

# **WARWICK STUDENTS' UNION**

## **Trustees Annual Report and Consolidated Financial Statements**

**For the year ended 31<sup>st</sup> July 2021**



**Company Registration Number: 07297865**



Charity Number: 1136894

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## **DIRECTORS REPORT**

<b>Union</b>	Warwick Students' Union
<b>Charitable Status</b>	Warwick Students' Union is a charity established under the Education Act 1994.  Warwick Students' Union registered with the Charity Commission for England and Wales on 15 <sup>th</sup> July 2010.  Registered Charity Number: <b>1136894</b>
<b>Company</b>	Warwick Students' Union is a charitable company limited by guarantee and registered in England and Wales on 29 <sup>th</sup> June 2010.  Registered company number: <b>07297865</b>
<b>Registered Office</b>	<b>WARWICK STUDENTS' UNION</b> University of Warwick Gibbet Hill Road COVENTRY CV4 7AL

<b>BOARD OF TRUSTEES</b>	Governance and Appointments Committee ensures that Warwick Students' Union has effective systems for the appointment and training of Trustees who are also Directors of the Company and that the membership of the Board of Trustees is appropriate.
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<b>SABBATICAL OFFICERS</b>			<b>Appointed</b>	<b>Resigned</b>
2020-21	L Mephram	President	1 August 2020	31 July 2021
	M Clarke	Education	1 August 2020	14 May 2021
	A Sefah	Democracy & Development	1 August 2020	31 July 2021
	S Dzumbira	Postgraduate	1 September 2020	31 July 2021
	A Churm	Postgraduate	1 September 2019	31 August 2020
	O Barron	Societies	1 August 2020	20 April 2021
	C Lloyd	Sports	1 August 2020	21 May 2021
	I Bourne	Welfare & Campaigns	1 August 2020	31 July 2021
2021-22	S Dzumbira	President	1 August 2021	
	I Atkins	Education	1 August 2021	
	Jacob Jefferson	Democracy & Development	1 August 2021	
	Nathan Parsons	Postgraduate	1 September 2021	
	C Hsiang-Lo	Societies	1 August 2021	
	W Brewer	Sports	1 August 2021	
	C Sayer	Welfare & Campaigns	1 August 2021	

## BOARD OF TRUSTEES/DIRECTORS

### Sabbatical Officer Trustees

L Mephram **Chair**

M Clarke

A Sefah

A Churm

S Dzumbira **Chair**

C Lloyd

O Barron

I Bourne

J Jefferson

C Hsiang Lo

I Atkins

N Parsons

C Sayer

W Brewer

### Appointed

1 August 2019

1 August 2020

1 August 2020

1 September 2019

1 September 2020

1 August 2019

1 August 2020

1 August 2020

1 August 2021

1 August 2021

1 August 2021

1 September 2021

1 August 2021

1 August 2021

### Resigned

31 July 2021

14 May 2021

31 July 2021

31 August 2020

21 May 2021

19 April 2021

Luke Mephram resigned the Chair of the Board of Trustees on 31 July 2021.

**Shingai Dzumbira became Chair on 1 August 2021.**

### Student Trustees

A Jaiteh

L Onel

J Aggrey

F Andrews

S Baldwin

T Kunin

C Earl

A Vemulapalli

E Hodgson

P Sun

T Barnes-Wise

1 August 2019

1 August 2019

1 August 2020

1 August 2020

1 August 2020

1 August 2020

1 August 2021

1 August 2021

1 August 2021

1 August 2021

1 August 2021

31 July 2021

31 July 2021

31 July 2021

31 July 2021

31 July 2021

### External Trustees

A Hill-Wilson

S Daeche

H Dhillon

A Minott

1 August 2018

1 September 2020

1 September 2020

1 September 2020

### Secretary

M Crook

1 August 2019

### SENIOR MANAGEMENT

#### Chief Executive

R Parkinson

#### Appointed

14 October 2019

## **SUBSIDIARY COMPANIES**

**Company**

Membership Solutions Limited

Membership Solutions Limited (MSL) is a subsidiary of the Union and provides IT systems for the further education market, principally in the UK but also in Europe and the rest of the world.

It provides website, venue management, e-commerce and membership support services.

**Governing instrument**

The company is a limited company with share capital. It is governed by its Memorandum and Articles of Association.

**Company registered number**

**5525449**

**Directors**

**Appointed**

**Resigned**

J Bonsall

1 August 2009

G Parker

1 August 2016

S Hansen

22 January 2018

L Mephram

1 August 2020

31 July 2021

G Bryant

1 August 2019

R Parkinson

6 November 2019

S Dzumbira

7 October 2021

**Company Secretary**

M Crook

**Registered Office**

SUHQ  
WARWICK STUDENTS' UNION  
University of Warwick  
Gibbet Hill Road  
COVENTRY  
CV4 7AL

**Company**

Students' Union Services Warwick Limited

This is the Union's subsidiary company for non-primary purpose trading which covers the sale of miscellaneous goods and services. This includes events provided for the general public and not just for student members such as externally promoted live music in the Copper Rooms and conference related activity during vacation.

**Governing instrument**

The company is a limited company with share capital. It is governed by its Memorandum and Articles of Association.

**Company registered number** 2197761

**Directors****Appointed****Resigned**

A Smith

18 November 2010

C Lloyd

1 August 2019

21 May 2021

R Parkinson

6 November 2019

A Sefah

24 September 2020

31 July 2021

J Jefferson

20 October 2021

C Lo

20 October 2021

**Company Secretary**

M Crook

**Registered Office**

SUHQ  
WARWICK STUDENTS' UNION  
University of Warwick  
Gibbet Hill Road  
COVENTRY  
CV4 7AL

## **LEGAL AND ADMINISTRATIVE INFORMATION**

### **Bankers**

**NatWest PLC**  
24 Broadgate  
Coventry  
West Midlands  
CV1 1NE

### **Solicitors**

**Band Hatton Button**  
53-55 Butts Rd,  
Coventry  
CV1 3BH

**DFA Law**  
2 Waterside Way,  
Northampton  
NN4 7XD

**Bates Wells and Braithwaite LLP**  
10 Queen Street Place  
London  
EC4R 1BE

**Woodroffes Solicitors**  
7 Beeston Place  
London  
SW1W 0JJ

### **Auditor**

**RSM UK Audit LLP**  
Chartered Accountants  
St Philips Point  
Temple Row  
Birmingham  
B2 5AF

### **INDEMNITY INSURANCE**

Warwick Students' Union has in place Professional Indemnity Insurance cover of £2m and this insurance policy includes cover for the Trustees, Directors, Officers and employees of the Union.

### **DISABLED PERSONS**

Full and fair consideration is given to applications for employment by disabled persons, having regard to their aptitudes and abilities. Should an employee become disabled during their employment, all efforts will be made to continue their employment and to provide appropriate training and support.

The Union is a Disability Confident employer and training, career development and promotion opportunities will be, as far as possible, identical to those for other employees.

### **EMPLOYEE ENGAGEMENT**

The Union encourages the involvement of its employees in its management through regular meetings of the Staff Consultative Forum. This forum has the responsibility for the dissemination of information of particular concern to employees and for receiving their views on important matters of policy.

### **MATTERS OF STRATEGIC IMPORTANCE**

Information is not shown within the Directors' Report as it is instead included within the Strategic Report on page 7 to 25, under Companies Act 2006 S414c (11).

### **STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR**

The Board of 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 member of the Board of Trustees has confirmed that they have taken all the steps that they ought to have taken as Board of Trustees members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

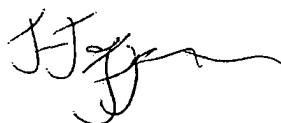
The Directors' Report is approved on behalf of the Board of Trustees:



**S Dzumbira**

*President*

Date: 2 March 2022



**J Jefferson**

*Democracy and Development Officer*



## **STRATEGIC REPORT**

The Board of Trustees of the Union submit their Strategic Report for the year ended 31 July 2021.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), (effective 1 January 2015), Charities SORP (FRS102) and the Companies Act 2006.

### ***Members of the Union***

#### **Full Members**

All registered students of the University of Warwick except those who exercise their right not to be a member under clause 22 (c) of the Education Act 1994. Sabbatical Officers of the Union are full members of the Union.

#### **Associate Members**

Those persons admitted to membership by the Student Council or a delegated officer, who have paid any required fee.

### ***Structure, Governance and Management***

Warwick Students' Union (the Union) is constituted under the Education Act 1994 as a charity with internal rules and regulations approved by University Council, the governing body of the University of Warwick.

The Union's charitable objects under the Act, to advance the University's educational purposes by providing representation and support for the students of the University of Warwick, are supplemented by the further object of helping members to develop their own charitable activities as participants in civil society.

The Union is administered by its Trustee Board of eighteen members comprising of seven Sabbatical Trustees, six Student Trustees and five external Trustees who are regarded as the Charity Trustees of Warwick Students' Union for the purposes of the Charities Act. At 31 July 2021 there were seventeen trustees in post.

The Union operates on democratic principles, working for and with our members, the students of the University of Warwick. There are two key student bodies - Student Council and the All Student Meeting.

Student Council comprises of an elected Chair and Deputy Chair of Council, the Sabbatical Officers, the Chairs of each of the Executive Committees and a number of Part-Time Officers. Student Council exists to ratify and pass routine, uncontroversial (as decided by the Democracy Committee) resolution changes to By-laws and the procedures and principles of the Students' Union.

Student Council has the primary responsibility for the implementation and oversight of Union policy. Union policy, regulations and principles are debated and voted for by members by way of an online secret ballot following an All Student Meeting. The composition and proceedings of Student Council are set out in the By-laws.

The voice of students is represented through a series of Union executive bodies called Committees. There are eight Committees. Seven are directly elected Committees and the eighth consists of the Union's eight Part-Time Officers.

- The Democracy Committee (has 6 directly elected positions, plus the Chair and Deputy Chair of Council, Returning Officer (non-voting) and Democracy and Development Officer- 10 in total, 9 voting);
- The Development Committee (has 6 directly elected positions, plus the Environment & Ethics Officer and the Democracy and Development Officer- 8 in total);
- The Education Committee (formerly known as Academic Council) (has 16 elected Faculty Representatives with 7 protected places for postgraduate students, elected into the role of Faculty Reps);
- The Postgraduate Committee (has 4 directly elected positions, 10 Postgraduate Faculty Reps and the Postgraduate Officer- 15 in total);
- The Societies Committee (has 8 directly elected positions plus the Societies Officer- 9 in total);
- The Sports Committee (has 8 directly elected positions plus the Sports Officer- 9 in total);
- The Welfare Committee (has 6 directly elected Welfare Exec positions, 2 Mental Health Awareness Reps, and the Welfare & Campaigns Officer- 9 in total); and
- The Liberation and Diversity Committee (includes the 5 part-time Liberation Officers, the Part-Time & Mature Students' Officer, the 2 International Students' Officers and the President- 9 in total).

These Committees are at the heart of how the SU represent and acts on members' interests and ideas. The Committees run campaigns, organise events, hold the Officers to account and make change that will affect students and the wider community.

