises can be existential and circumstances are unprecedented and the scale and impact of risks and challenges make them different to routine challenges. For example, with the current pandemic the speed at which events unfold, change and impact does not allow time to interpret risks using the usual approaches. The only certainty is that there will be even more change in the future and that this will continue to impact in a number of ways many of which will be new and unprecedented. This means that whilst the immediate need may be issues such as protecting people and survival of the organisation there will be need to consider both the near term as organisations develop coping and stabilisation strategies and also longer-term strategies to optimise their position post recovery.

Many organisations learned how to adapt and manage turbulent times during the downturn in 2008 to 2009. There was recognition that emotional stress had to be factored in and this is even more important now.

The continued uncertainty and volatility of income, instability in markets along with new cost considerations has dramatically increased the exposure to liquidity risk; underlining how vital it is to have robust assumptions behind forecasts. When it is unclear how long a cash crisis may last it is important to consider needs for both now and later. When times get hard charities that have free reserves will need to consider if, when and how they use them. How much to use reserves, what for and when and how will need careful consideration.

The extent of uncertainty differs, at one end many of the perceived unknowns are in fact “knowable” and at the other there can be massive almost total uncertainty. In between lies the more common state of uncertainty where there are a number of possible alternatives that can be planned for.

Strategy must be able to deal with uncertainty and at a time when predicting the probable is difficult to say the least, strategies and tactics have to be developed on the premise that several different outcomes are possible. If there is total uncertainty which can happen when many issues interact it becomes virtually impossible to predict or even identify all the possible outcomes. In such cases strategy and planning is focused on recognising that this stage of total uncertainty is often transitory and that whilst firefighting and

dealing with the present it is also important to try to identify triggers and trends and be ready to act decisively at the right time.

In times of existential threats there is need to review and perhaps change plans at very short notice – sometimes daily. Whilst the short term is important it is also important to consider the longer term and to think hard indirect and direct implications of unfolding events. Thinking both beyond the typical planning horizon and about matters that are unfolding in real time is vital to develop action plans for different scenarios to monitoring trigger points. This make it possible for the organisation to decide when plan A or plan B needs to be implemented. For example, ‘if income looks like it is going to drop by X we will do Y...’

A focus on high impact risk is important, but one should not forget how a lower significance risk can escalate to a very high impact risk because of risk dependencies. An isolated concentration on value at risk can sometimes result in not spotting ‘risk contagion’ – in other words where one low impact risk leads to another and another so that the cumulative impact is catastrophic. Many studies have shown that most business failures are the result of a series of small, linked events rather than a single large event. If organisations only look at the big risks they can often end up lethally ill-prepared to face the interaction of separate adverse events.

Since risks invariably interact it is important to think about them in clusters rather than individual risks. This is particularly relevant in times of uncertainty. Some risks are obvious as possibly having a direct and often immediate impact whilst others have an indirect impact and it is important not to dismiss these.

Traditional risk registers and heat maps have less relevance in times of great uncertainty and it is important for decision makers to carefully consider implications and actions and what estimates and assumptions are being used, their limitations and how they might need to change. There needs to be discussion about triggers and early warnings, how actions need to be prioritised, what risks can be mitigated, which need to be accepted and how they will be managed.

Many think that, in times of grave uncertainty where the risks are too difficult to identify, risk management has little value. They refer to the unknown

unknowns but in reality there are many known unknowns and effective risk management helps organisations manage the known unknowns whilst recognising that there are unknown unknowns. It also puts organisations into a better position to manage the unknown when it becomes known and should also help earlier identification of direct and indirect risks.

There is always benefit in taking a good hard look at how efficiently activities are carried out and services are delivered. Ways of working have necessarily changed and will continue to evolve. The question is are leaders acting as catalysts for change when it is needed?

Organisations often do all these things but seem to be averse to looking at the fundamental business model and considering how fit for purpose it is. As income streams change and cost structures evolve it is important to consider whether the fundamental operating model can be improved. Strategic alliances, collaborative working and mergers need to be on the agenda. There are no stereotype answers but try and avoid dismissing things based on previous and sometimes biased analyses. New times require new responses. Organisations need to avoid knee jerk reactions whilst recognising that change is inevitable. It is important to act decisively balancing the need to consider hypotheses and options with the urgency that may be required. There is a need to ensure that the response is flexible enough and can be adapted as the environment changes whilst also recognising that responses may need to be urgent and immediate. There are a number of steps before launching into responses. Simplistically this can be broken into three key areas:

Early and quick-thinking stage – This requires identifying the right people to think about the key uncertainties that can impact the organisation. We have seen organisations set up effective “nerve centres” that consider what is needed to keep on track. Remember to consider direct and indirect drivers and short and long term implications. Avoid group think and be ready to look beyond the obvious identifying both risks and opportunities.

