

Registered number: 07618194
Charity number: 1142619

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 30 June 2024

Christ Church Students' Union
(A company limited by guarantee)

Contents

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1 - 2
Trustees' report	3 - 14
Trustees' responsibilities statement	15
Independent auditors' report on the financial statements	16 - 19
Statement of financial activities	20
Balance sheet	21
Statement of cash flows	22
Notes to the financial statements	23 - 40

Christ Church Students' Union
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 30 June 2024

Trustees	Alice Lundy, Students' Union President (appointed 1 July 2023, resigned 9 February 2024) Oliver Hubbard, Student Trustee (appointed 7 March 2024) John Adams, Community Trustee (resigned 23 October 2023) Joseph Cooper, Community Trustee Michael Wigg, Community Trustee Thomas Abbott, Community Trustee (appointed 1 July 2023, resigned 19 April 2024) Graham Briscoe, Community Trustee Inés Abella Romero, Student Trustee (resigned 30 June 2024) Oliver King, Student Trustee (resigned 20 March 2024) Samantha Block, Student Trustee Marthijs Reeves, Student Trustee (resigned 24 January 2024) Simran Thapa, Student Trustee (appointed 17 April 2024) Udel William, Student Trustee (resigned 30 October 2023) Max Elvin, Student Trustee (resigned 30 June 2024) Hannah Sketchley, Community Trustee (appointed 15 May 2024) Thomas Wren-Lowry, Community Trustee (appointed 20 May 2024) Niamh Downing, University Trustee (appointed 1 July 2024) Molly Davies, Student Trustee (appointed 1 July 2024) Ali Ghega, Students' Union President (appointed 1 July 2024) Sadia Haleema, Student Trustee (appointed 1 July 2024) Professor Alison Honour, University Trustee (resigned 30 June 2024)
Company registered number	07618194
Charity registered number	1142619
Registered office	Mary Seacole North Holmes Road Canterbury Kent CT1 1QU
Chief executive officer Deputy CEO Head of Business & Development	Ben MacPhee Hannah Alcock Chi Lau
Independent auditors	Kreston Reeves LLP Chartered Accountants Statutory Auditor 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	Metro Bank 2 St George's St Canterbury Kent CT1 2SR

Christ Church Students' Union
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers (continued)
For the year ended 30 June 2024

Insurers	Endsleigh Quadrangle Imperial Square Cheltenham GL50 1PZ
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Christ Church Students' Union
(A company limited by guarantee)

Trustees' report
For the year ended 30 June 2024

INTRODUCTION

The trustees, who are also directors for the purposes of company law, submit their Annual Report and Financial Statements for the year ended 30 June 2024. In preparing this Report the trustees have complied with the Charities Act (2006), the Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005) ('the Charity SORP') and the constitution of Christ Church Students' Union.

The official name of the organisation is Christ Church Students' Union, however, the organisation is also referred to as 'the Union' and 'CCSU'.

STATUS AND ADMINISTRATION

The Union is constituted in accordance with its constitution and is a charitable company limited by guarantee. Following the Charities Act (2006) and the withdrawal of exempt charitable status for organisations with annual turnover exceeding £100,000, the Union subsequently registered with the Charity Commission in April 2011, Charity No. 1142619. The Union's major governing document is the Articles of Association, which were passed by an Annual Members' Meeting of students on 6 November 2020, approved by the Governing Body of Canterbury Christ Church University on 23 March 2021, before being ratified by the Board of Trustees on 6 April 2021.

STRUCTURE, GOVERNANCE, AND MANAGEMENT

The Union is a membership organisation that is governed by a written constitution and via democratic structures detailed in its constitution. The constitution of the Union is the collective of the major governing document; the Articles of Association, and the minor governing document; the Bye-Laws of Christ Church Students' Union, which were most recently reviewed in June 2024.

Students of Canterbury Christ Church University automatically become members of Christ Church Students' Union upon enrolment at the University. Students have the right under the Education Act 1994 to opt out of Union membership; once their student status at the University ends (upon recommendation for an award) they cease to be members of the Union. The Union's Articles of Association are reviewed at least every five years, and any changes are approved by members, through a General Meeting, and by the Governing Body of the University.

The Union has several formal and informal agreements with the University that ensure effective regulation under the 1994 Education Act as well as establish the independence of the Union from the University, whilst ensuring the two organisations work in close partnership for the benefit of students. These are:

- The Student and University Partnership Agreement;
- The Code of Practice for the Operation of the Students' Union;
- The Data Sharing and Protection Agreement;
- The annual Financial Memorandum; and
- Three professional service level agreements covering Information Technology, Human Resources and Facilities.

The Board of Trustees comprises of up to eighteen trustees with the following designations:

- Up to five (5) Sabbatical Trustees, elected by a secret ballot open to all members of the Union;
- Up to six (6) Student Trustees, either elected by a secret ballot open to all members of the Union, or appointed by the Appointments Panel of the Union;
- Up to six (6) Community Trustees, selected by the Appointments Panel of the Union; and
- One (1) University Trustee, nominated by the University and selected by the Appointments Panel.

Sabbatical Trustees are full-time and receive a bursary to reflect this, they may serve up to two terms of one (1) year. Student Trustees are volunteers and are not remunerated, but may claim legitimate expenses, and they are eligible to serve two (2) terms of two (2) years. Community Trustees and the University Trustee are also volunteers who may claim legitimate expenses, and can serve three (3) terms of three (3) years.

The Chair and the Deputy Chair of the Board of Trustees are elected by the Board of Trustees on an annual basis, according to the Articles of Association.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

INDUCTION AND TRAINING OF TRUSTEES

When becoming trustees, all trustees undergo a predefined induction program which is supplemented with relevant training for their role. Further training is offered during their trusteeship.