Policies held by Student Council cannot be overturned without being debated and voted on at an All Student Meeting. Policies may be overturned by the Board of Trustees only for financial, reputational or legal reasons in accordance with Article 40.3. The Union maintains a policy file and record of lapsed policies. Policies lapse after two years unless renewed by Student Council who will specify the next renewal date.

As per the Memorandum and Articles of Association, the Student Council should receive a report from the Board of Trustees on Union activity each quarter. During 2020-2021, two reports were submitted to the Student Council.

## ***Officers of the Union***

The Officers of the Union are:

- Seven Sabbatical Officer Trustees;
- Five Liberation Part-Time Officers;
- Four Part-Time Officers;
- Chair and Deputy Chair of Student Council;
- Chairs of the societies and sports executive committees;
- Chairs of six other committees; and
- University Faculty Representatives.

The Sabbatical Officers are officer trustees elected through a secret ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected. These are full time posts remunerated as authorised under the Education Act and the Memorandum and Articles of Warwick Students' Union.

## ***Board of Trustees***

The Union is administered by its Board of Trustees comprising:

- Up to five appointed external lay members;
- Up to six elected full student members who are not Sabbatical Officers; and
- Up to seven student Sabbatical Officers (including the President of the Union)

The President of the Union acts as Chair of the Board of Trustees.

In 2021 Student Trustees were elected by the Student Body to the Board before being confirmed by a process of ratification by the Student Council and the Board of Trustees, to serve a maximum term of two years. Prior to this Student Trustees were appointed, following an application process.

The appointed Lay Trustees are recruited to the Board and selected by the Trustees and Student Council to normally serve a term of three years which may be extended for a second term.

## **Trustees' General Authority**

The Board of Trustees has ultimate responsibility for the financial matters and procedures of the Union. The Board of Trustees may choose to prohibit the implementation of any policy recommended by Student Council which has financial implications if it is passed without a realistic financial plan, is not legal, or may not be in the best interests of the Union in accordance with Article 40.3 of the Memorandum and Articles of Association.

### Trustees Induction and Training

Upon appointment all Trustees receive a variety of information through their induction. Trustees are briefed on their legal obligations and other trustee responsibilities. The Sabbatical Officers are usually new to the Board every year, so they undergo more intensive, in depth training to ensure that they are fully aware of their roles and responsibilities and can perform their range of duties to the best of their abilities as soon as possible.

There is an on-going training programme for Trustees for issues which may occur during their term of office and to reinforce prevailing legislative requirements.

### The Board of Trustees and the Chief Executive

The Board of Trustees, assisted by sub-committees where appropriate, has delegated the day-to-day running of Warwick Students' Union to the Chief Executive.

The Union also employs a number of core staff to provide continuity, consistency and knowledge in the management of the many Union activities. The staff team are accountable to the Chief Executive for the performance of their duties.

### Committees

The Board of Trustees meets at least five times a year to receive reports from committees, Sabbatical Officers, Senior Management and the Chief Executive, to review the Union's performance and administration generally, to consider the SU's strategic objectives and their implementation and to agree policy issues arising, subject to consultation with the Student Council.

During the year, the Board of Trustees was supported by four committees which focus on certain key aspects of Warwick Students' Union governance and management:

- The Governance and Appointments Committee;
- The Audit and Risk Committee;
- The People and Remuneration Committee; and
- Strategy Committee.

#### *Governance and Appointments Committee*

This ensures that new trustees are recruited, inducted and developed properly. They also have responsibility for reviewing the Terms of References of the Board of Trustees Sub Committees and Code of Conduct for Trustees.

#### *Audit and Risk Committee*

This monitors the Union's framework for accountability, financial control, risk profile and other aspects which could impact on Warwick Students' Union's organisational health as well as ensuring that the Union is complying with relevant legislation. The Committee is responsible for ensuring that there is a framework of effective internal and external audit coverage and for overseeing reports of data breaches to the Information Commissioner's Office and serious incidents to the Charity Commission.

### *People and Remuneration*

This monitors issues relating to staff including the staff survey results, pay changes, training and development as well as staff policies. It also oversees the process for recruitment of the Chief Executive and senior management posts.

### *Strategy Committee*

Strategy Committee was established in 2020 to oversee the development of the Strategic Plan 2021 – 2025. With the development work having been completed and the new strategic plan published, the committee was formally dissolved by the Board of Trustees in July 2021.

### ***Relationship with the University of Warwick***

The relationship between the University and the Union is established in the Charter, Statutes, Ordinances and Regulations of the University. The Union receives an unrestricted block grant from the University and occupies a building owned by the University of Warwick and another by the University of Warwick Foundation Fund which are leased to the Union at agreed rents.

There is no reason to believe that the block grant or equivalent support from the University of Warwick will not continue for the foreseeable future, as the Education Act 1994 imposes a duty on the University to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is accountable for its finances.

Warwick Students' Union therefore works alongside the University of Warwick to ensure that the affairs of the Union are properly conducted and that the educational and welfare needs of the Union's members are met.

### ***Risk Management***

The Trustee Board has examined the main strategic business and operational risks faced by the Union.

A risk register has been established and is formally reviewed and updated at least twice a year. Where appropriate, systems and procedures have been established to mitigate the risks that the Union faces and these are periodically reviewed to ensure that they continue to meet the needs of the Union.

Budgetary and internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers and participants on all activities organised by the Union. These procedures are periodically reviewed to ensure they continue to meet the needs of the Union.

The strategic risks that are identified by the Board of Trustees are:

<b><i>Risk Area</i></b>	<b><i>Risk Identified</i></b>
<b>Governance and Compliance</b>	<ul style="list-style-type: none"> <li>• Failure to protect staff/students from serious harm.</li> <li>• Failure to manage a serious incident with potential for significant reputational damage.</li> <li>• Failure to protect personal data in line with GDPR regulations.</li> </ul>
<b>Risks to the financial sustainability of the SU</b>	<ul style="list-style-type: none"> <li>• Failure to address the funding gap over the next three years.</li> <li>• Failure to respond to the financial challenge of COVID-19.</li> <li>• VAT changes affecting food sales at the Dirty Duck.</li> <li>• Failure of commercial activity and events to break-even/deliver return to the Charity.</li> <li>• Over reliance on the University block grant</li> </ul>
<b>People and talent management</b>	<ul style="list-style-type: none"> <li>• Failure to effectively manage HR casework.</li> <li>• Failure to succession plan, particularly in key areas.</li> <li>• Failure to deliver an effective ED&amp;I review and supporting culture.</li> </ul>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• A decline in student engagement with the SU and its democratic processes.</li> <li>• Failure to deliver a quality service and experience for students.</li> <li>• Failure to address the SU's consistently poor NSS score.</li> <li>• Failure to demonstrate value for money for the University.</li> <li>• Failure to balance commercial interests with student welfare.</li> </ul>

In light of the on-going COVID-19 crisis, the Board of Trustees ensured that steps were put in place that enabled services to continue to be provided to students, albeit with a large degree of remote provision due to ongoing Government restrictions, while safeguarding the Unions financial position.

Building on the command structure introduced at the start of the pandemic, the Board of Trustees oversaw the specific risks arising from the crisis that impacted on the strategic and operational activities of the Union.

Unfortunately, this did require the closure of the Union's commercial and social functions for the majority of the year and going forward the Union will have to re-engage with students to build back the offer the Union gives to students through its commercial outlets and entertainments programme.

During the year, the Union needed to furlough a considerable number of its staff members under the Government's Job Retention Scheme, either on a full-time or flexible basis.

The Union has been in discussion with HMRC about the application of a concession that allows catering to students to be treated as VAT exempt as it is aligned with education.

The concession states that this does not apply to catering providing in bars, but based on guidance issued by the HMRC Policy Review Team in 2010, the Union has provided catering to students through its Dirty Duck outlet as exempt from VAT.

However, following an inspection by HMRC in November 2019, the application of this concession was challenged and an assessment for VAT on catering sold in the Dirty Duck for the previous four years.

The Union challenged this on the basis that it had the legitimate expectation to rely on the advice from 2010, and after a detailed review of the issue, HMRC agreed that the advice from 2010 meant that the Union did have a legitimate expectation to rely on this advice and as such no assessment for VAT will be made.

However, from 1 September 2021 catering sold from the Dirty Duck outlet has been subject to VAT, although the wider Students' Union sector who are also subject to the challenge by HMRC are continuing to challenge the interpretation of the provision of catering through SU bars by HMRC.

## ***Key Policy Statements***

### **Investment Policy**

The Trustees' objective is to invest surplus cash to best advantage with minimum risk. The Union has taken a prudent stance with funds being held in high interest-bearing deposit accounts for periods not exceeding 12 months. Cash funds so invested are usually over a minimum balance of £200,000 and must be placed with an approved and reputable banking institution to minimise risk.

Investment returns in the year reflect the stated policy as well as the lower interest rates available due to market conditions.

### **Reserves Policy**

The Trustees regularly consider the level of free reserves required. Issues considered by the Trustees during 2020-21 when looking at the level of reserves were future investment and contingency requirements for risks. This includes such items as future strategic projects which includes the requirement for any building refurbishment and infrastructure development and the impact of the increase in the Students' Union Superannuation Scheme (SUSS) pensions liability and COVID-19.

The Board of Trustees has agreed that the Union should have an unrestricted reserves target of between £500,000 and £1,000,000 (excluding the unrestricted pension fund balance). Total unrestricted reserves at 31 July 2021, stand at £1,084,686 (2020: £1,142,621) and excluding fixed assets stands at £851,291 (2020: £823,888). The decrease in total unrestricted reserves, excluding fixed assets, relates to the use of funds to support operational activity undertaken by the Charity during 2020-21.

Designated reserves are held to fund future strategic projects (including the Equality, Diversity and Inclusion project deferred until 2021-2022) and the current level is £268,672 (2020: £300,753).

As a result of the recognition of Warwick Students' Union's SUSS pension deficit arising from the implementation of the FRS102 accounting disclosures, a negative unrestricted pension fund balance of £7,945,203 (2020: (£8,176,590)) is recognised at 31 July 2021 (see Note 21), representing the Warwick Students' Union share of the liability.

The Union is paying deficit contributions in line with the agreed contributions schedule, currently planned to end in August 2035, as discussed in Note 21, which has been agreed with SUSS Trustees based on the latest valuation, to eliminate the deficit position in the medium term. This is a standard position within the sector.

### **Remuneration Policy**

The People and Remuneration Committee of the Trustees is responsible for defining pay policy and making recommendations in relation to pay, benefits and other employment related policies.

The Board of Trustees specifically considers and agrees any matters relating to the Students' Union's Chief Executive's pay and benefits. The Chief Executive does not receive any form of bonus or performance related pay and their benefits are proportionately the same as other staff. This role is benchmarked against the charity sector rather than the public or private sector.

Each role's salary is determined by a fair evaluation process (job evaluation) based on ten factors relevant to the Union's mission, values and charitable objectives. The complexity of roles, knowledge and skills required as well as levels of responsibility are considered. The evaluation process determines a salary band and these bands are benchmarked in the middle quartile for the sector. Benchmarking is undertaken at least every five years and more frequently when required.