Consider the strategic choices – This requires revisiting earlier strategic plans and tactics. Consider the different scenarios and the strategic choices and options for action. Are the right structures, resources and procedures in place to first make the right choices and then to capitalise on them? There need to be triggers for actions as scenarios become reality and ways of identifying warning signs and alerts. This stage requires analyses and

interpretation of the choices that are available and the resources needed to make them.

Taking action – As the organisation implements its plan and tactics there will be need to have in place a strong change enablement framework that considers both the organisational and people transitions that may be necessary. There is a need to remain nimble and flexible and recognise that the first two stages may not have come up with the right answers and that the options and actions may need to change accordingly. As organisations have their resilience tested they will focus on what is nice to have and what they must have. Areas seen as discretionary spend such as training, marketing and service development are often the first to be cut but it is important not to forget the importance of ensuring that organisations are well positioned for the period of recovery and to recognise that there will be yet another new normal.

As difficult as it may seem during a crisis – situations improve and the organisations that will be best placed are those that make the right decisions through the periods of uncertainty. The key is to think carefully about the future and be ready to face challenges and respond to the opportunities as they arise.

More information can be found on our website

<https://www.crowe.com/uk/croweuk/insights/non-profits-managing-in-uncertain-times> .

Appendix 6 - Controls in remote working and into the new normal

As set out in our Audit Planning Report, the outbreak of Covid-19 caused significant disruption to most organisations, with charities being no exception. As auditors, we are required to consider the changes to the control environment insofar as this impacted on the key controls over significant audit risk areas or where the changes created new significant risks of material misstatement in the financial statements.

As part of our audit we have gained an understanding of how your control environment has changed over time and considered the impacts of those changes. This was considered over three distinct phases:

1. Transition to a remote environment at pace;
2. Operating in a remote environment; and
3. Establishing business as usual in the new normal.

Two of these involved looking back at what has been done and the last is forward looking and about understanding what the control environment can and should look like in the months and years ahead.

With this framework in mind we asked management to provide us with details of how systems and controls have developed as a result of the move to remote working across the following areas:

- Segregation of duties
- Authorisation and approval
- Controls over standing data
- Data access and sharing
- Physical controls
- Board monitoring
- Financial monitoring
- Disaster recovery and insurance

- Risk management
- Working with local office and partners

We reviewed the assessment performed by management and prepared our notes on the charity's systems and processes relevant to the audit, including performing walkthroughs on processes and controls over significant audit risk areas.

We have included findings in Appendix 2 in relation to control weaknesses created by the changes to the control environment and change in staffing too.

Many organisations continue to adapt to the new working environment, and further adaptation will be needed as we move back to a more mixed environment, combining remote and in person working. We recommend structured reporting of changes of operational controls to Trustees, to allow appropriate oversight of the control environment, and that this is considered alongside the organisational risk register to ensure consistency.

Appendix 7 - Managing third party relationship risks

With increased regulatory scrutiny, continuing cost pressures and active stakeholders, large charities today must have a clear understanding of the risks that are inherent in external business relationships. By recognising and proactively addressing these third-party issues, organisations can reduce exposure to risk and achieve stronger relationships with service providers, suppliers, and delivery partners.

Trends

Many organisations are thinking more broadly about the risks they face. Inevitably, there is growing realisation that many of the most significant risks are driven by relationships with other entities. These relationships include:

- Service providers – such as donation collection and processing, investment management, IT and computer services, payroll processing, pension services, construction services, property, advertising, leasing, utilities and legal services;
- Supply-side partners – such as shared service organisations, external fundraisers, grant makers, commercial participators, statutory agencies and other funders;
- Demand-side partners – such as governmental organisations, other statutory bodies, funders, beneficiaries and other charities; and
- Other relationships – such as members, donors, supporter groups, alliances, consortiums, joint ventures and employees.