CHARITY GOVERNANCE CODE

The Union is best placed to achieve its ambitions if it has effective governance, the right leadership structures, and skilled and capable staff and trustees. Good governance also supports the Union's compliance with relevant legislation and regulation and promotes a culture where everything works towards fulfilling the charity's vision.

The Charity Governance Code has been developed by a steering group, with the help of over 200 charities, and is endorsed and recommended by the Charities Commission. The Code aims to help charities and their trustees develop high standards of governance and is intended as a practical tool to help trustees achieve this, and as a tool for continuous improvement towards the highest standards.

The Code is not a legal or regulatory requirement, instead, the Code sets the principles and recommended practice for good governance and is deliberately aspirational: some elements of the Code will be a stretch to achieve. The enhanced Code for students' unions covers:

1. Organisational Purpose - The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
2. Leadership - Every charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.
3. Integrity - The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.
4. Decision-making, risk and control - The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.
5. Board effectiveness - The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
6. Equality, Diversity and Inclusion - The board's approach to diversity supports its effectiveness, leadership and decision making.
7. Openness and accountability - The board leads the organisation in being transparent and accountable.
8. Representation, Interests and Democracy - The students' union is established as a democratic organisation that fundamentally exists to represent the needs of its membership. The principle of 'Democracy' is fundamental to all Students' Unions and is enshrined in the 1994 Education Act. This principle looks for students' unions to demonstrate that their membership is at the heart of the organisation. It also sets an expectation that students' unions should have fair and transparent democratic processes and procedures which are accessible to all.

In January 2022 trustees conducted an in-depth self-assessment exercise against the updated SU Charity Governance Code, which is a tailored version of the Charity Governance Code published by the National Union of Students. This was part of a wider governance review that took place during 2021/22 that also included a review of the sub-committee structure underneath the Board of Trustees, which created the new Charitable Services Sub-Committee and agreed updated Terms of Reference for all four sub-committees. Trustees revisited this self-assessment in January 2023, and again in January 2024.

DATA PROTECTION

The Trustees embraced the introduction of the General Data Protection Regulation (GDPR) which replaced the 1995 Data Protection Directive (Directive 95/46/EC) when it came into force on 25 May 2018, and now the UK GDPR after the UK left the EU in January 2020. Compliance of the regulation is the responsibility of the Data Protection Champion, who is the Head of Business & Development.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

SUSTAINABILITY

Christ Church Students' Union has embedded a commitment to sustainability throughout the organisation. This has included:

- Previously gaining 'Excellent' in the NUS Green Impact Award scheme across multiple years;
- Gaining accreditation alongside the University in the NUS Responsible Futures scheme which looks at partnership working between the University and the Students' Union in all aspects of work relating to sustainability;
- Recognising the Climate Emergency by signing the EAUC's Climate Emergency Pledge in 2019.
- Joining the University's 'Climate Emergency Strategy Group'; and
- Joining Canterbury City Council's newly formed 'Climate Change Partnership Board'.

RESPONSIBILITIES OF THE TRUSTEES

The trustees are ultimately responsible for the governance of Christ Church Students' Union. They are also responsible for the operations of the Union. This includes approving policy, procedure, strategy, and budgets, and ensuring compliance with the Articles of Association, Bye-Laws, and the requirements of companies' acts and education acts.

The trustees (who are also the directors of Christ Church Students' Union Ltd. for the purposes of company law) are responsible for preparing the Trustees' Annual Report and Financial Statements in accordance with applicable law and regulations.

Trustees:

- Accept ultimate responsibility for directing the affairs of the charity, and ensuring it is solvent, well-run, and delivering the charitable outcomes for the benefit of members;
- Abide, individually and collectively, to the Nolan Principles;
- Undertake a skills audit upon recruitment (Community Trustees, University Trustee and Selected Student Trustees only);
- Undergo a full induction upon starting office;
- Undertake continuous professional development as a trustee, and
- Complete and keep an updated Register of Interests.

The Board of Trustees has agreed, and reviews annually, a Democratic Bodies Scheme of Authority and Delegation of Authority which provides a framework for the responsibility and authority of the democratic and management pillars of the organisation. This was last reviewed and approved in June 2024 for the 2024/25 financial year.

The Board of Trustees has four sub-committees:

- **Finance & Risk Sub-Committee**, which has delegated responsibility from the Board of Trustees for ensuring the Union complies with relevant legislation and regulations; acts in accordance with the Union's mission, vision and values; that the Union remains solvent and in sound financial health and analysing and managing the Union's overall risk profile.
- **Charitable Services Sub-Committee**, which has responsibility for and oversight of the Union's charitable services - sports, societies, volunteering, student voice, campaigns, and student events.
- **Appointments Committee**, which has the delegated authority over trustee appointments.
- **Appraisal Committee**, which has delegated authority over the performance management of the Chief Executive Officer.