Warwick Students' Union uses a pay scale which was originally aligned to the Higher Education Single Pay Spine.

The annual pay review is determined each year through an evaluation of sector benchmarks and takes as a starting point the pay negotiations in higher education.

The Union applies annual cost of living (inflationary) increases to the pay scale each year after taking into account the general economic conditions and the affordability of the proposed increases. The People and Remuneration Committee recommend for approval any annual cost of living rise (which can be zero) to the Board of Trustees that falls within the financial budget approved by the Board of Trustees in its annual five-year plan.

The Union will monitor the spread of pay in the Union as a ratio of pay dispersion. The ratios considered will be the highest paid to median pay and the lowest paid to median pay. The targets are between 3 and 3.5 to 1 and no more than 4 to 1 respectively.

In accordance with policy and desire to be a good employer, the Union has been working towards being a Living Wage Foundation employer. The Board of Trustees evaluates progress in this respect each year during its five year planning process.

The People and Remuneration Committee will receive a review of pay and remuneration policy and report its findings to the Board of Trustees by 1 April 2022.



## ***Aims, Objectives and Activities***

In June 2021, the Board of Trustees approved a new strategic plan covering the period 2021 – 2025. It reaffirms the Union's existing charitable objectives and sets out the vision, mission, ambition, values, priorities, work programmes and targets for the planning period.

### **Vision**

A world-class students' union for a world-class university.

### **Mission**

The best experience for every student at Warwick.

### **Ambition**

To be a dynamic force for change where our members feel a sense of community.

### **Priorities**

- Ensure the student voice is central to university life.
- Improve students' welfare.
- Develop a well-led and values-driven organisation.
- Create great networks and communities.
- Ensure the Students' Union is financially and environmentally sustainable.

### **Values**

- Student Focussed – We put students at the heart of everything we do, and stand in solidarity with our liberation communities.
- Welcoming – We are supportive, helpful, inclusive and value diversity.
- Democratic – We are representative, ethical, transparent and accountable.
- Independent – We are the independent voice of Warwick students.
- Enriching – We nurture students' aspirations and help them develop.

### **Charitable Objects**

Warwick Students' Union exists for the advancement of education of students at the University of Warwick by:

- Promoting their interests and welfare.
- Representing, supporting and advising.
- Being the recognised representative of students to the University.
- Providing social, cultural and recreational activities.
- Providing forums for discussion, debate and personal development.

Trustees have given due consideration to the Charity Commission's guidance on public benefit and believe these objects continue to comply with the public benefit requirement.

## Work Programmes

- Advice and support – Building an excellent advice service, which offers quality support in key issues and improved links to external support providers, and supporting disadvantaged students.
- Student Voice – Academic representation, campaigning on the issues that matter to students, decolonising the curriculum, support for liberation groups, a critical friend to the University and democratic processes which maximise involvement.
- Positive Change – Consulting on new organisational values, a programme of reforms to modernise the Union, implementing equality, diversity and inclusion review, colleague development and an innovative leadership programme for student officers.
- Building Student Communities – Supporting the development of clubs and societies, improving the university experience for marginalised student groups, enabling a great introduction to Warwick through Welcome Week and helping to deliver a modern commercial offer on campus.
- A Sustainable Future – Providing good financial foundations (including and effective COVID-19 recovery plan), setting new environmental targets, maximising use of new technologies and delivering a digital transformation project.

## Targets for 2025

- 45% of members voting in Students' Union election throughout the year.
  - Baseline - 20%
  - 2020-2021 - 20%
  - 2021-2022 - 30%
  - 2022-2023 - 35%
  - 2023-2024 - 40%
  - 2024-2025 - 45%
- Annual financial goals achieved each year.
- 97% of Advice Centre users feel empowered to make informed choices.
  - Baseline - 88%
  - 2020-2021 - 90%
  - 2021-2022 - 92%
  - 2022-2023 - 94%
  - 2023-2024 - 96%
  - 2024-2025 - 97%
- 20% more students actively engaged with the SU.
- 90% of staff colleagues report the Union lives its values.
  - Baseline - 66%
  - 2020-2021 - 71%
  - 2021-2022 - 77%
  - 2022-2023 - 82%
  - 2023-2024 - 86%
  - 2024-2025 - 90%
- Top 10 Russell Group Students' Union by National Student Survey (NSS) score.
  - Baseline - 18
  - 2020-2021 - 17
  - 2021-2022 - 15
  - 2022-2023 - 13
  - 2023-2024 - 11
  - 2024-2025 - 10

**Targets for 2025 (continued)**

- Three quarters of students say they are satisfied with Warwick Students' Union.
  - Baseline - 36%
  - 2020-2021 - 50%
  - 2021-2022 - 60%
  - 2022-2023 - 65%
  - 2023-2024 - 70%
  - 2024-2025 - 75%

***Charity Commission***

All Charities are required to make a serious incident report to the Charity Commission, where an adverse event, whether actual or alleged, results in or risks significant:

- harm to the charity's beneficiaries, staff, volunteers or others who come into contact with the charity through its work;
- loss of the charity's money or assets;
- damage to the charity's property;
- harm to the charity's work or reputation.

During the year, Warwick Students' Union did not make a serious incident report to the Charity Commission.

## **Key achievements 2020-2021**

Over the last year, we have delivered much for students, despite the COVID-19 crisis. Our key achievements are presented below, grouped together according to the five work programme areas established in the Strategic Plan 2021-2025.

### **1. Student Voice**

- The SU worked with over 650 Course Reps, 15 Faculty Reps and 8 Departmental Reps to represent Warwick students' academic interests
- **The Union Awards** celebrated those students who supported the Union in achieving its core aims - the virtual ceremony was a huge success
- **The Transforming Education Awards** recognised 67 outstanding University staff who were nominated by and made a significant impact to the lives of students
- 1,904 votes were cast in the Summer elections for **Student Trustees and Association Committees**
- 154 students voted to elect their Course Reps 1,344 votes were cast in the **All Student Vote**, giving students a voice on the issues that matter to them
- Worked with the University to deliver a Term 2 **rent waiver** to eligible students in off-campus accommodation.
- Pushed the University to open up additional **study space** for Term 3, including spaces for students to take exams.
- Lobbied the University for **in-person teaching** in Term 1 and ensured students' voices were heard in future plans for blended learning.
- The Union stood solidarity with **Protect Warwick Women** and all survivors of sexual assault on this campus supporting protestors to help them achieve their goals

### **2. Advice and Support**

- Launched a renewed **Buddy Scheme** to support students with making friends and socialising during lockdown as well as introducing **Speed friending** with the Societies Officer
- SU Advice Centre in partnership with Warwick Accommodation supported students with **house-hunting through the pandemic**.
- Held **Town Hall events** to explore how to better support and represent students throughout the lockdown
- Purchased **free period products** making them available to collect on campus throughout lockdown
- The Union collaborated with University to launch the **Report & Support portal** which supports students in making an anonymous report, or request in relation to sexual misconduct, hate crime/incidents, bullying or discrimination
- The Ethnic Minorities Officers collaborated with the University to launch the **Say My Name** project, an initiative to help us get each other's names right.
- The **Advice Centre** maintained virtual support for students needing help with academic issues, housing, money, and health & wellbeing
- The introduction of new **Community Hubs** provided news and resources for marginalised student groups
- The Union worked with Beat, the eating disorders charity, to campaign for positive change around **eating disorders support**, publishing student blogs and allying with the Warwick Medical School Disability Network.
- As a result of our **LGBTQUA+ campaigns**, the University have added a new pronouns field to student records and put sanitary bins in all toilets.

- Launched the **Party Smart campaign** – a harm reduction programme to make sure students who choose to use drugs and alcohol stay as safe as possible; collaborating with the University Wellbeing Services and external stakeholders.
- **The Everybody campaign** published students' blogs about their experiences with eating disorders and body positivity.
- The annual **Pressure Drop** campaign returned, with study tips and resources to support students through the exam period.
- The Union continued to invest in flagship campaigns such as **#WeGetConsent** and **Hate Crime Reporting** to ensure student safety remained paramount throughout the pandemic
- Held several online events in order to better develop and support a **trans-inclusive University**

### 3. Positive Change

- Kept staff and students updated on the changing **Covid-19 guidance** as well as latest news on how activities and campaigns were being run and services offering
- Facilitated two additional self-certification opportunities for students, and the introduction of the **self-certification portal**
- Pushed for the expansion of the **Active Bystander Intervention** programme to be timetabled on all courses from next academic year.

### 4. Building Communities

- SU Officers worked with 59 other SUs to organise over 20 events for this year's **Campus Pride**
- Several SU societies worked together to host **LibCon21** – 3 days of events about liberation issues
- The Unions' **Pop! Livestreams** had a consistent following and continued to support students during lockdown, keeping a sense of community and providing them with an escape from stress.
- Delivered a successful programme of events for a virtual **Welcome Week**
- Sports Clubs held taster sessions in Term 3 as part of the Unions' **Summer of Sport** with 4,500 individual sports memberships purchased
- 1,250 students took up 5,900 **society memberships**
- Saw an increase in the number of students who engaged with the Union through social media channels
- Held an online Q&A with Paralympian Sam Ruddock to inspire students talking about **disability in sport**
- Delivery of a more varied and **diverse entertainments** program that is not alcohol focused e.g., Karaoke night resulting in increased engagement from clubs and societies booking The Copper Rooms

## 5. A Sustainable Future

- The Unions annual **Moving Out** campaign proved successful with zero reported community complaints following the pre-arranged additional waste collection at the end of term
- Successfully lobbied for the University to embed **education for sustainable development** within curricula as part of the curriculum review
- **NotfortheBin** continued to give students the tools to ensure that they remained environmentally sustainable
- Established a **COVID support Fund** for societies in need of funds
- Received a commitment from the University to support students with purchasing IT equipment for online learning ahead of Term 3 assessments, leading to a possible wider review of hardship funding
- Allocated **Club Hardship Fund** money to sports clubs who faced unexpected financial pressures
- Lobbied for **gym refunds** for final years not returning to campus and 50% Club Pass refunds

### *The Year Ahead*

Delivery of the Strategic Plan 2021-2025 will be the Union's central focus for the next 12 months. Plan are in place to support the implementation of the five new work programmes and achieve the agreed key performance indicators for 2021-2022, which are as follows:

- 30% of members voting in Warwick Students' Union elections.
- 92% of Advice Centre users feel empowered to make informed choices.
- 5% more students actively engaged with the Students' Union.
- 77% of staff colleagues engaged with the Students' Union.
- Top 15 Russell Group Students' Union by NSS score.
- 50% of students satisfied with the Students' Union.
- Annual financial goals achieved.

Details of our progress against these key performance indicators, as well as information about our other strategically significant achievements, will be published at the end of the academic year in an annual report.

In 2021, The Union commissioned Advance HE to carry out a wide-ranging governance and structures review. Later named the Governance Regeneration Project, the review recommended changes to strengthen SU governance, engage students more effectively in policy-making, and bringing governing documents into line with sector best practice. Implementing these recommendations will be an important priority, linked to the successful delivery of the **student voice** and **positive change** work programmes.