Risks have always been inherent in third-party relationships, but some particularly dramatic examples of risk exposure have occurred in recent years. For example:

- Reliance on third parties. The March 2011 earthquake and tsunami in Japan demonstrated a significant vulnerability to sudden parts shortages and supply chain disruptions across a broad range of industries.
- Protection of systems and data. High-profile data breaches have shown how even businesses with robust data security systems can be at risk due to weaknesses in the security of third-party organisations entrusted with sensitive information.

- Reputation linked to others' actions. Unexpected revelations about distant suppliers' labour and environmental practices, which often catch retailers and distributors by surprise, demonstrate how quickly stakeholder confidence can be shaken, even in businesses with solid reputations for competence and integrity.
- Continuity of operations. Allegations of accounting fraud in one major outsourced provider of IT services ultimately had global repercussions, triggering the near collapse of the business.
- Financial dependency. Highly volatile commodity prices have led to rapidly changing cost structures for vendors in virtually all industries.

Solutions

The broad array of risk-related challenges today's businesses face makes clear that an uncoordinated or case-by-case approach to third-party risk management is no longer adequate. At a practical level, a successful third-party risk management programme typically is implemented in three steps, as follows.

1. Establish ownership and buy-in. Planning for change is critical to successful third-party risk management in organisations where the ownership of such risk is dispersed among multiple stakeholders and owners. This planning requires cross-functional coordination, executive leadership and oversight, and clear goals and objectives. The mission of most organisations often includes a focus on strengthening the overall relationship with the third party.

Success factors:

- Clearly establish risk ownership.
- Obtain cross-functional input from various stakeholders.
- Develop a third-party risk management road map.

2. Evaluate risks. Understanding the risk profile of the entire organisation helps focus efforts on the areas of highest risk, which allows the assignment of adequate resources to address specific clauses in an agreement or specific types of relationships or categories of risk. Developing a comprehensive risk landscape is often a helpful first step in evaluating the various risks in a relationship. This step helps avoid taking a one-size-fits-all approach and instead drives focus on the areas of risk and reward to the organization.

Success factors:

- Identify the high risks inherent in the third-party relationships.
- Quantify identified risks.
- Establish a plan for moving forward.

3. Audit, monitor, and assess. The risk landscape spurs initiatives to audit, inspect, benchmark performance and costs, verify, and gain assurance or attestation. A successful third-party risk management program has an appropriate level of:

- Risk measurement and monitoring;
- Performance measurement and monitoring;
- Incident tracking; and
- Evaluation of the value received from the relationship.

These activities are important for determining when or whether to renegotiate the terms of the agreement. The companies that are most successful in this auditing and monitoring function are those that work to enhance the data they have about their relationships so that they can predict areas of risk more accurately and automate relationship monitoring more effectively.

Success factors:

- Customize the assessment to the relationship.
- Use automation to streamline the process.
- Analyse trends of incidents across relationships.

Board members, as part of their corporate governance responsibilities, should be asking management about third-party risks. The following suggested questions are a useful means of starting this process.

- Do we have a full list of our relationships and agreements?
- Have we assessed the risks to the Charity of the relationships we have?
- Who owns the assessment of these risks?
- What are the key relationship risks and what are the processes we have in place to manage them?
- How do we know that the third-parties with whom we have relationships are complying with the agreements we have in place?
- What are our policies in relation to auditing agreements for compliance?
- How do we know that the third-parties with whom we have relationships are complying with laws and regulations?
- Which of our key relationships and agreements have not been reviewed by legal counsel in the last three to five years?
- How do we re-assess the risks of a relationship prior to renewal? What types of risks do we consider at renewal?
- Do our standard agreements address the key risks?
- How do we know the reports we receive from key third-parties are reliable?
- Have we tested our business continuity plans with our key third-party relationships?
- How dependent are our third-parties on subcontractors?
- What risks are associated with these organisations?

Appendix 8 - Cyber security: a strategic risk management issue

Today's organisations collect process and retain more information than they have ever done. For not for profits, this information can be internal so can be about their own operations or employees or their 'business' or collected from external sources such as from beneficiaries, donors, or even customers, if they run any trading activities.

The impact of this digital retention of information means that organisations have become more dependent on information systems and more vulnerable to attack by sophisticated cybercriminals or even their own employees.

The results of numerous surveys and research show that organisations are still not adequately protected against cyber-attacks. Nearly two-thirds of companies across sectors and regions responding to a joint research carried out by McKinsey and the World Economic Forum described the risk of cyber-attack as a "significant issue that could have major strategic implications."