The Board of Trustees appoint staff to take responsibility for operational aspects of the Union, via the Delegation of Authority, and monitor their performance. The trustees will work with the staff and officers to ensure consistency of the service delivered and advise on the policy and direction of the Union as appropriate. The trustees meet a minimum of four times per year, with the dates of these meetings set for the year ahead according to availability of the members. The attendance record for the main Board of Trustees meeting is detailed below:

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

Trustee Name	Trustee Role	Oct	Jan	May	Jun	TOTAL
Thomas Abbott	Sabbatical Trustee	N	Y	N/A	N/A	1/2
John Adams - <i>Dep Chair</i>	Community Trustee	Y	N/A	N/A	N/A	1/1
Sam Block	Student Trustee	Y	Y	N	Y	3/4
Graham Briscoe	Community Trustee	N	Y	Y	Y	3/4
Joe Cooper	Community Trustee	Y	Y	N	N	2/4
Max Elvin - <i>Chair</i>	Sabbatical Trustee	Y	Y	Y	Y	4/4
Alison Honour	University Trustee	N	N	N/A	N/A	0/2
Oliver Hubbard	Student Trustee	N/A	N/A	Y	Y	2/2
Oliver King	Student Trustee	Y	N	N/A	N/A	1/2
Alice Lundy	Sabbatical Trustee	N	Y	N/A	N/A	1/2
Niamh Downing	University Trustee	N/A	N/A	N	N	0/2
Inés Abella Romero	Sabbatical Trustee	Y	Y	Y	Y	4/4
Marthijis Reeves	Student Trustee	Y	N/A	N/A	N/A	1/1
Hannah Sketchley	Community Trustee	N/A	N/A	Y	N	1/2
Simran Thapa	Student Trustee	N/A	N/A	Y	N	1/2
Michael Wigg	Community Trustee	Y	Y	Y	N	3/4
Udel William	Student Trustee	N	N/A	N/A	N/A	0/1
Thomas Wren-Lowry	Community Trustee	N/A	N/A	Y	N	1/2

PUBLIC BENEFIT

The trustees confirm that they have complied with the duty in Section 4 of the Charities Act (2006) to have due regard to the Charity Commission's general guidance on public benefit. The charitable purposes of Christ Church Students' Union are stated in the 'Objects and Activities' and the Trustees ensure that these purposes are carried out for the public benefit.

OBJECTS AND ACTIVITIES - OUR CHARITABLE PURPOSE

Christ Church Students' Unions ("the Union") charitable objects are the advancement and education of students at Canterbury Christ Church University for the public benefit by:

- Being acknowledged as the recognised representative body for all students enrolled on a recognised program of study at Canterbury Christ Church University;
- Promoting the interests of students at Canterbury Christ Church University during their course of study and representing, supporting and advising members;
- Being acknowledged as the recognised representative channel between the students and the university and a representative channel between the students and any other external bodies;
- Providing social and recreational activities for members;
- Promoting cooperation with other universities and colleges and the local community;
- Promoting the welfare and individual development of members and providing advice services relating to educational and welfare issues, and
- Raising funds for other charitable entities.

The Union has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing aims and objectives and in planning future activities.

Our Vision - "to support and empower every student"

Our Mission - "your best student life"

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

Our Ambition - “to play a central and exciting role in the lives of students through inclusive representation, comprehensive support, and student-led opportunities that help individuals shape their experiences and achieve their ambitions, now and in the future”.

Our Values - Inclusive, Supportive, Exciting, Dependable, Ambitious, Independent.

ACHIEVEMENTS AND PERFORMANCE 2023/24

2023/24 was the first year of the Union’s three -year strategic plan: Your Best Student Life 2023-26, which came with refreshed Mission, Vision, Values, and Ambition for the organisation.

Our Mission is your best student life.

Our Vision - is to support and empower every student.

Our Ambition is to play a central and exciting role in the lives of students through inclusive representation, comprehensive support, and student-led opportunities that help individuals shape their experiences and achieve their ambitions, now and in the future.

Our Values - Inclusive, Supportive, Exciting, Dependable, Ambitious, Independent.

This Report has been divided into the five areas of Student Focus in our Your Best Student Life strategy.

KEY PERFORMANCE INDICATORS

The KPIs were set in 2019 at the beginning of the previous strategy, and therefore, the student engagement ambitions were reflective of expected participation pre-pandemic.

Area	Measure(s)	Target	Actual	Variance
Democratic engagement	Voters in leadership elections <i>percentage of direct-taught students</i>	10%	14%	4%
	Total attendance at Course Rep training	35%	28%	(7%)
Opportunities participation	Number of societies memberships	1,100	800	(300)
	Number of sports club memberships	960	782	(178)
	Give It a Gol attendees	1,000	629	(371)
Financial Performance	Commercial income to budget	£42,000	£32,649	£(9,351)
	Overall surplus to budget	(£21,243)	£11,949	£33,192
Satisfaction & Effectiveness	Student Satisfaction - average satisfaction with the Students' Union across the year measured by SLP	45%	46%	1%
	Employee Satisfaction - average satisfaction across the year measured by OfficeVibe	78%	80%	2%

*This represents the average satisfaction during the year

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

FIVE STUDENT FOCUSSES

1. Your Course - At the core of what we do is representing and empowering Members to shape their education by providing the spaces where their voices can be heard and amplified to help ensure you receive the best quality education.

- 3,716 votes were cast to elect the 2024/25 new look Student Leadership Team, which was 315 up year on year, in spite of one position less to vote for.
- We focussed on our campaigning activity, with multiple successful campaigns: Got Enough on your Plate (300+ students in attendance), Varsity BEM Campaign, The Academic Support campaign (200+ students), Men's Mental health campaign (400+ students), and a Consent campaign.
- The Vice Chancellors Q&A event had over 100 attendees - questions were asked by students resulting in the VC taking action to provide students with more in-person support with IT, Finance, Visas.
- The Student Voice Awards had 203 Nominations for 40 awards in 17 different categories.
- We co-organised a Canterbury Hustings event for the General Election in June 2024, with over 200 in attendance. The event was also live streamed by KMTV and covered by Kent Online.