The Board of Trustees will be appointing a new Chief Executive, following the resignation of the current post holder to stand down at the end of March 2022. The new Chief Executive will be responsible for ensuring the Union delivers its Strategic Plan 2021- 2025.

## Financial Review

### Income and Expenditure

The overall results for the year were:

	2021 £	2020 £	Movement £
Income	5,470,223	7,968,372	(2,498,149)
Expenditure	5,309,622	10,846,736	5,537,114
<b>Net Income for the Year</b>	<b>160,601</b>	<b>(2,878,364)</b>	<b>3,038,965</b>
As a % of Total Income	2.9%	(36.1%)	

The annual recurrent grant contribution from the University increased by £88,819 (3%) to £2,947,082 (2020: £2,858,263). Additionally, the Union recognises contributions in kind totalling £82,968 (2020: £72,828) for management services as grant income from the University. Overall income has decreased by £2,498,149 (2020: decrease £1,028,265).

The COVID-19 crisis has had a significant impact on the Unions retail activity and as a result there has been limited trading activity in our outlets and entertainment venues due to the various restrictions and lockdowns implemented by the Government over the year.

As a consequence, income from our Food and Beverage outlets has suffered a further reduction on that experienced in 2019-2020 at the start of the pandemic, with income totalling £291,560 (2020: £1,643,213). Income generated primarily from on-line entertainment activity totals £14,636 (2020: £747,395)

However, this has been offset, through the use of the Government's Job Retention Scheme, which enabled the Union to continue to pay its salaried and casual staff throughout the closure and restriction period, and as a result have received grant to the sum of £657,006 (2020: £584,522).

The Union has also paid termination payments to ten members of staff in the year as part of the planned organisational restructure. A further payment has been approved as part of this restructure to be paid in 2021-2022. As a result, termination payments totalling £93,951 (2020: £129,905) have been recognised in 2020-2021.

### Net Assets

The year-on-year movements were:

	2021 £	2020 £	Movement £
Fixed Assets: Tangible	233,355	316,683	(83,328)
Fixed Assets: Intangible	-	2,050	(2,050)
Fixed Assets: Investments	16,664	16,664	-
Current Assets	2,621,520	2,786,588	(165,068)
Creditors: Amounts falling due within one year	(1,445,802)	(1,625,462)	179,660
	<b>1,425,737</b>	<b>1,496,523</b>	<b>(70,786)</b>
Provisions for liabilities and charges	(7,945,203)	(8,176,590)	231,387
<b>Net liabilities</b>	<b>(6,519,466)</b>	<b>(6,680,067)</b>	<b>160,601</b>

Total Net Liabilities decreased by £160,601 to £6,519,466 (2020: £6,680,067).

The value of tangible fixed assets decreased by £83,328 to £233,355 (2020: £316,683). During the year £35,804 of fixed assets were acquired. This principally related to procurement of IT equipment to support staff working from home during COVID 19 restrictions and lockdowns.

Intangible assets relate primarily to software systems. During the year £nil (2020: £nil), has been spent and the reduction in intangible assets is due to the application of depreciation charges of £2,050 (2020: £4,195), reducing the net present value of these assets.

Current assets have decreased by £165,068 to £2,621,520 (2020: £2,786,588).

Cash and short-term deposits have decreased by £6,032 to £2,170,613 (2020: £2,176,645); reflecting the net cash inflow during the year, see Note 20.

Debtors have decreased by £145,209 to £416,669 (2020: £561,878).

Creditors have decreased by £179,660 to £1,445,802 (2020: £1,625,462).

This is primarily as a result of the clearing of deferred 2019-2020 payments in respect of VAT and premises lease rental charges that were agreed to support the Union to manage its cash flows during the period the Union has not been able to trade. These deferred amounts have all been paid during 2020-2021

The provision for liabilities and charges relates entirely to the Students' Union Superannuation Scheme (SUSS) pension deficit liability (see note 13 and note 21).

The amounts held as custodian on behalf of student sports clubs and societies increased by £80,294 to £782,009 (2020: £701,715) as a result of reduced activity undertaken by clubs and societies during COVID 19 restrictions.

## **Reserves**

Free unrestricted general reserves at 31 July 2021 decreased by £56,975 to £1,085,146 (2020: £1,142,121).

In line with the requirements of FRS102, Warwick Students' Union reports the discounted Students' Union Superannuation Scheme (SUSS) pension liability for Warwick Students' Union. At 31 July 2021 this was calculated to be £7,945,203 (2020: £8,176,590).

The Board of Trustees have previously approved that £300,000 (2020: £300,000) be set aside in a designated reserve for future strategic infrastructure developments. As at 31 July 2021 the value of designated funds held was £268,672.



## **Students' Union Services Warwick Limited**

For 2020-21 Students' Union Services Warwick Limited (SUSW) made a donation under gift aid of £20,844 (2020: £91,849) to Warwick Students' Union, a decrease in contribution of £71,005.

Due to the impact on COVID 19, the Union there has been no income generated through work undertaken on behalf of Warwick Conferences, and income from media and advertising has also been impacted due to the associated restrictions that has meant there has been minimum advertising opportunity on campus.

Overall turnover during 2020-21 decreased by £182,510 on the previous year at £68,007 (2020: £250,517).

## **Membership Solutions Limited**

The 2020-21 financial year saw Membership Solutions Limited (MSL) making a transfer under gift aid of £297,186 (2020: £313,841) a decrease in contribution of £16,655.

MSL has delivered a successful set of financial results and consolidated its position as the market leader for website and membership management systems in UK Higher Education students' unions despite increasing competition in this sector.

It has won several new clients and MSL's client base under contract continues to exceed 100 institutions.

Planned work on the modernisation of platform has progressed but at a lower cost than originally forecast.

Turnover recognised in the year for the company decreased by £72,285 to £1,174,603 (2020: £1,246,888) due in the main to reduced transaction income as client Student Unions had significantly reduced transactional activity due to COVID 19 restrictions.

## **Fundraising**

The Union does not undertake any street or door-to-door fundraising activity and does not engage a third party organisation to advise or undertake fundraising on its behalf.

The Raising and Giving Society do raise funds through collection to be donated to charitable organisations selected by students, and other than acting as custodian of funds, the Union does not influence or control this activity.

All commercial activity is undertaken with the aim of raising funds to support Charitable Activity, and the Union does hold up to eight events annually with the expressed purpose of fundraising. These events take advantage of HMRC relief in respect of Value Added Tax and are in compliance with the associated HMRC guidance issued in respect of such events. However, due to COVID 19 restrictions, none of these events were held during the year to 31 July 2021.

### **Future Funding**

Every year the Union produces a Five Year Plan that enables the Union to review the current and future financial performance of its activities. The plan (including the budget for the 2021-2022 financial year) was approved by the Board of Trustees in May 2021.

The budget for 2021-2022 forecasts a group surplus position of £553,607 (2020: deficit £848,219). This position assumed the relaxation of COVID 19 restrictions and the full reopening of Union commercial outlets and entertainment activity from October 2021, and broadly this has materialised in the year with the easing of restrictions by Government.

The forecast includes expenditure plans totalling £52,570 (2020: £84,284) to be funded from the designated reserve. It is anticipated at the time of sign off that some of this expenditure will fall into future periods due to timing of project initiation.

This plan also included an approved recurrent block grant from the University of Warwick for 2021-22 of £3,006,024 (2021: 2,947,081) an increase of £58,943 (2%). The current Five Year Plan assumes that the University of Warwick will continue to contribute an annual recurrent block grant at the level approved for 2021-2022 across the planning period.

Although the Union has no definitive guarantee that funding will continue from the University at these levels, the Union continues to engage with the University about the future and currently has no reason to suppose that funding at the current level will not continue into 2022-2023.

The Capital Commitments (note 7) reports that there are no capital commitments approved but not yet contracted and while the Union is still in the period of recovery post-pandemic restrictions, capital investment will be closely controlled to ensure cash resources remain strong.

The Union faces significant financial risk as a result of the current pension deficit reported from the Students' Union Superannuation Scheme (SUSS). This is a defined benefit scheme whose membership consists of students' unions and related bodies throughout the country (see Note 21). This scheme closed to future accrual on 30 September 2011.

The amount contributed in the year to 31 July 2021 was £367,301 (2020: £349,475) (see Note 21). Contribution amounts are included in the Group's Five Year Plan and a known increase of 25.6% came into effect from October 2021. The current recovery plan assumes an annual increase of 5% through to 2034.

The actuarial review undertaken by SUSS Trustees as at June 2019, has resulted in a cash pension deficit commitment in 2021-2022 of £446,788 (2021: £367,372), before accounting adjustments for FRS102.

These accounting adjustments consist of a non-cash notional adjustment to reduce the pension liability of (£329,668) (2021: (£231,386)). This is based on the pension deficit being accounted for as a liability under FRS 102, at the net present value of the agreed future payments. The net present value discount rate applied in forecasting our future liability is 1.7% (2020: 1.7%). Should this change during the year, the accounting adjustment used to discount future payments will be adjusted to reflect any change in discount rate.

SUSS will undertake the next independent triannual actuarial review as at 30 June 2022 and this may result in increased pension deficit contributions from October 2023 and an extended recovery period beyond the current planned end date of August 2035, although current information available to Trustees of the Union does not imply this is certain.

### ***Funds Held as Custodian Trustee on Behalf of Others***

#### **Custodian Funds**

Warwick Students' Union acts as a custodian for funds raised by the many sports clubs, student societies and RAG (Raising and Giving) affiliated to the Union. These funds are held in a separate bank account and the year-end balances for each sports club and society are within the Union's creditor balance (see Note 11).

The balance held for student sports clubs and societies at 31 July 2021 was £782,009 (2020: £701,715), see Note 11.

The income and expenditure for the student sports clubs and societies is not reported within the Union's Statement of Financial Activities. During the financial year the sports clubs and societies received £398,198 of income (2020: £1,722,868).

Included in this income were grants from the Union's Sports Exec and Warwick Sport of £105,691 (2020: £253,481) for sports clubs and £31,781 (2020: £38,018) from the Union's Societies Exec for student societies (see Note 18).

These grant awards were spent in the year and appear in the Union's Statement of Financial Activities as a cost in the "Student Activities, Societies and Sports Clubs" line.

#### **Auditor**

RSM UK Audit LLP have agreed to undertake the audit of the 2021-2022 accounts.