The impact of the controls put in place to mitigate against this risk is thought to be having negative business impacts by slowing the use of technology such as the use of public-cloud services and even reducing productivity by limiting the employee's ability to effectively share information.

Making organisations cyber-resilient is therefore now regarded as a key strategic risk management issue which should be monitored by Chief Executives and Boards. The following are some of the factors that organisations should consider.

- Prioritise which information asset should be protected – so for example for a charity with large donor base this could be the donor information.
- Consider differentiating protection based on the prioritisation – so for example, more rigorous passwords or encryptions.
- Integrate security into technology projects from the outset.
- Use defences such as firewalls to uncover attacks – consider penetration testing.

- Test the organisations response to breaches – so make sure there is a strategy in place known by the communication team for managing the messages when a breach occurs.
- Raise your employees and users understanding and awareness of the importance of protecting the not for profit's information. Often organisations are made vulnerable to attacks because employees and volunteers do not observe the basic information security measures – for example by emailing sensitive files to a large group or using memory sticks with bugs or clicking on unsecure links. Help the organisation understand the risks.

Cybersecurity should become a board agenda item and be integrated into functions such as HR or donor management or fundraising.

During 2016 the government established the National Cyber Security Centre (NCSC) with this being officially opened by Her Majesty The Queen on 14 February 2017. The NCSC was set up to help protect our critical services from cyber-attacks, manage major incidents and improve the underlying security of the UK Internet through technological improvement and advice to citizens and organisations.

The NCSC has a stated aim of providing the best possible cyber security advice and information to everyone in the UK, including the public and members of organisations of all kinds. One of their initial publications "10 Steps to Cyber Security" outlines the basic cyber security procedures to protect your organisation from cyber-attacks, while their "Cyber Essentials" allows organisations to advertise that they meet a government endorsed standard of cyber hygiene.

The 10 Steps to Cyber Security emphasises that protecting your information is a board-level responsibility which has benefits at strategic, financial and operational levels. It includes a set of questions to assist Senior Management and Trustees with their existing strategic-level risk discussions and specifically how to ensure you have the right safeguards and cultures in place.

We believe that these questions, with a slight change in focus, are equally applicable to charities.

Key questions for Senior Management and Boards

Protection of key information assets is critical

- How confident are we that our charity's most important information is being properly managed and is safe from cyber threats?
- Are we clear that the Trustees and Senior Management are likely to be key targets?
- Do we have a full and accurate picture of:
 - the impact on our charity's reputation or existence if sensitive internal, supporter or beneficiary information held by the charity were to be lost or stolen?
 - the impact on the charity's activities if its online activities were disrupted for a short or sustained period?

Exploring who might compromise our information and why is critical.

- Do we receive regular intelligence from the Chief Information Officer / Head of Security on who may be targeting our charity, their methods and their motivations?
- Do we encourage our technical staff to enter into information sharing exchanges with other charities in our sector and/or across the economy in order to benchmark, learn from others and help identify emerging threats?

Pro-active management of the cyber risk at Board level is critical

- The cyber security risk impacts reputation, culture, staff, information, process control, brand, technology, pricing and finance. Are we confident that:
 - We have identified our key information assets and thoroughly assessed their vulnerability to attack?
 - Responsibility for the cyber risk has been allocated appropriately? Is it on the risk register?
 - We have a written information security policy in place, which is championed by us and supported through regular staff training? Are we confident the entire workforce understands and follows it?

Appendix 9 - External developments

We have summarised below some of the developments and changes in the charity sector over the recent period which we believe may be of interest and relevant to you. Please note that this information is provided as a summary only and that you should seek further advice if you believe that you have any specific related issues or intend to take or not take action based on any of the comments below.

We issue a regular technical briefing for charities by email. If you would like to receive this please email your details to nonprofits@crowecw.co.uk. Alternatively, these briefings are available in the resource library on [our website](#).

Governance

Charity Commission new “5-minute guides”

The Charity Commission in November 2020 launched a new set of simple, easy to understand guides to help trustees to access the information they need.

The Commission stresses that whilst the guides may be basic, they are designed to serve the needs of experienced trustees as well as those new to the role. It says that years of experience cannot immunise even the very best trustees from running into questions or problems.