2. Your Wellbeing - Striving to help ensure our Members are healthy, happy, and safe, but also informed and empowered to support others.

- Our Cost of Living & Learning Crisis work again took precedence:
 - The opening of the New SU in Canterbury as a 'warm bank';
 - 6,640 hot drinks were given away from our free coffee machine, saving students over £11k;
 - 817 free meals from the Canterbury Campus Pantry; and
 - the free Student Breakfast Club from January 2024 supported hundreds of students with free daily food.
- The Union secured agreement from the University to fund free sanitary products across university toilets in Canterbury and Medway as part of our Period Dignity campaign.
- Stressless - Over 60 Hot chocolates given out, 60 Twix bars, 80 cupcakes, 80 bananas, 70 easy peelers, 60 Apples, and 30 pears given out to support students during exams.

3. Your Self - Higher education has the potential to be transformative for Members at all stages in their lives. It inspires and drives people to look at things how they could be, rather than how they are, to find yourself and find and accept others as they are.

- International Poetry night- which saw students from China, Iran, Pakistan and the UK reciting poetry in their languages.
- Mini Food Fayre - Dishes cooked by students from all over the world which included: America, Uzbekistan, Morocco, Nigeria, UK, Nepal and Japan.
- International Food Fayre - Food cooked by staff and students from Nigeria, Ghana, Japan, Bangladesh, Sri Lanka, Spain, Cyprus, Poland, Vietnam, Pakistan, Syria, India, Oman, Gibraltar, Uzbekistan, China, Nepal, Slovakia, Germany and the UK.

4. Your Communities - We commit to creating and supporting life-changing student communities, to breaking down barriers that hinder participation, and to actively celebrate diversity.

- 60% of students agreed that they feel part of a community of staff and students, the highest ever score since we started asking in 2019.
- The new Students' Union building opened on Thursday 14th September 2023 - made possible by a £750k investment by the University and a £250k investment by the Students' Union. We had 30,628 visits to the SU building during the year.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

- Eco-hope day hosted by the Students' Union providing students with the opportunity to grab free clothing, and upcycle old items, cleared of over 200 items of free clothing.
 - Canterbury Varsity - over 3,000+ attendees across a week of 35 varsity fixtures. Rugby had over 1,400+ attendees, Football 1,000+, Basketball and Volleyball 400+, and Netball 700+.
 - £4,300 spent providing Access to Opportunities, ensuring that cost is not a barrier to joining sports clubs and societies.
5. Your Success - We believe that learning extends beyond a course, and we are here to empower Members to gain skills and experiences that prepare them to attain their future career and ambitions.
- 24 teams in BUCS, 5 were promoted, Women's Rugby Cup winners, and Men's Cricket were 4th in the country.
 - The Union launch a new high fun, low commitment event series designed to create an support student belonging and friendships called Give it a Go!
 - There were trips across Kent and London provided by the scheme which included Wildwood Trust Kent, Dover Castle, Leeds Castle, Howletts Wild Animal Park and Hyde Park Winter Wonderland - a total of 293 attendees.
 - There were dozens of local events in the New SU such as craftivism and poetry.
 - In total, there were at least 629 participants in Give it a Go!
 - To demonstrate our commitment to the Climate Crisis, the Union Team spent a day volunteering at Wildwood Kent.
 - The Golden Apple (student-led teaching) Awards had 138 staff nominees, and 11 Awards given out in 8 different categories at an event attended by over 100 students and University staff.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

FINANCIAL REVIEW

The accounting deficit for the year was £35,260.

The operating surplus for the year was £11,949.

BASIS OF ACCOUNTING

The annual financial statements of Christ Church Students' Union are attached to this Report. They have been prepared using the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102).

GOING CONCERN

The financial relationship between Canterbury Christ Church University and Christ Church Students' Union is agreed annually in the form of a Financial Memorandum. The Financial Memorandum confirms the annual allocation of a Block Grant paid by the University and further support in the form of accommodation provided on an in-kind basis. This non-monetary support is intrinsic to the relationship between the University and the Union.

There is no reason to believe that the support from the University will not continue for the foreseeable future, as the Education Act (1994) imposes a duty on the University to ensure the financial viability of the student representative body. These Financial Statements have therefore been prepared on a going-concern basis.

PRINCIPLE FUNDING SOURCES

The majority of the Union's funding is derived from the annual Block Grant from Canterbury Christ Church University. The remainder of the income is from advertising and sponsorships.

FUNDRAISING

The Union's fundraising work concerns Raise and Give (RaG), which is student-led fundraising for other charities. Christ Church Students' Union does not make direct fundraising appeals to members or the general public. Christ Church Students' Union supports the work and objectives of the Fundraising Regulator, however, the vast majority of the Union's income is derived directly from the University and not regulated fundraising and as a consequence, the Union is not affiliated with the Fundraising Regulator as doing so is not in the best interests of members.

INCOME AND EXPENDITURE SUMMARY 2023/24

The Union's total income was	£1,080,651
The Union's total expenditure was	£1,115,911
The Union's accounting deficit was	(£35,260)
The Union's operating surplus was	£11,949

BALANCE SHEET AS OF 30 JUNE 2024

The Union's total reserves were	£479,640
This also included designated funds of	£340,034
Reserves net of restricted and designated funds were	£139,606

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

EXTERNAL AFFILIATIONS

Under the Education Act (1994) the Union is required to report to its members, on an annual basis, all current external affiliations. As at 30 June 2024 the Union was affiliated to:

British Universities and Colleges Sport (BUCS)	£7,589
National Council for Voluntary Organisations (included in the NUS Charity affiliation fee)	£0
National Union of Students (Charity)	£3,440
National Union of Students (UK)	£13,758
TOTAL cost of all affiliations in the year	£24,787

RESERVES AND RESERVES POLICY

Christ Church Students' Union holds reserves that are categorised as either 'unrestricted' or 'designated'. The management of the unrestricted reserves is guided by the Reserves Policy, which was reviewed and approved in January 2024.