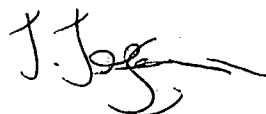
The Trustees' Strategic Report is approved on behalf of the Board of Trustees:



**Shingai Dzumbira**

*President*

Date: 2 March 2022



**Jacob Jefferson**

*Democracy and Development Officer*

## **STATEMENT OF BOARD OF TRUSTEES RESPONSIBILITIES**

The Trustees (who are also directors of Warwick Students' Union for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year with give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing those financial statements, the Board of Trustees is required to:

- a) Select suitable accounting policies and then apply them consistently;
- b) Observe the methods and principles in the Charities SORP;
- c) Make judgements and estimates that are reasonable and prudent;
- d) State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- e) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **INDEPENDENT AUDITORS' REPORT**

### ***To the Members of Warwick Students' Union***

#### **Opinion**

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 July 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company 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 group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

#### **Other information**

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

## **INDEPENDENT AUDITORS' REPORT (Continued)**

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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees Annual Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' responsibilities set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **INDEPENDENT AUDITORS' REPORT (Continued)**

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

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

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees Annual Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Food Standards Act 1999, UK General Data Protection Regulation, Health and Safety at Work etc. Act 1974, and The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

## **INDEPENDENT AUDITORS' REPORT (Continued)**

The group audit engagement team identified the risk of management override of controls and as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

### **Use of our report**

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

*Paul Oxtoby*

PAUL OXTOBY (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
St Philips Point  
Temple Row  
Birmingham  
B2 5AF  
Date 28 April 2022



**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**Including income and expenditure account for the year ended 31 July 2021**

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2021 TOTAL £	2020 TOTAL £
<b>INCOME</b>						
<b>Donations</b>						
University Grants		3,030,050	-	24,900	3,054,950	2,986,890
Job Retention Scheme Grant		657,006	-	-	657,006	584,522
<b>Income from Charitable Activities</b>						
Food and Beverage		291,560	-	-	291,560	1,643,213
Venues, Events & Entertainments		14,636	-	-	14,636	747,395
Administration and Support Services		(40,090)	-	3,242	(36,848)	54,740
Students Services & Representation		1,139	-	-	1,139	2,700
Student Activities, Societies & Sports Clubs		227,339	-	40,644	267,983	457,712
<b>Income from Trading Activities</b>						
Commercial Income		1,217,913	-	-	1,217,913	1,455,858
Marketing & Sponsorship		1,450	-	-	1,450	30,948
Investment Income – Interest Receivable		434	-	-	434	4,391
<b>TOTAL INCOME</b>		<b>5,401,437</b>	<b>-</b>	<b>68,786</b>	<b>5,470,223</b>	<b>7,968,369</b>
<b>EXPENDITURE</b>						
<b>Expenditure on Raising Funds</b>						
Commercial Activities		878,135	-	-	878,135	1,035,393
<b>Expenditure on Charitable Activities</b>						
Food and Beverage	2	1,425,471	-	-	1,425,471	2,678,307
Venues, Events & Entertainments	2	622,335	-	-	622,335	1,176,327
Student Membership Services	2	890,050	-	9,872	899,922	1,183,726
Representation & Affiliations	2	404,813	-	-	404,813	499,254
Student Activities, Societies & Sports Clubs	2	1,038,302	-	40,644	1,078,946	1,464,788
(Decrease)/Increase in SUSS Pensions Liability	13	-	-	-	-	2,808,938
<b>TOTAL EXPENDITURE</b>		<b>5,259,106</b>	<b>-</b>	<b>50,516</b>	<b>5,309,622</b>	<b>10,846,733</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>142,331</b>	<b>-</b>	<b>18,270</b>	<b>160,601</b>	<b>(2,878,364)</b>
Transfers Between Funds	15	32,081	(32,081)	-	-	-
<b>NET MOVEMENTS IN FUNDS</b>		<b>174,412</b>	<b>(32,081)</b>	<b>18,270</b>	<b>160,601</b>	<b>(2,878,364)</b>
Fund Balances Brought Forward		(7,034,469)	300,753	53,649	(6,680,067)	(3,801,703)
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>(6,860,057)</b>	<b>268,672</b>	<b>71,919</b>	<b>(6,519,466)</b>	<b>(6,680,067)</b>

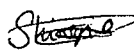
This Consolidated Statement of Financial Activities represents a consolidation of the income and costs for Warwick Students' Union, Students' Union Services Warwick Limited and Membership Solutions Limited, all operations are continuing.

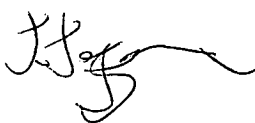
# STATEMENTS OF FINANCIAL POSITION Company Registration Number: 07297865

		GROUP		UNION	
	Note	2021 £	2020 £	2021 £	2020 £
<b>FIXED ASSETS</b>					
Tangible Fixed Assets	6	233,355	316,683	233,355	316,683
Intangible Fixed Assets	6	-	2,050	-	2,050
Investments	8	16,664	16,664	17,934	17,934
		<b>250,019</b>	<b>335,397</b>	<b>251,289</b>	<b>336,667</b>
<b>CURRENT ASSETS</b>					
Stocks	9	34,238	48,065	34,238	48,065
Debtors	10	416,669	561,878	324,467	680,110
Short-term Deposits		1,242,737	1,363,792	1,039,244	1,047,611
Cash at Bank and in Hand		927,876	812,853	915,215	799,561
		<b>2,621,520</b>	<b>2,786,588</b>	<b>2,313,164</b>	<b>2,575,347</b>
<b>CREDITORS</b>					
Amounts falling due within one year	11	(1,445,802)	(1,625,462)	(1,139,216)	(1,414,991)
<b>NET CURRENT ASSETS</b>					
		<b>1,175,718</b>	<b>1,161,126</b>	<b>1,173,948</b>	<b>1,160,356</b>
Provisions for Liabilities & Charges	13	(7,945,203)	(8,176,590)	(7,945,203)	(8,176,590)
<b>NET LIABILITIES</b>					
		<b>(6,519,466)</b>	<b>(6,680,067)</b>	<b>(6,519,966)</b>	<b>(6,679,567)</b>
<b>REPRESENTING</b>					
<b>Charitable Funds</b>					
Restricted Funds	17	71,919	53,649	71,919	53,649
<b>Unrestricted Funds</b>					
General		1,085,146	1,142,121	1,084,646	1,142,621
Pension	16	(7,945,203)	(8,176,590)	(7,945,203)	(8,176,590)
Designated	15	268,672	300,753	268,672	300,753
<b>TOTAL FUNDS</b>					
		<b>(6,519,466)</b>	<b>(6,680,067)</b>	<b>(6,519,966)</b>	<b>(6,679,567)</b>

The Company's surplus and total comprehensive expenditure for the year was £160,601 (2020: deficit (£2,878,364))

The financial statements on pages 31 to 56 were approved by the Board of Trustees and authorised for issue on 2 March 2022 and are signed on its behalf by:

  
**Shingai Dzumbira**  
 President

  
**Jacob Jefferson**  
 Democracy and Development Officer

## CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	2021 £	2020 £
Net Cash Inflow from Operating Activities	20	29,338	230,130
<b>INVESTMENT ACTIVITIES</b>			
Interest Received		434	4,391
Purchase of Tangible Assets		(35,804)	(98,341)
Cash used in Investing Activities		(35,370)	(93,950)
<b>(DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>(6,032)</b>	<b>136,180</b>
Cash and Cash Equivalents at the Beginning of the Year		2,176,645	2,040,465
Cash and Cash Equivalents at the End of the Year		2,170,613	2,176,645
<b>REPRESENTED BY:</b>			
Cash and Short-term Deposits at Bank		2,170,883	2,176,645

## **PRINCIPAL ACCOUNTING POLICIES**

### **General Information**

Warwick Students' Union Limited is a charitable company limited by guarantee and domiciled and incorporated in England. The address of the Company's registered office and principal place of business is Warwick Students' Union, University of Warwick, Gibbet Hill Road, Coventry, CV4 7AL.

These accounts represent a consolidation of the accounts of Warwick Students' Union and its subsidiary undertakings Students' Union Services Warwick Limited and Membership Solutions Limited.

The Company's and the Group's principal activities are as disclosed in the Annual Report of the Board of Trustees.

### **Basis of Accounting**

The accounts have been prepared under the Charities Act 2011 in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities: Statement of Recommended Practice" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2015 (Charities SORP (FRS102) – Second Edition), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Warwick Students' Union meets the definition of a public benefit entity under FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### **FRS102 Reduced Disclosures**

In accordance with FRS 102, the Company has taken advantage of the exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flow and related notes and disclosures; and
- Section 33 'Related Party Disclosures' – Compensation for key management personnel.

### **Judgements and Estimations**

The Board of Trustees have not made any significant judgements and estimations in the process of applying the accounting policies except for the recognition of the Students' Union Superannuation Scheme (SUSS) pension liability, see Note 21. There are no areas of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year except for the SUSS pension liability.

The SUSS pension scheme conducted a full actuarial evaluation as at 30 June 2019 and all estimates are based on the information arising from this valuation. This includes a review of the discount rate used in the calculation of the pension liability which after consideration has been maintained at 1.7% (2020: 1.7%).

## **PRINCIPAL ACCOUNTING POLICIES (continued)**

### **Financial Instruments**

Warwick Students' Union and its subsidiaries only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Going Concern**

Warwick Students' Union reports a net liabilities position of £6,519,466 on its consolidated balance sheet as at 31 July 2021.

This is directly as a result of recognising the discounted Students' Union Superannuation Scheme (SUSS) pension liability calculated as £7,945,203 (2020: £8,176,590) for both the Union and its subsidiary companies. However, this liability is payable on an incremental basis over a period to August 2035 and there is no reason to believe that Warwick Students' Union cannot meet its annual commitments to repay this liability.

An independent actuarial review of the scheme took place as at 30 June 2019, and an increase in deficit contributions has arisen as a result. The Board of Trustees will continue to monitor the impact that this may have on the Union.

The current economic conditions create uncertainty particularly over the level of demand for the Union's services. However, current information from the University of Warwick indicates that future income provided under the block grant agreement will be maintained at least at current levels.

The impact of the COVID-19 crises has resulted in a significant drop in commercial income due to the closure of the Union's outlets from the onset of Government restrictions and the various lockdowns introduced to manage the spread of infection.

The Union's forecasts and projections, taking account a restarting of trading show that the Union should be able to operate within the level of its current facilities for at least twelve months from the date of approval of these accounts.

A restructure of the Union, including a reduction in staffing numbers has been undertaken and was completed at the end of December 2020.

Cash balances held by the Union remain healthy and reduced by a total of £6,032 over the year. Trustees consider that cash balances held remain sufficient to meet current liabilities and to support the approved Reserves Policy.

It is anticipated that there is forecast to be a small improvement in the level of unrestricted reserves at the end of 2021-2022.

The Trustees have a reasonable expectation that the Union has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

## **PRINCIPAL ACCOUNTING POLICIES (continued)**

### **Basis of Consolidation**

The financial statements consolidate the financial statements of the charitable company and its subsidiary undertakings. Inter-group transactions, balances and profits are eliminated on consolidation. The consolidation is carried out on a line-by-line basis.

In accordance with Section 9 of FRS102 - Consolidated and Separate Financial Statements - both Students' Union Services Warwick Limited and Membership Solutions Limited are considered to be under the control of the Union.