Helen Stephenson CBE, Chief Executive of the Charity Commission, commented *“Our 5-minute guides are designed with real trustees and real situations in mind. They recognise that good governance is not a bureaucratic detail – it underpins the delivery of a charity’s purposes to the high standards expected by the public – and is all the more important in the midst of this pandemic which is impacting civil society so heavily. I hope trustees, both new and experienced, read and use them to help them fulfil their charity’s purpose for the public benefit.”*

The guides explain the basics of:

- financial oversight
- achieving a charity’s purposes
- good decision making

- addressing conflicts of interest
- what to file with the Commission and what support is available

and can be found on the gov.uk website <https://www.gov.uk/guidance/charity-commission-guidance#minute-guides-for-charity-trustees>

Coronavirus (COVID-19) guidance for the charity sector

The Charity Commission has published its responses to the most commonly asked questions about running charities during the COVID-19 outbreak and have provided links to various guidance, both from the Commission and other sources. The initial guidance issued in April has been regularly updated with the latest update being published in November 2020.

The Commission recognises that charities will be concerned about what to do during the coronavirus (COVID-19) outbreak and have sought to assure charities that their approach to regulation during this uncertain period will be as flexible and pragmatic as possible in the public interest.

They also note that trustees need to be aware of and think about the wider or longer impact of their decisions on their charity. The guidance is split into 16 key areas which include:

- Reporting serious incidents to the Charity Commission
- Using reserves and restricted funds
- Trading subsidiaries – financial support from parent charities

- Further advice on managing financial difficulties

The guidance can be found on the gov.uk website -

<https://www.gov.uk/guidance/coronavirus-covid-19-guidance-for-the-charity-sector#contents> .

Charity Commission: “Regulating in the public interest”

For the Charity Commission increasing resilience in the charity sector means bringing the public interest to the fore. The Commission has set out to be more responsive and inclusive in the way it listens and responds to different parts of the public, including volunteers and charity supporters, up and down the country.

As part of this the Commission has over the past two years conducted several research studies among the public and charity trustees. In May 2020 the Commission, with Populus, published a report which draws together the main findings of that research to offer a better understanding of the public in whose interest the Charity Commission regulates, of the views of trustees and of the contemporary world in which everyone must operate.

The report recognises that, while there are distinct groups within public opinion based on different perspectives, certain expectations about charities transcend those differences, expectations which, because they are held by such large numbers of people across the population, are most important in defining the relationship between charities and public trust. These shared expectations are:

1. That a high proportion of charities’ money is used for charitable activity
2. That charities are making the impact they promise to make
3. That the way they go about making that impact is consistent with the spirit of ‘charity’
4. That all charities show a collective responsibility to each other in adhering to the above

The report looks at these expectations in more detail and also at how well charities are meeting the expectations. The report is available on the gov.uk website

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/891221/Regulating_in_the_public_interest_research_report.pdf

Going concern – what should Boards be considering

Trustees of charities, either as directors of incorporated charities or as Trustees of unincorporated charities, have a legal responsibility to ensure that the charity operates as a going concern and is able to meet its liabilities as they fall due. While this is a continuing responsibility, it is formalised each year in the preparation of the charity’s annual report and financial statements.

Many charities will have experienced significant changes to their operating environment as a result of the COVID-19 pandemic and this will require Trustees to reassess their financial position and the ability of their charity to continue to operate as a going concern. This may require considering a number of factors, including updating the charity’s budgets and forecasts, and should cover any changes up to the date of sign off of the financial statements. Where Trustees identify possible events or scenarios, other than those with a remote probability of occurring, that could lead to failure, then these should be disclosed in the financial statements.

The Charity Commission guidance “Managing financial difficulties & insolvency in charities” (CC12) stresses the importance for “a Trustee body to have a good knowledge and understanding of the charity and its finances so that, as far as possible, the continued viability of the charity and its charitable activities can be assured.”. This is a theme that runs through the Charity Commission’s updates and alerts including its guidance on whether charities can use reserves and restricted funds to help the charity through the crisis.

To assist Trustees to meet their responsibilities in relation to going concern, we have prepared a series of questions Trustees should be considering together with a checklist of the disclosure requirements. A copy of this checklist can be obtained here:

<https://www.crowe.com/uk/croweuk/insights/charities-going-concern>

Fundraising Regulator COVID-19 - Fundraising key principles guidance

In response to the COVID-19 emergency the Fundraising Regulator has published, and subsequently updated, guidance which aims to support charities and other fundraising organisations to be able to return to fundraising activities in a responsible way.