The Reserves Policy has the following objectives, some of which are legal requirements and some are considered best practice:

- Charity law requires any income received by a charity to be spent within a reasonable period of receipt. Excess reserves can tie up charity money that by law should be spent on the charitable purposes of the Union, but insufficient reserves put the Union's solvency and the future of achieving stated charitable objectives at risk. The Policy sets out the target reserves and the rationale for that target.
- Union funds must be used appropriately, prudently, lawfully and in accordance with the Unions' purposes for the public benefit as outlined in the Articles of Association. The Policy sets out how the Union will use funds prudently and lawfully.
- Trustees should be able to justify the holding of income as reserves. The Policy will enable trustees to do this, whilst remaining accountable to the main stakeholders and funders of the charity and to members.

The Union considers that a certain level of Cash Reserves should normally be maintained to safeguard the Union against unexpected expenses or short to medium-term shortfall in income. This minimum amount to be designated for the Cash Reserves level will be established as an amount sufficient to maintain ongoing operations for a set period of time, taking into consideration the guaranteed income from the Financial Memorandum with the University applicable at that time. The Cash Reserves serve a dynamic role and will be reviewed and adjusted in response to internal and external changes and taking due consideration of the Union's Risk Register.

The Union's target reserves should ensure there are sufficient Cash Reserves to meet the estimated non-salary expenditure for a minimum period of 12 weeks. Salary costs are excluded from this calculation on the basis that the party liable for payroll expenditure and duties officially falls with the University. For 2023/24, the total budgeted expenditure is £980k with approximately £660k salary costs. The Cash Reserves target for the above-referenced period is therefore £74k.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

RISK MANAGEMENT

Trustees have identified the major risks facing the Union and recorded them, and the management of these, in the Union's Risk Register and Dashboard. The Risk Register and Dashboard is actively maintained and reviewed, according to the Risk Management Policy. This was last reviewed and re-approved on 15 July 2021.

The Risk Register and Dashboard actively manage the ten (10) largest perceived risks to the organisation. Risks are graded from 1-5 for likelihood and multiplied by 1-5 for impact. In 2023/24 there were three risks that were considered particularly significant.

1. 'Reduction in Block Grant income' - the financial and political operating context in higher education is extremely challenging. The freeze in tuition fee funding, inflation, and other costs have significantly impacted finances at CCCU, as well as a reduction in direct-taught students. This is at a time when students' expectations have grown, the demand for our services has increased, and our partnership work with the University has expanded. The SU needs to be proactive in these challenges.
2. 'Inflation' - the Union, like many organisations, had to actively manage the impact of inflation upon the organisation, and pay and on-cost inflation in particular.'
3. 'Student recruitment' - the student recruitment 'market' continues to be extremely challenging, and for institutions like Christ Church in particular as the expected uptick in 18 year olds entering higher education is not materialising, and changes to international student visas are impacting that aspect of recruitment. Direct-taught students at Christ Church have reduced by around 15% in the past four years, with the resulting financial impact.

REMUNERATION

All Christ Church Students' Union staff are all, in practice, staff of the University seconded to the Union, with the same pay, pension, and benefits. Staff roles are graded according to the Higher Education Role Analysis (HERA) criteria, and the pay of each grade is determined nationally on an annual basis by the Universities & Colleges Employers Association in consultation with recognised trade unions.

The remuneration of Sabbatical Officers is determined every year after a benchmarking analysis of comparable roles in similar organisations, and a report is presented to the Union Council. The Union Council will then formally recommend a remuneration package to the Board of Trustees for final determination, according to the constitution of the Union and Financial Memorandum. Trustees with a conflict of interest in this decision are excluded from the vote. The Board of Trustees last reviewed the remuneration of Sabbatical Officers in May 2024.

After being initiated in 2021/22, a project to explore the feasibility of the Union becoming a direct employer of new staff, and the TUPE of existing staff from the University, concluded with an active decision not to proceed in 2023. However, this decision is expected to be reevaluated in 2024/25.

GENDER PAY GAP

The Gender Pay Gap legislation is not applicable to the Union by virtue of the small size of the organisation, however, as a transparent membership organisation the Union was committed to calculating and publishing a gender pay gap analysis as if the legislation had applied.

These calculations include sabbatical officers and were correct as of 31 March 2024. The figures below do not include bonus pay, as the Union does not operate a bonus scheme.

- Women's mean hourly pay was £15.53 and men's was £17.39, meaning by this measure women's earnings were 9% lower than men's. In 2023 this was also 9% lower.
- Women's median hourly rate was £14.51 and men's was £13.07, meaning by this measure women's earnings were 11% higher than men's. In 2023 this was 8% lower.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

RELATIONSHIP WITH CANTERBURY CHRIST CHURCH UNIVERSITY

Christ Church Students' Union receives an allocation of funds from Canterbury Christ Church University in the form of a Block Grant and additional 'in-kind' support with accommodation and other services. Guidance for the management and handling of the Union's financial accounts are agreed on an annual basis by Canterbury Christ Church University's Board of Governors via the Finance Resources Committee and the Union's Board of Trustees in the form of a Financial Memorandum.