A separate Statement of Financial Activities (SoFA) for the charity itself is not presented because the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

For the charitable company for the period ended 31 July.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Income	4,619,292	6,963,986
Expenditure	(4,458,691)	(9,842,350)
<b>Net Income/(Expenditure) for the Period</b>	<b>160,601</b>	<b>(2,878,364)</b>

### **Tangible Fixed Assets**

Fixed assets are stated at cost less accumulated depreciation. The cost of minor additions - aside from computer equipment - or those costing below £1,500 are not capitalised and are written-off to the income and expenditure account in the year in which the expenditure occurred.

IT equipment is capitalised if the item value is greater than £400 individually or in aggregate.

The Union occupies premises provided by the University of Warwick and the University of Warwick Foundation Fund under lease and does not include these as assets.

### **Intangible Fixed Assets**

Intangible Fixed Assets includes significant investment in non-physical assets such as software systems. Software systems are capitalised if the item value is greater than £10,000.

### **Depreciation**

Depreciation is provided to write-off the cost less the estimated residual value of fixed assets by equal instalments over their estimated useful lives as follows:

	<b>Years</b>
Building Improvements, Fixtures & Fittings	3 – 10
General Equipment, Vehicles	3 – 5
IT Equipment – Desk Top Computers	5
IT Equipment – Laptop Computers	3
Software	3 – 5

## ***PRINCIPAL ACCOUNTING POLICIES (continued)***

### **Stocks**

Stocks are valued at the lower of cost and net realisable value. Cost is recognised on a first in, first out basis. Net realisable value is based on estimated selling price less the estimated cost of disposal.

### **Income**

The Union receives donations in the form of a block grant from the University of Warwick and this is credited to the financial statements in respect of the period to which each grant relates.

All income and capital resources are recognised in the accounts when the Charity is legally entitled to the income, the amount can be quantified, and receipt is probable.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions or relates to primary purpose charitable trading. Such income is recognised as earned as the related goods or services are provided.

Income from commercial trading activities (net of Value Added Tax) is recognised as earned when the related goods and services are provided.

Investment income is recognised on a receivable basis

### **Expenditure**

Expenditure is recognised when a liability is incurred.

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources. This applies to the annual grant awards made by the Union to third party student sports clubs and societies. Contractual arrangements and performance related grants are recognised as goods or services are provided.

Expenditure incurred on charitable activities comprises the direct and indirect costs of delivering public benefit. This includes expenditure associated with student democracy, academic representation, student advice and welfare, student development and charitable trading.

Expenditure on raising funds includes costs incurred in trading and commercial activities undertaken to raise funds as well as to attract donations.

Support costs consist of overheads and governance costs and are apportioned to activities on a basis consistent with the use of the resources. Support costs include central functions such as Finance and HR (see note 2) and the building leases.

Expenditure includes irrecoverable Value Added Tax.

### **Termination Payments**

The Union recognises a liability for termination benefits at the point where it is committed to making the payments in return for employee redundancy.

### **Leased Assets**

All leases are operating leases and the annual rentals are charged to expenditure as the costs fall due.

## **PRINCIPAL ACCOUNTING POLICIES (continued)**

### **Defined Benefit Pension Scheme**

The group participates in the Students' Union Superannuation Scheme, a defined benefit scheme which is externally funded and the members are contracted out of the State Second Pension. The fund is valued at least every three years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary.

The scheme closed to future accrual on 30 September 2011.

Whilst the Scheme operates as a pooled arrangement, under FRS102, a contractual agreement under a multi-employer defined benefit pension scheme to fund a past deficit should be accrued for as a liability discounted to net present value.

Warwick Students' Union participates in both the National Union of Students Pension Scheme (NUSPS) - proved by Aegon which is a brand name of Scottish Equitable plc - and the government NEST scheme. Both NUSPS and NEST are defined contribution schemes and are accounted for under the terms of FRS102 based upon actual contributions paid during the year.

### **Investments**

Warwick Students' Union has fixed asset investments in NUS Services Limited which are valued at cost, as these assets are not readily saleable and a reliable market value is not readily available.

The Board of Trustees value the shareholding in the subsidiary companies at fair value.

### **Funds Structure**

Warwick Students' Union administers and accounts for a number of charitable funds, as follows:

- *Unrestricted Funds* representing unspent income which may be used for any activity / purpose at the Board of Trustees' discretion.
- *Designated Funds* set aside by the Board of Trustees to be spent on some specific purpose at its own discretion, which includes financing key strategic projects such as building refurbishment.
- *Restricted Funds* raised and administered by Warwick Students' Union for specific purposes. This includes revenue received from a donor to be used for activities prescribed by the donor.
- *Custodian Funds* entrusted to Warwick Students' Union for safekeeping, but not under its control such as Sports Club and Society funds (including annual Raising and Giving). Custodian activities are disclosed in the Annual Report, but any associated income or expenditure has been excluded from these accounts, and a matching creditor is in place for these.

### **Taxation**

Warwick Students' Union became a registered charity on 1 August 2010 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Therefore, it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.



## ***PRINCIPAL ACCOUNTING POLICIES (continued)***

### **Students' Union Services Warwick Limited**

The taxable profits of Students' Union Services Warwick Limited are donated, through a deed of covenant, under Gift Aid to the Union with the consequence that no taxation is payable by that company.

### **Membership Solutions Limited**

The taxable profits of Membership Solutions Limited are donated, through a deed of covenant, under Gift Aid to the Union with the consequence that no taxation is payable by that company.

## NOTES TO THE FINANCIAL STATEMENTS

### 1. Consolidated Prior Year Statement of Financial Activities for the Year Ended 31 July 2020

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2020 TOTAL £
<b>INCOME</b>				
<b>Donations</b>				
University Grants	2,931,089	-	55,801	2,986,890
Job Retention Scheme Grant	584,522	-	-	584,522
<b>Income from Charitable Activities</b>				
Food and Beverage	1,643,213	-	-	1,643,213
Venues, Events & Entertainments	747,395	-	-	747,395
Administration and Support Services	54,735	-	5	54,740
Students Services & Representation	2,700	-	-	2,700
Student Activities, Societies & Sports Clubs	296,912	-	160,800	457,712
<b>Income from Trading Activities</b>				
Commercial Income	1,455,858	-	-	1,455,858
Marketing & Sponsorship	30,948	-	-	30,948
Investment Income – Interest Receivable	4,391	-	-	4,391
<b>TOTAL INCOME</b>	<b>7,751,763</b>	<b>-</b>	<b>216,606</b>	<b>7,968,369</b>
<b>EXPENDITURE</b>				
<b>Expenditure on Raising Funds</b>				
Commercial Activities	1,035,393	-	-	1,035,393
<b>Expenditure on Charitable Activities</b>				
Food and Beverage	2,678,307	-	-	2,678,07
Venues, Events & Entertainments	1,176,327	-	-	1,176,327
Student Membership Services	1,155,893	-	27,833	1,183,726
Representation & Affiliations	499,254	-	-	499,254
Student Activities, Societies & Sports Clubs	1,307,021	-	157,767	1,464,788
Increase in SUSS Pensions Liability	2,808,938	-	-	2,808,938
<b>TOTAL EXPENDITURE</b>	<b>10,661,133</b>	<b>-</b>	<b>185,600</b>	<b>10,846,733</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>(2,909,370)</b>	<b>-</b>	<b>31,006</b>	<b>(2,878,364)</b>
Transfers Between Funds	53,092	(50,059)	(3,033)	-
<b>NET MOVEMENT IN FUNDS</b>	<b>(2,856,278)</b>	<b>(50,059)</b>	<b>27,973</b>	<b>(2,878,364)</b>
Fund Balances Brought Forward	(4,178,191)	350,812	25,676	(3,801,703)
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>(7,034,469)</b>	<b>300,753</b>	<b>53,649</b>	<b>(6,680,067)</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 2. Charitable Activity and Support Costs

Charitable Activity Costs	TOTAL £	Staff Costs £	Cost of Sales £	Other Operating Expenses £	Support Costs £
<i>Charitable Activity Cost Reallocation</i>					
Food and Beverage	1,425,471	700,604	100,179	53,659	571,029
Venues, Events & Entertainments	622,335	168,354	15,804	11,639	426,538
Student Membership Services	899,922	478,243	-	48,935	372,744
Student Representation and Affiliations	404,813	161,382	-	6,253	237,178
Student Activities, Societies and Sports	1,078,946	192,761	-	174,393	711,792
	<b>4,431,487</b>	<b>1,701,344</b>	<b>115,983</b>	<b>294,879</b>	<b>2,319,281</b>
<b>2020</b>	<b>7,002,402</b>	<b>2,485,355</b>	<b>786,419</b>	<b>598,073</b>	<b>3,132,555</b>

<i>Charitable Activity Costs Summary</i>	<b>2021</b>	<b>2020</b>
	£	£
Food and Beverage	1,425,471	2,678,307
Venues, Events & Entertainments	622,335	1,176,327
Student Membership Services	899,922	1,183,726
Student Representation and Affiliations	404,813	499,254
Student Activities, Societies and Sports	1,078,946	1,464,788
	<b>4,431,487</b>	<b>7,002,402</b>

Student Representation expenses includes the affiliation fee for the National Union of Students' of £37,500 (2020: £60,000). For further information on affiliations see Note 23: Affiliations on page 55.

Support Costs	Use %	TOTAL £	Premises £	Finance & HR £	Marketing, IT & Comms. £	Governance, Admin & General Management £
<i>Support Cost Reallocation</i>						
Food and Beverage	24.6	571,029	218,535	250,848	55,255	46,391
Venues, Events & Entertainments	18.4	426,538	236,747	88,205	55,222	46,364
Student Membership Services	16.1	372,744	136,585	134,573	55,222	46,364
Student Representation and Affiliations	10.2	237,178	91,056	44,476	55,255	46,391
Student Activities, Societies and Sports Clubs	30.7	711,792	227,641	280,857	110,510	92,784
	100.0	2,319,281	910,564	798,959	331,464	278,294
2020		3,132,555	996,560	1,145,455	484,175	506,365
<i>Support Costs Summary</i>		2021 £	2020 £			
Food and Beverage		571,029	841,131			
Venues, Events & Entertainments		426,538	572,535			
Student Membership Services		372,744	504,631			
Student Representation and Affiliations		237,178	319,023			
Student Activities, Societies and Sports Clubs		711,792	895,235			
		2,319,281	3,132,555			

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 2. Charitable Activity and Support Costs (continued)

Support costs are allocated on the following basis:

- Premises is allocated on space occupied
- Finance is allocated on total number of financial transactions
- HR is allocated based on staff costs
- Marketing, IT Services and Communications are pro-rata across all activities
- Governance, Administration and General Management are pro-rata across all activities

Governance, Administration and General Management costs include:

	2021 £	2020 £
<i>Governance Costs</i>		
Auditors' remuneration – Audit Fees	18,000	17,500
Auditors' remuneration – Taxation Services	24,575	10,900
Professional Fees – IT Contracts & Structures	11,896	6,123
Other Legal and Professional Fees	45,652	38,027
Board of Trustees – Committee Expenses	-	791
Board of Trustees – Travel Reimbursements	-	119
	<b>100,123</b>	<b>73,460</b>
Insurance	82,384	82,678
Irrecoverable Value Added Tax	38,156	37,662
	<b>220,663</b>	<b>193,800</b>

### 3. Net Movement in Funds

	2021 £	2020 £
<i>Net Movement in Funds for the Period is Stated After Charging</i>		
Auditors' remuneration		
Auditor Fees	18,000	17,500
Tax advisory	24,575	10,900
Cost of Stock Recognised as an Expense	100,179	542,837

Stock expended in each year relates to the costs of food and beverages sold across the Union's venues. During 2020-2021, the Governments COVID 19 restrictions has resulted in these outlets being closed or operating a limited level of service.