The guidance sets out a framework to aid good decision making and ensure responsible fundraising. It is intended to supplement existing government guidance and highlights the key issues and areas that fundraising organisations need to consider as they plan their return to fundraising.

The guidance covers

- Getting back to fundraising – planning and risk assessments
- Safeguarding the public and fundraisers
- Enforcement
- Respectful interaction with the public

The guidance notes that it is the responsibility of individual organisations to apply the guidance in their fundraising activity so that the safety and wellbeing of fundraisers and the public are protected. Part of acting responsibly will also include fundraising organisations properly documenting their decisions, undertaking risk assessments, and being prepared to explain and justify these if necessary.

The full guidance can be seen on the Fundraising Regulator website [Coronavirus \(COVID-19\): Fundraising key principles guidance | Fundraising Regulator](#).

Compliance

Reporting serious incidents to the Charity Commission

The Charity Commission has recently updated its guidance on Serious Incident Reporting, reflecting the extremely demanding and ever-changing challenges arising from the coronavirus pandemic.

The update guidance includes supplementary examples to aid Trustees in their decision making as to whether an incident that is related to the pandemic is reportable.

The guidance can be obtained from the Gov.uk website here - <https://www.gov.uk/guidance/reporting-serious-incidents-to-the-charity-commission-during-the-coronavirus-pandemic>

Online Register of Charities – new and improving

In September 2020 the Charity Commission launched a new version of the online register of charities to make more information about individual charities available at the click of a button.

Each charity's register entry will now display more clearly whether the charity has been subject to regulatory action or is of ongoing concern. And following changes to the annual return, charities' entries will now show how many staff members receive pay packages of £60,000 and above. It also notes where trustees are remunerated for their work, and lists the policies a charity has in place, from safeguarding to conflicts of interest and investments.

The new register display is also designed with the needs of charities in mind. Improved functionality makes it easier for Trustees to access and update their own charity's information with the Commission.

The Commission are encouraging the public, charities, and those with an interest in the sector, to use the new register and let the Commission know what is working and what could be improved. A feedback form has been provided so users can pass comment back to the Commission.

The register can be accessed on the government website <https://register-of-charities.charitycommission.gov.uk/>

UK charity sector's use of tracking technologies

A group of 38 academics and privacy campaigners have called on charities to remove advertising trackers from their most sensitive web pages.

In an [open letter](#) to the UK charity sector they have expressed their extreme concern with the UK charity sector's use of tracking technologies, specifically those belonging to data brokers and programmatic advertising platforms.

The letter refers to the [report](#) published by ProPrivacy in September 2020 highlighting the widespread use of programmatic advertising in the charity sector and the potential impact this could be having on the privacy of users of charity websites. The research found that many charity pages dealing with extremely sensitive issues such as mental health, debt, end-of-life care, and disability contained various trackers belonging to AdTech services, including data brokers.

The letter calls on top charities in the UK to conduct audits of their websites for third-party elements belonging to those in the AdTech space and to exclude them entirely from any support or advice pages dealing with sensitive topics.

Financial and other reporting

Coronavirus: financial reporting issues for Charities

It is difficult to predict the financial or operational implications of the outbreak of COVID-19 on the UK economy or the organisations which operate within it.

The measures put in place by the government to limit the spread of the virus have been changing on a regular basis. It is expected, at least in the shorter term, that the limiting of the movement of people by restricting flights and other travel, cancelling events, and closing venues, various business activities and schools will continue and may even increase.

The government has also implemented a number of business support schemes, including the staff furlough scheme (CJRS), some of which have been available to charities and / or their trading subsidiaries depending on their circumstances. This support continues to change as do the details of

entitlement and how any claims will be settled. However, if a charity has been able to benefit from any of these support schemes Trustees will need to determine when and how any such benefit should be reported in the financial statements.

All of these developments and measures may have a broad range of implications for charities. How the impact on individual charities will depend on a number of factors including the charity's key sources of income, areas of charitable activity, staffing models, contractual relationships, the nature of the charity's assets and liabilities and the charity's underlying funds structure.

Charity Trustees will already be facing unexpected challenges to their charities and it will be important that these are reflected into the necessary decisions that have to be made when reporting on the charity's activities and financial position.

We have produced guidance which considers the potential impact of the COVID-19 (coronavirus) on the yet to be published annual reports and financial statements of charities.

The key areas of focus of the guidance are as follows, being mindful that charities are diverse in their activities and their income generation and therefore, there may be some areas of focus not specifically addressed.