PLANS FOR FUTURE PERIODS

2024/25 is the second year of Christ Church Students' Union's three-year strategic plan: 'Your Best Student Life 2023-26'. The Plan is comprised of:

- Three Foundations;
- Five Enabling Sub-Strategies; and
- Five areas of Student Focus.

THREE FOUNDATIONS

1. Governance - Students' Unions' are unique organisations operating within a complex and burdensome regulatory framework. Strong and effective governance is an essential bedrock to everything we do. Christ Church SU starts 'Your Best Student Life' with an effective governance model, but this will need to be reviewed during the life of the Strategy to ensure it continues to act as both an enabler of our student-led ethos and our independence, and not a bureaucratic barrier to getting things done.
2. Finance - Without well managed finances we can't hope to achieve our ambitions. Christ Church SU has transformed its financial management and position in the last strategic period, which has helped to build confidence in us with both Members and stakeholders. However we, like many universities and SUs, face significant financial uncertainty ahead. We are over-reliant upon the University for funding, and so to help ensure our ambitions are deliverable we need to investigate new areas of income generation and continue to focus on value for money and impact for our Members, and ultimately, the University as our major funder.
3. Partnerships - We can't do everything, and so to succeed for and with our Members we have developed effective partnerships with others to further our Mission and Vision. To help ensure a greater impact, we will need to continue to deepen our partnerships with students to co-create and deliver activity, as well as other values-driven organisations that share our mission to create your best student life. Our major partnership is with Canterbury Christ Church University, and is one of mutuality and respect. As our primary funder and regulator, we must hold ourselves accountable for delivering key aspects of the student experience, demonstrating our impact, our effectiveness and our value. But we also need a relationship that empowers and respects our right to constructively disagree with and challenge the University by advocating for positive changes on behalf of students in a positive and productive way.

FIVE SUB-STRATEGIES

1. People & Culture - Great people help to create a great culture. Christ Church SU should be an aspirational and inclusive employer for values-driven people who actively embrace change and want to support and empower others. We start from a good place, but we can't lose sight that as a small team with a constant churn of staff and sabbatical officers, we need to continue to work at this to succeed in building and maintaining a high-performing team that is reflective of our student membership. Our People & Culture Sub-Strategy details how we will recruit, develop, and retain great people and help to ensure their time with Christ Church SU is exciting and transformative.
2. Insight - Research, evidence, and insight should inform all of our work, drive improvement, empower our people, and deliver and demonstrate impact for students. Our Insight Sub-Strategy details how we move from knowing our Members, to understanding them in a way that helps us to more effectively communicate with, and advocate for, them.
3. Engagement - Our Vision, Mission, and Ambition are about empowering and supporting people. We simply can't do this without effective people engagement. Our Engagement Sub-Strategy details how we will deliver dependable direct and co-created student-led services to meet our ambition of offering at least one thing that excites all students, whilst all the time pushing for even deeper engagement.

Christ Church Students' Union
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 30 June 2024

4. Communication - Students are busy, and getting our message across is ever more challenging, but it is vital to showcase all we do for, and with, students that can help you get Your Best Student Life. Our Communication Sub-Strategy, drawing upon our Insight and Engagement Sub-Strategies, details how we will move towards engaging, tailored, two-way communication with all students to ensure we are relevant to you. This means ensuring you know what we do with you and for you, why we do it, and to communicate with confidence in your spaces to your preference.
5. Sustainability - Christ Church SU acknowledges the climate emergency and the prevailing inaction on this across society. We also acknowledge that although our impact may be small in this space, we have a moral obligation and therefore determination to act. Our Sustainability Sub-Strategy details how we will take direct action ourselves, to work and influence others, and to educate students on how we all can contribute to the societal changes needed to tackle ecological breakdown.

FIVE STUDENT FOCUSSES

1. Your Course - At the core of what we do is representing and empowering Members to shape their education by providing the spaces where their voices can be heard and amplified to help ensure you receive the best quality education.
2. Your Wellbeing - Striving to help ensure our Members are healthy, happy, and safe, but also informed and empowered to support others.
3. Your Self - Higher education has the potential to be transformative for Members at all stages in their lives. It inspires and drives people to look at things how they could be, rather than how they are, to find yourself and find and accept others as they are.
4. Your Communities - We commit to creating and supporting life-changing student communities, to breaking down barriers that hinder participation, and to actively celebrate diversity.
5. Your Success - We believe that learning extends beyond a course, and we are here to empower Members to gain skills and experiences that prepare them to attain their future career and ambitions.

In addition to devising and implementing our new sub-strategies in 2024/25, the Sabbatical Officer Leadership Team have also adopted to continue to work on the BIG FIVE from the previous year:

1. Supporting students with the Cost of Living & Learning Crisis;
2. Rackling harassment and being an anti-racist organisation;
3. Protect and Support Students' Mental and Physical Wellbeing;
4. Amplify the Less-Heard Student Voices; and
5. Taking action on the Climate Emergency.

The Union's full 2024/25 operating plan is again hosted dynamically and publicly on Trello for students and stakeholders to view - .

CONCLUSION

The Trustees would like to sincerely thank the members, volunteers, staff, and stakeholders of Christ Church Students' Union, and the governors, SMT, and staff of Canterbury Christ Church University, who all provide an invaluable contribution to the ongoing success and development of the Students' Union and enable us to 'better student life and enrich students' experiences'.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Molly Davies
Chair of the Board of Trustees
Date: 14 October 2024

Christ Church Students' Union
(A company limited by guarantee)

Statement of Trustees' responsibilities
For the year ended 30 June 2024

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Christ Church Students' Union
(A company limited by guarantee)

Independent auditors' report to the Members of Christ Church Students' Union

Opinion

We have audited the financial statements of Christ Church Students' Union (the 'charity') for the year ended 30 June 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Christ Church Students' Union
(A company limited by guarantee)

Independent auditors' report to the Members of Christ Church Students' Union (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the 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. 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.