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 3. Net Movement in Funds (Continued)

	2021 £	2020 £
<i>Net Movement in Funds for the Period is Stated After Charging</i>		
Depreciation and Amounts Written-Off		
Owned Tangible Fixed Assets	119,132	129,813
Owned Intangible Fixed Assets	2,050	4,195
	<b>121,182</b>	<b>134,008</b>
Operating Lease Rentals		
Plant and Machinery	-	-
Buildings	475,307	437,000
	<b>475,307</b>	<b>437,000</b>

### 4. Staff Costs

	2021 £	2020 £
<i>The Aggregate Payroll for the Year was</i>		
Salaries and Wages	2,823,607	3,855,244
National Insurance	266,142	299,230
Defined Contribution Pension – Contributions in the Year	147,277	173,017
Defined Benefit Pension – Deficit Contribution	376,301	349,475
Defined Benefit Pension (SUSS) – Pension Liability Changes *	-	2,808,938
Defined Benefit Pension (SUSS) – Discount Factor **	(230,069)	-
	<b>3,383,258</b>	<b>7,485,904</b>

\* Pension Liability Changes relate to effect of changes arising from the triennial actuarial valuation on the overall SUSS pension liability in line with FRS102.

\*\*The discount factor relates to the reduction in the SUSS Pensions liability arising from the annual payments made to the SUSS Trustees as part of the plan to reduce the unfunded part of the scheme.

	2021	2020
<i>The Average Staff Numbers was as Follows</i>		
Monthly Salaried Staff / Full Time Equivalent – Group	119.00 / 87.65	142.0 / 105.52
Monthly Salaried Staff / Full Time Equivalent – Union	106.75 / 76.33	127.49 / 92.06
Weekly Paid Staff / Full Time Equivalent – Group	143.00 / 10.46	396.0 / 46.61
Weekly Paid Staff / Full Time Equivalent – Union	143.00 / 10.46	396.0 / 46.00

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 4. Staff Costs (Continued)

The number of employees employed by the Union and MSL receiving benefits above £60,000 within the year:

	2021	2020
£65,000 - £69,999	1	3
£70,000 - £74,999	-	1
£80,000 - £84,999	1	-
£85,000 - £89,999	1	-
£90,000 - £94,999	1	1

The above members of staff are in the Union's defined contribution scheme NUSPS. The employer pension contributions amounted to £19,980 (2020: £22,109) for these employees.

Warwick Students' Union made terminations payments to ten employees in respect of the termination of their employment during 2020-21 and approved and accounted for one further termination payment, prior to 31 July 2021, to a member of staff who will leave the Union under the approved Voluntary Leavers scheme and receive their termination payments in early 2021-22. These payments total £93,951 (2020: £129,905).

### 5. Key Management Personnel, Trustee Remuneration and Expenses

The key management personnel are the Trustee/Directors, Sabbatical Officers and the Chief Executive of Warwick Students' Union.

As well as having a role as a Trustee of Warwick Students' Union the seven Sabbatical Officers perform a full time role as the voice of Warwick students.

They are authorised in the Union's governing document to represent students, undertake campaigning and support work as distinct from their trustee responsibilities. They listen to how students want things to be done and work with Warwick Students' Union staff, the Board of Trustees and partners to make it happen. They represent students to the University of Warwick, external organisations and the wider community.

Each of the Sabbatical Officers received a salary of £21,784 (2020: £20,604) during the year. This salary was remunerated by way of their role as a Sabbatical Officer - not as a Trustee.

	2021 £	2020 £
<i>Total Remuneration Paid to Key Management Personnel is</i>		
Salaries	224,712	216,695
National Insurance	21,329	20,124
Pension Costs	7,631	7,031
	<b>253,672</b>	<b>243,850</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 5. Key Management Personnel, Trustee Remuneration and Expenses (continued)

The Board of Trustees are entitled to claim and be reimbursed for personal travel and subsistence expenses in performing their role as a Trustee, and the amount paid to Trustees for such expenses was £nil (2020: Two Trustees, £119). No Trustees received any remuneration as a result of their role as Trustee.

A number of the Union's Trustees have personally chosen to waive their expenses and not claim travel expenses to attend Board and Committee meetings. The value of these expenses is unknown.

Warwick Students' Union also incurred costs of £3,461 (2020: £5,631) within the year relating to Professional Indemnity insurance cover of £2m (2020: £5m). This policy included cover for the Trustees, Directors, Officers and employees of the Union.

### 6. Fixed Assets – Group and Union

	<b>TOTAL</b> <b>£</b>	<b>Building</b> <b>Improvements</b> <b>£</b>	<b>Fixtures,</b> <b>Fittings and IT</b> <b>Equipment</b> <b>£</b>	<b>Intangible</b> <b>(Software)</b> <b>£</b>
<i>Cost</i>				
1 August 2020	1,113,449	73,039	981,629	58,781
Disposals	(4,950)	-	(4,950)	-
Additions	35,804	-	35,804	-
<b>31 July 2021</b>	<b>1,144,303</b>	<b>73,039</b>	<b>1,012,483</b>	<b>58,781</b>
<i>Depreciation</i>				
1 August 2020	794,716	28,737	709,248	56,731
Disposals	(4,950)	-	(4,950)	-
Charge for the Year	121,182	6,377	112,755	2,050
<b>31 July 2021</b>	<b>910,948</b>	<b>35,114</b>	<b>817,053</b>	<b>58,781</b>
<i>Net Book Value</i>				
31 July 2020	318,733	44,302	272,381	2,050
<b>31 July 2021</b>	<b>233,355</b>	<b>37,925</b>	<b>195,430</b>	<b>-</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 7. Capital Commitments

	2021 £	2020 £
<i>Future Capital Expenditure</i>		
Authorised but not Contracted	-	-
Contracted	-	-
	<hr/>	<hr/>
	-	-

Due to COVID-19 and to manage cash-flows, the Union has not authorised or contacted capital commitments.

### 8. Fixed Asset Investments

	GROUP		UNION	
	2021 £	2020 £	2021 £	2020 £
NUS Services Limited	16,664	16,664	8,332	8,332
Investment in Subsidiary Companies	-	-	9,602	9,602
	<hr/>	<hr/>	<hr/>	<hr/>
	16,664	16,664	17,934	17,934

These amounts represent deposits held under NUS Services Limited Central Billing Scheme for Students' Unions and is held in respect of payment for monthly supplies of brewed and other products. Warwick Students' Union also holds equity share capital in the following unlisted companies:

#### *Students' Union Services Warwick Limited:*

Warwick Students' Union holds 102 ordinary shares of £1 each being 100% of issued ordinary shares.

Students' Union Services Warwick Limited is registered and operates in Great Britain. The primary nature of the business being non primary purpose trading services on behalf of the charity.

Turnover for the year ended 31 July 2021 was £68,007 (2020: £250,518) and profits of £20,844 (2020: £91,849) were generated which was donated to the Union under gift aid. Net funds at 31 July 2021 were £102 (2020: £102). The total assets at 31 July 2021 were £160,340 and total liabilities were £160,238.



## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### Membership Solutions Limited:

Warwick Students' Union directly owns 9,500 (2020: 9,500) £1 ordinary shares in Membership Solutions Limited, a company limited by shares registered in Great Britain, being 95% of its issued share capital, and controls the remaining 5%.

The primary nature of the business is the sale of membership and other IT related systems.

Turnover for the year ended 31 July 2021 was £1,177,160 (2020: £1,246,888) and a profit for the year of £nil (2020: nil) was recorded after the payment of a donation made under gift aid to the Union of £297,186 (2020: £313,841).

Net funds at 31 July 2021 were £10,000 (2020: £10,000). Total assets at 31 July 2021 were £320,699 and total liabilities were £310,699.

### 9. Stocks

	GROUP		UNION	
	2021 £	2020 £	2021 £	2020 £
Bars	30,931	42,144	30,931	42,144
Catering	3,307	5,921	3,307	5,921
<b>Goods for Resale</b>	<b>34,238</b>	<b>48,065</b>	<b>34,238</b>	<b>48,065</b>

### 10. Debtors

	GROUP		UNION	
<i>Amounts Falling Due Within One Year</i>	2021 £	2020 £	2021 £	2020 £
Trade Debtors	191,059	207,511	9,696	11,601
Amounts Due From Subsidiary Undertakings	-	-	147,849	376,005
Other Debtors	8,258	16,369	701	8,518
Prepayments and Accrued Income	217,352	337,998	166,221	283,986
	<b>416,669</b>	<b>561,878</b>	<b>324,467</b>	<b>680,110</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 11. Creditors

<i>Amounts Falling Due Within One Year</i>	GROUP		UNION	
	2021 £	2020 £	2021 £	2020 £
Trade Creditors	42,319	328,104	28,521	305,156
Amounts Held for Clubs and Societies	782,009	701,715	782,009	701,715
Other Taxation and Social Security	78,333	113,475	78,333	113,475
Other Creditors	77,921	120,022	59,909	111,940
Accruals and Deferred Income	465,220	362,146	190,444	182,705
	<b>1,445,802</b>	<b>1,625,462</b>	<b>1,139,216</b>	<b>1,414,991</b>

Amounts held for clubs and societies represent balances held on behalf of these bodies, these funds have been generated separately from the activities of the Union and the use of these funds is directed by the individual club or society. Warwick Students' Union acts as a custodian for these funds.

<i>Deferred Income - Group</i>	2021 £	2020 £
At 1 August	151,445	135,725
Released During the Year	(960,750)	(605,286)
Additions During the Year	1,055,335	621,006
<b>At 31 July</b>	<b>246,030</b>	<b>151,445</b>

These amounts include receipts-in-advance for Membership Services Limited.

### 12. Financial Instruments

The Carrying Amount of the Groups Financial Instruments at 31 July were

	GROUP		UNION	
	2021 £	2020 £	20201 £	2020 £
<i>Financial Assets</i>				
Debt Instruments				
At Amortised Costs	269,309	414,653	87,947	218,609
<i>Financial Liabilities</i>				
Measured at Amortised Costs	339,430	658,826	283,590	608,304

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 13. Provisions for Liabilities and Charges – Group and Union

	2021 £	2020 £
At 1 August	8,176,590	5,526,748
Deficit Contributions Paid	(367,301)	(349,475)
Actuarial Valuation	-	2,818,297
Unwinding of Discount Factor	135,914	181,020
<b>At 31 July</b>	<b>7,945,203</b>	<b>8,176,590</b>

The Trustees of the Student Unions' Superannuation Scheme (SUSS) have implemented a recovery plan aimed at reducing the unfunded element of the pension scheme by August 2035 and following the triennial actuarial valuation as at 30 June 2019, the liability relating to Warwick SU increased.