- Income recognition, including the recognition of government support grants
- Commitments and liabilities.
- Asset values.
- Going concern.
- Other financial statement disclosures.
- Trustees' annual report.
- Government support.

Management and Trustees will need to carefully consider the impact of coronavirus on the charity's report and financial statements to ensure that

these continue to reflect the financial activities and position of the charity in accordance with the Charities SORP.

The full report can be found on our website - <https://www.crowe.com/uk/croweuk/insights/covid-19-financial-reporting-charities>.

Fundraising reporting requirements guidance

The Fundraising Regulator in September 2020 issued additional guidance on the Fundraising reporting requirements guidance under the Charities (Protection and Social Investment) Act 2016.

This Act requires charities to provide statements in their annual report on key aspects of charities' fundraising activity including the approach taken, regulation, complaint numbers and how the charity ensures vulnerable people are protected. This reporting is a legal requirement for all charities where their gross income is over £1 million in a year.

In June 2020 the Regulator conducted a second review of a sample of charity's annual reports and found that only 21% of reports included a statement on all of the Act's requirements and 15% reported on none of them. Of particular concern, many charities did not report on what they are doing to protect vulnerable people and the public when fundraising.

It is ultimately the responsibility of Trustees to ensure compliance with the Act. The report pulls together advice on how can a charity report against the requirements and how Trustees might approach the writing of their charity's statement.

The full guidance can be seen on the Fundraising Regulator website <https://www.fundraisingregulator.org.uk/more-from-us/resources/charities-act-2016-fundraising-reporting-requirements-guidance>.

Taxation

New HMRC guidance on claiming Gift Aid on Waived Refunds and Loan Repayments

HMRC has issued guidance confirming that Gift Aid can be claimed on Waived Refunds and Loan Repayments. Previously a waiver of debt was not regarded as permissible for Gift Aid, without funds being returned to a donor first, as Gift Aid requires a "payment of a sum of money".

In response to the cancellation of many charity events as a result of COVID-19, HMRC introduced a temporary concession in April 2020 that allowed donors to convert their tickets to donations that could have Gift Aid applied.

HMRC has now confirmed that it will be making this change in view permanent, so that any such waivers of refunds, including waivers of loans to charities, can count as donations to which Gift Aid can apply, provided the agreement to waive the loan/right to a refund is clear and irrevocable.

The guidance can be seen here: <https://www.gov.uk/government/publications/charities-detailed-guidance-notes/chapter-3-gift-aid#chapter-345-claiming-gift-aid-on-waived-refunds-and-loan-repayments>

VAT - HMRC issues update on zero rated online advertising

HMRC has released its guidance covering the VAT treatment of digital advertising services to charities in Business Brief 13 (2020).

In this guidance HMRC has also stated that 'location services' can be treated as zero rated, where previously it has considered these to be standard rated on the basis that the adverts were directly targeted to individuals. This is good news for the charities that acquire services from suppliers such as Facebook and GoogleAds

HMRC has recently reviewed its policy in relation to the application of the zero rate relief to digital advertising provided to charities. In HMRC's last correspondence with the Charity Tax Group, HMRC conceded that VAT relief could apply to a number of digital advertising services on the basis that the

advertising processes involve the targeting of aggregated audiences and not individuals. In Brief 12 (2020) 'location advertising' is clearly on the list of services capable of being zero-rated when supplied to a charity.

Some charities have accounted for reverse charge VAT on invoices received covering ALL digital advertising services acquired from companies outside of the UK (e.g. Facebook) and UK based providers have applied UK VAT to these services. Now that HMRC has released the finalised guidance it is possible to recover the overpaid VAT, as the only supplies that should have been subject to a standard rated reverse charge are:

- email advertisements, and those that are targeted directly at individuals who login to personal pages as these are targeted directly 'at the individual'.
- natural hits

Charities who have accounted for VAT under the reverse charge on digital advertising should review the services received to quantify a claim to be made directly to HMRC. Where suppliers are based in the UK, charities should approach the suppliers to seek credit for any VAT that has been incorrectly charged.

In both of the above cases, overpaid or overcharged VAT should be claimed going back the statutory four years. Crowe can assist with identifying potential claims of overpaid VAT for the last four years and in submitting those claims to HMRC and/ or suppliers.

VAT - Changes to COVID-19 VAT measures

The Chancellor recently announced two VAT measures as part of the ongoing COVID-19 support package. The first is the extension of the reduced rate of VAT applicable to the hospitality and tourism sectors, until 31 March 2021. The second measure is an extension to the time by when organisations have to settle the VAT payments they deferred earlier this year.

Extension to the reduced VAT rate for hospitality and tourism sector

In July 2020, the government introduced a temporary 5% VAT rate that is still in effect today. This reduced rate applies to food and non-alcoholic drinks

served in restaurants, cafes, pubs and similar venues. It also applies to takeaway orders of hot food and hot, non-alcoholic drinks.

Supplies of hotel and holiday accommodation and entry to attractions also qualify for the reduced 5% rate of VAT. Hotels, bed and breakfasts and campsites are able to benefit from this when people stay with them while theme parks, zoos and cinemas will enjoy a lower rate of VAT on their entry fees. Our original client alert is available [here](#).

The recent announcement extends the period of time over when the temporary 5% reduced VAT rate applies to 30 September 2021, a near nine-month extension. The rate will then increase to 12.5% until 30 April 2022.

While the temporary reduced rate was a welcome development for many organisations, it did give rise to system and practical challenges for organisations in ensuring that they could maximise the benefits of the VAT savings.

Further deferral to the due date for paying deferred VAT

In March 2020 the government announced an immediate deferral of VAT payments falling due between 20 March 2020 and 30 June 2020. All organisations were able to automatically defer the VAT payments due to be made between these dates until 31 March 2021. Our original alert is available [here](#).

Today's announcement introduced a New Payment Scheme, whereby deferred VAT payment amounts can be made in instalments, rather than as a single lump sum falling due on 31 March 2021. The details released so far by HMRC say that the amount owing can be split across 11 months, and no interest will be charged on the deferral. All organisations are eligible for this deferral and will need to opt-in using HMRC's opt-in system, which HMRC hope to launch in early 2021.

It should be noted that the measures do not apply to VAT payments falling due from 1 July 2020 onwards. If organisations have difficulties in making these VAT payments, they should be able to agree a "time to pay" arrangement with HMRC and Crowe can support you in applying for this.

Business Rates Review

A fundamental review of business rates was announced by the Chancellor in the 2020 Budget, with a call for evidence published in July 2020 to seek stakeholders' views on key issues, such as reliefs and exemptions including charitable rate relief. The call for evidence closed in October 2020.

An interim report was published on 23 March summarising responses received, and whilst there is no immediate indication that charitable rates relief is under threat, some respondents commented on the potentially distortive effect and disadvantage for other tenants.

The final report is expected to be published in Autumn 2021.

A copy of the interim report can be found here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/971681/Fundamental_Review_Interim_Report.pdf

Appendix 10 - Non Profits events, courses and briefings

We believe it is important to keep our clients up to date on the issues that affect them and, as a part of our ongoing communication, we regularly hold seminars and courses. Unfortunately, due to the current Covid-19 restrictions, we have necessarily had to suspend our face to face courses and seminars.

Although we hope to be able to return to our seminars and courses in the not too distant future, we are currently working to replace some of these as webinars. We have a number of webinars currently in development and will make these available as soon as we can.

As a result the webinar sessions are likely to be put out with relatively short notice and we therefore encourage you to visit our website (<https://www.crowe.com/uk/croweuk/industries/webinars>) or register to our mailing list (nonprofits@crowe.co.uk) to stay updated on these. Any webinars which you have missed remain available on demand on our website.

Past and planned webinars

These sessions are run by experts from our Non-Profits team on topical issues. Full details of timing and how to register are on our website.

• Risk management in a post pandemic world	• Planning for recovery
• The evolving role of the Audit Committee	• COVID-19 and cybercrime
• Emerging updates virtual conference	• COVID-19 and fraud
• Governance for non-profits in a VUCA world	• Making Tax Digital for VAT 2020
• Demonstrating your charity's impact	• Charity VAT update
• COVID-19 financial reporting issues for charities	• VAT bitesize webinars
• Bite sized Trustee Essential: Reserves, going concern and reporting	• Managing your cashflow with CBILS and CJRS
• Bite sized Trustee Essentials: Trustee responsibilities	• Off payroll working
• Understanding and managing reserves	
• Improving efficiency and productivity	

For further information please visit our website <https://www.crowe.com/uk/croweuk/industries/non-profits> or email nonprofits@crowe.co.uk.



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