The plan requires Warwick Students Union to make an annual deficit contribution cash payment, which increases annually in October. The increase from October 2021 is 25.6% and then 5% annually. The impact of this payment is discounted over the life of the recovery plan to derive the current total liability relating to Warwick Students' Union. The current discount rate is 1.7% (2020: 1.7%).

### 14. Analysis of Net Liabilities between Funds

2021	Fixed Assets and Investments £	Net Current Assets £	Provisions for Pension Liabilities £	Net Funds/ (Liabilities) £
Restricted Funds	-	71,919	-	71,919
Designated Funds	-	268,672	-	268,672
General Funds:				
Warwick Students' Union	250,019	825,025	-	1,075,044
Pension	-	-	(7,945,203)	(7,945,203)
Subsidiary Undertakings	-	10,102	-	10,102
	<b>250,019</b>	<b>1,175,718</b>	<b>(7,945,203)</b>	<b>(6,519,466)</b>

Prior Year: 2020	Fixed Assets and Investments £	Net Current Assets £	Provisions for Pension Liabilities £	Net Funds/ (Liabilities) £
Restricted Funds	-	53,649	-	53,649
Designated Funds	-	300,753	-	300,753
General Funds:				
Warwick Students' Union	335,397	796,622	-	1,132,019
Pension	-	-	(8,176,590)	(8,176,590)
Subsidiary Undertakings	-	10,102	-	10,102
	<b>335,397</b>	<b>1,161,126</b>	<b>(8,176,590)</b>	<b>(6,680,067)</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 15. Designated Funds – Group and Union

	1 Aug 2020 £	Income £	Expenditure £	Transfers £	31 July 2021 £
Strategic Infrastructure	300,753	-	-	(32,081)	268,672

	1 Aug 2019 £	Income £	Expenditure £	Transfers £	31 July 2020 £
Strategic Infrastructure	300,753	-	-	(50,059)	300,753

The designated reserve was created to set aside funds for planned strategic infrastructure developments including Warwick Students' Union facilities and trading areas and key assets such as the Warwick SU website.

The transfer of £32,081 relates to works undertaken on improving the fixtures and fittings within the Students' Union premises, and developing the Union's Website.

### 16. Pensions Reserve

	2021 £	2020 £
At 31 July	7,945,203	8,176,590

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 17. Restricted Funds – Group and Union

2021	1 August 2020 £	Income £	Expenditure £	Transfers/ repaid £	31 July 2021 £
Sports -Including Warwick Sports	300	40,644	(40,644)	-	300
Sports - Events and Activities	4,016	-	(2,715)	-	1,301
Community Schemes	24,996	8,542	(3,486)	-	30,052
Student Development	11,500	8,050	-	-	19,550
Media Centre	20	-	-	-	20
Wellbeing, Welfare and Housing	1,913	5,300	(720)	-	6,493
Student Led Projects					
Postgraduate Engagement	2,732	-	-	-	2,732
Inspire Scheme	553	-	-	-	553
Sustainability	5,817	-	(2,561)	-	3,256
Projects - Equality and Diversity	1,802	6,250	(390)	-	7,662
	<b>53,649</b>	<b>68,786</b>	<b>(50,516)</b>	<b>-</b>	<b>71,919</b>

All of the above restricted reserves represent funds received specifically for the identified activity and are relate to grants from the University of Warwick and donations for specific projects. The grant awards for student led projects have been allocated across the activities in the year.

Prior Year: 2020	1 August 2019 £	Income £	Expenditure £	Transfers £	31 July 2020 £
Sports -Including Warwick Sports	300	160,800	(157,767)	(3,033)	300
Sports - Events and Activities	2,016	2,000	-	-	4,016
Community Schemes	6,664	42,926	(24,594)	-	24,996
Student Development	1,500	10,000	-	-	11,500
Media Centre	20	-	-	-	20
Wellbeing, Welfare and Housing	1,913	-	-	-	1,913
Student Led Projects					
Postgraduate Engagement	2,830	-	(98)	-	2,732
Inspire Scheme	3,000	-	(2,447)	-	553
Sustainability	6,433	-	(616)	-	5,817
Projects - Equality and Diversity	1,000	880	(78)	-	1,802
	<b>25,676</b>	<b>216,606</b>	<b>(185,600)</b>	<b>(3,033)</b>	<b>53,649</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 18. Grants to Student Sports Clubs and Societies

	2021 £	2020 £
<i>Grant Awards by Societies Federation:</i>		
Media, Performance and Music	13,873	19,098
Campaigning, Charity and Welfare	5,765	8,031
Activities and Hobbies	7,152	3,467
Academic Societies	3,040	2,866
Cultural Societies	1,527	1,683
Faith and Belief	1,590	1,360
	<b>32,947</b>	<b>36,505</b>
<i>Grant Awards by Warwick Sport:</i>		
Sports Clubs	<b>105,691</b>	<b>253,481</b>
	<b>138,638</b>	<b>289,986</b>

These are grant awards made by the Union during the year to student sports clubs and societies. The total grant amount awarded directly to sports clubs to undertake activity in the British Universities and Colleges Sport (BUCS) leagues was £13,845 (2020: £129,428).

Societies also received support from the Union for additional costs of undertaking activity in COVID 19 safe spaces, and funds to the sum of £1,376 (2020: £Nil) were issued for this purpose

Warwick Students' Union acts as custodian for funds raised by the many sports clubs, student societies and RAG (raising and giving) affiliated to the Union. These funds are not consolidated in to the Union's accounts. These funds are held in a separate bank account and the year end balances for each sports club and student society are within the Union's creditor balance (see Note 11).

### 19. Operating Lease Commitments

	Group and Union	
	2021 £	2020 £
<i>Land and Buildings</i>		
Amounts Falling Due:		
Within One Year	490,852	488,002
Within Two to Five Years	1,901,228	1,905,373
Over Five Years	9,352,456	9,802,112
	<b>11,744,536</b>	<b>12,195,488</b>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 20. Note to Statement of Cashflows

	2021 £	Group 2020 £
<i>Reconciliation of Net Income/(Expenditure):</i>		
Net Income	160,601	(2,878,364)
Decrease/(Increase) in Stocks	13,827	(11,277)
Decrease/(Increase) in Debtors	145,209	(8,089)
(Decrease)/Increase in Creditors	(179,660)	189,305
(Decrease)/Increase in Provisions	(231,387)	2,808,938
Depreciation	121,182	134,008
Loss on Fixed Asset Disposal	-	-
Interest Receivable	(434)	(4,391)
Net Cash (Outflow)/Inflow from Operating Activities	<u>29,338</u>	<u>230,130</u>

The cash balance includes £782,009 (2020: £701,715) cash relating to student sports clubs and societies which the Union holds as custodian of these funds in a separate bank account.

## **NOTES TO THE FINANCIAL STATEMENTS (Continued)**

### **21. Pension Scheme**

The Union participates in the Students' Union Superannuation Scheme, which is a defined benefit scheme whose membership consists of employees of students' unions and related bodies throughout the country.

Benefits in respect of service up to 30 September 2003 are accrued on a "final salary" basis, with benefits in respect of service from 1 October 2003 to 30 September 2011 accruing on a Career Average Revalued Earnings (CARE) basis. With effect from 30 September 2011 the scheme closed to future accrual.

The most recent valuation of the Scheme was carried out as at 30 June 2019 and showed that the market value of the Scheme's assets was £119.1m (2016: £101.3m) with these assets representing 46% (2016: 46%) of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £119.1m (2016: £119.7m). Under the scheme rules, should any member Union cease to operate, its liability may be distributed across all remaining Unions, subject to the SUSS Trustees.

The actuaries are unable to separately identify the Union's share of the assets and liabilities in this scheme and hence it is not accounted for as a defined benefit scheme in the financial statements.

The 2019 valuation extended the period over which the on-going funding deficit would be cleared by 18 months to August 2035, and sets out a monthly contribution requirement by each Participating Employer expressed in monetary terms. For Warwick Students' Union this resulted in a 5% increase in contributions in October 2020 and 25.6% in October 2021. Thereafter, we are anticipating a 5% increase annually each October.

As previously, the contributions also include an allowance for the cost of the on-going administrative and operational expenses of running the Scheme.

Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the scheme's levy to the Pension Protection Fund.

The contribution rate (excluding deficit contributions) for the period to 30 September 2011 applicable to the Union for the majority of members was 8.17% of Earnings for members and 9.38% of Earnings for the Union (17.3%/17.55% in aggregate).

The total deficit contributions paid into the Scheme by the Union in respect of eligible employees for the year ended 31 July 2021 amounted to £367,301 (2020: £349,475).

The deficit contribution for 2021-2022 will be £448,800.



## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 22. Related Party Transactions

#### **Membership Solutions Limited**

The Union received a donation under gift aid from Membership Solutions Limited of £297,186 (2020: £313,841). The Union purchased £27,199 (2020: £32,680) of IT services from Membership Solutions Limited and provided £22,004 (2020: £22,004) of services.

At the year end, the Union owed £11,179 to Membership Solutions Limited (2020: £99,650 owed from Membership Solutions Limited). All outstanding balances are unsecured, owed on normal trading terms and will be settled in cash.

	2021 £	2020 £
Salary Support, Administrative and Expenses	8,300	8,300
Premises and Equipment Rental	13,704	13,704
	<hr/>	<hr/>
	22,004	22,004

#### **Students' Union Services Warwick Limited**

The Union received a donation under gift aid from Students' Union Services Warwick Limited of £20,844 (2020: £92,849). The Union purchased £Nil (2020: £7,768) in goods and services from Students' Union Services Warwick Limited and provided £26,998 (2020: £34,115) of services to Students' Union Services Warwick Limited. At the year end the Union was owed £157,738 (2020: £314,973) from Students' Union Services Warwick Limited. All outstanding balances are unsecured, owed on normal trading terms and will be settled in cash.

	2021 £	2020 £
Salary Support, Administrative and Expenses	9,561	8,669
Premises and Equipment Rental	17,437	25,446
	<hr/>	<hr/>
	26,998	34,115

#### **Trustees of Warwick Students' Union**

There were no related party transactions in respect of Warwick Students' Union Trustees in the year (2020: no related party transactions in respect of Warwick Students' Union Trustees)

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

### 23. Affiliations

Warwick Students' Union is affiliated to the following organisations. Membership, granted by the payment of an affiliation fee, entitles the Union to have a say in how organisations are run or what focus they may have. This may be in the form of a vote or a voice on working parties over and above other membership benefits such as access to expert advice or information resources.

<i>Affiliation Fees</i>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
National Union of Students (NUS)	37,500	60,000
NUS Services Limited (NUSSL)	380	380
British Universities and Colleges Sport (BUCS)	15,696	18,220
Coventry and Warwickshire Chamber of Commerce	230	230
	<b>53,806</b>	<b>78,830</b>

Confirmation of these affiliations is undertaken by vote at an All Student Meeting.