Opinion 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' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

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

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

Christ Church Students' Union
(A company limited by guarantee)

Independent auditors' report to the Members of Christ Church Students' Union (continued)

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and industry, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Walkthrough of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash, payroll and credit card expenditure; and
- Performing analytical procedures with automated data analytics to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

Christ Church Students' Union
(A company limited by guarantee)

Independent auditors' report to the Members of Christ Church Students' Union (continued)

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



Samantha Rouse FCCA DChA (Senior statutory auditor)

for and on behalf of

Kreston Reeves LLP

Chartered Accountants

Statutory Auditor

Canterbury

14 October 2024

Christ Church Students' Union
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 30 June 2024

	Note	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:				
Donations and legacies	3	952,243	952,243	939,703
Charitable activities	4	135,390	135,390	199,542
Investments	5	10,400	10,400	8,757
Total income		<u>1,098,033</u>	<u>1,098,033</u>	<u>1,148,002</u>
Expenditure on:				
Raising funds	6	18,795	18,795	10,608
Charitable activities	7	1,114,498	1,114,498	1,034,910
Total expenditure		<u>1,133,293</u>	<u>1,133,293</u>	<u>1,045,518</u>
Net movement in funds		<u>(35,260)</u>	<u>(35,260)</u>	<u>102,484</u>
Reconciliation of funds:				
Total funds brought forward		514,900	514,900	412,416
Net movement in funds		(35,260)	(35,260)	102,484
Total funds carried forward		<u>479,640</u>	<u>479,640</u>	<u>514,900</u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 23 to 40 form part of these financial statements.

Christ Church Students' Union
(A company limited by guarantee)
Registered number: 07618194

Balance sheet
As at 30 June 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	12	260,895	33,375
Current assets			
Debtors	13	25,236	72,867
Cash at bank and in hand		372,811	622,878
		<u>398,047</u>	<u>695,745</u>
Creditors: amounts falling due within one year	14	(179,302)	(214,220)
Net current assets		<u>218,745</u>	481,525
Total net assets		<u><u>479,640</u></u>	<u><u>514,900</u></u>
Charity funds			
Restricted funds	15	-	-
Unrestricted funds			
Designated funds	15	340,034	366,642
General funds	15	139,606	148,258
Total unrestricted funds	15	<u>479,640</u>	514,900
Total funds		<u><u>479,640</u></u>	<u><u>514,900</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Molly Davies
Chair of the Board of Trustees
Date: 14th October 2024

The notes on pages 23 to 40 form part of these financial statements.

Christ Church Students' Union
(A company limited by guarantee)

Statement of cash flows
For the year ended 30 June 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net cash used in operating activities	4,537	246,622
	<hr/>	<hr/>
Cash flows from investing activities		
Dividends, interests and rents from investments	10,400	8,757
Purchase of tangible fixed assets	(265,004)	(26,479)
	<hr/>	<hr/>
Net cash used in investing activities	(254,604)	(17,722)
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	(250,067)	228,900
Cash and cash equivalents at the beginning of the year	622,878	393,978
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	372,811	622,878
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 23 to 40 form part of these financial statements

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

1. General information

Christ Church Students' Union is a charity, limited by guarantee, incorporated in England and Wales.

The charity's registered office is Mary Seacole, North Holmes Road, Canterbury, Kent, CT1 1QU.

The charitable activities of the charity are the provision of social, recreational and representative services to students studying at Canterbury Christ Church University.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

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

The charity's functional currency is Pounds Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Going Concern

The financial relationship between Canterbury Christ Church University and Christ Church Students' Union is agreed annually in the form of a Financial Memorandum, and as determined in the Code of Practice and Articles of Association.

The Financial Memorandum confirms the annual allocation of a Block Grant paid by the University and further support in the form of accommodation provided on an in-kind basis. This non-monetary support is intrinsic to the relationship between the University and the Students' Union.

There is no reason to believe that the support from the University will not continue for the foreseeable future, as the Education Act 1994 imposes a duty on the University to ensure the financial viability of its student representative body. These financial statements have therefore been prepared on a going concern basis.

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Donated goods and services are recognised by the charity as income. Donated goods are measured at fair value. Donated services are measured at the amount that the charity would expect to pay in the open market for an alternative benefit to the charity. Value to the charity may be lower than, but cannot exceed, the price the charity would pay in the open market.

No income is recognised in respect of the contribution of unpaid volunteers.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

2. Accounting policies (continued)

2.6 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and 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 of the 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.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,600 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Building improvements	-	10%	on cost per annum
Plant and machinery	-	20%	on cost per annum
Fixtures and fittings	-	10%	on cost per annum
Office equipment	-	25%	on cost per annum
Computer equipment	-	33%	on cost per annum

2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

2. Accounting policies (continued)

2.11 Financial instruments

The Charity only has 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

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

3. Income from donations and legacies

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Grants			
Block grant	900,883	900,883	888,343
Benefit in Kind	51,360	51,360	51,360
Total 2024	<u>952,243</u>	<u>952,243</u>	<u>939,703</u>
Total 2023	<u>939,703</u>	<u>939,703</u>	

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising events	14,129	14,129	13,273
Membership Income - Sport	36,499	36,499	27,685
Membership Income - Societies	41,460	41,460	34,841
Marketing Income	31,393	31,393	36,704
Miscellaneous Income	11,909	11,909	87,039
Total 2024	<u>135,390</u>	<u>135,390</u>	<u>199,542</u>
Total 2023	<u>199,542</u>	<u>199,542</u>	

5. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank interest receivable	10,400	10,400	8,757
Total 2023	<u>8,757</u>	<u>8,757</u>	

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

6. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
RAG Funds	18,795	18,795	10,608
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Total 2023	10,608	10,608	
	<hr/> <hr/>	<hr/> <hr/>	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Student Representation	989,747	989,747	928,016
Student Activities	87,164	87,164	64,645
Student Events	37,587	37,587	42,249
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	1,114,498	1,114,498	1,034,910
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Total 2023	1,034,910	1,034,910	
	<hr/> <hr/>	<hr/> <hr/>	

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

8. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Student Representation	687,088	302,659	989,747	928,015
Sport	87,164	-	87,164	64,645
Societies	37,587	-	37,587	42,249
	<u>811,839</u>	<u>302,659</u>	<u>1,114,498</u>	<u>1,034,910</u>
Total 2023	<u>738,535</u>	<u>296,374</u>	<u>1,034,909</u>	

Analysis of direct costs

	Total funds 2024 £	Total funds 2023 £
Staff costs	638,806	576,853
Other direct cost	173,033	161,682
	<u>811,839</u>	<u>738,535</u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £	Total funds 2023 £
Advertising, Sales and Marketing	33,144	28,661
Vehicles, Travel, and Staff Costs	17,875	42,382
Establishment Costs	105,080	82,257
Office Costs	46,051	37,106
Facilities and IT	11,355	31,594
Governance	89,154	74,374
	302,659	296,374

9. Auditors' remuneration

	2024 £	2023 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	11,230	10,400

10. Staff costs

	2024 £	2023 £
Wages and salaries	515,201	469,566
Social security costs	45,328	36,454
Other pension costs	78,277	70,833
	638,806	576,853

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

10. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	2024	2023
	No.	No.
Student Activities	3	3
Student Representatives	8	10
Clerical & Admin	5	4
	16	17

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
	No.	No.
In the band £60,001 - £70,000	1	1

11. Trustees' remuneration and expenses

During the year, Trustees received remuneration amounting to £85,562 (2023: £114,922). Trustees, who are employed as sabbatical officers are remunerated in their roles as sabbatical officers. During the year, no Trustees received any benefits in kind (2023: £NIL).

		2024	2023
		£	£
Max Elvin	Remuneration	25,598	21,961
	Pension contributions paid	4,295	3,843
Inés Abella Romero	Remuneration	25,189	21,961
	Pension contributions paid	2,113	3,843
Alice Lundy	Remuneration	14,990	-
	Pension contributions paid	2,585	-
Thomas Abbott	Remuneration	19,786	-
	Pension contributions paid	3,429	-
Dan Bichener	Remuneration	-	22,728
	Pension contributions paid	-	3,843
Frankie McGregor	Remuneration	-	21,961
	Pension contributions paid	-	2,912
Madeline Young	Remuneration	-	26,311
	Pension contributions paid	-	4,604

During the year ended 30 June 2024, expenses totalling £1,654 were reimbursed or paid directly to 12 Trustees (2023 - £1,901 to 7 Trustees).

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

12. Tangible fixed assets

	Property improvements £	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 July 2023	49,594	-	-	43,241	92,835
Additions	106,970	13,080	135,975	8,979	265,004
At 30 June 2024	<u>156,564</u>	<u>13,080</u>	<u>135,975</u>	<u>52,220</u>	<u>357,839</u>
Depreciation					
At 1 July 2023	37,866	-	-	21,594	59,460
Charge for the year	12,001	2,180	11,330	11,973	37,484
At 30 June 2024	<u>49,867</u>	<u>2,180</u>	<u>11,330</u>	<u>33,567</u>	<u>96,944</u>
Net book value					
At 30 June 2024	<u><u>106,697</u></u>	<u><u>10,900</u></u>	<u><u>124,645</u></u>	<u><u>18,653</u></u>	<u><u>260,895</u></u>
At 30 June 2023	<u><u>11,728</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>21,647</u></u>	<u><u>33,375</u></u>

13. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	9,650	26,356
Other debtors	8,280	18,660
Prepayments and accrued income	7,306	27,851
	<u>25,236</u>	<u>72,867</u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

14. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	102,402	76,862
Accruals and deferred income	76,900	137,358
	<u>179,302</u>	<u>214,220</u>
	<u>179,302</u>	<u>214,220</u>
	2024	2023
	£	£
Accruals and deferred income		
Deferred income at 1 July 2023	2,567	4,955
Resources deferred during the year	1,000	2,567
Amounts released from previous periods	(2,567)	(4,955)
	<u>1,000</u>	<u>2,567</u>
	<u>1,000</u>	<u>2,567</u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

15. Statement of funds

Statement of funds - current year

	Balance at 1 July 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2024 £
Unrestricted funds					
Designated funds					
Fixed assets	33,375	-	-	227,520	260,895
Club & Societies	69,127	77,959	(83,488)	-	63,598
Lucy Bannister	2,490	3,004	-	-	5,494
RAG	12,805	4,728	(13,465)	-	4,068
NaSFA	48	-	(48)	-	-
Opportunities Hardship Fund	2,234	5,456	(2,637)	-	5,053
Success Fund	2,158	-	(1,232)	-	926
Student Hub	244,405	-	-	(244,405)	-
	<u>366,642</u>	<u>91,147</u>	<u>(100,870)</u>	<u>(16,885)</u>	<u>340,034</u>
	Balance at 1 July 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2024 £
General funds					
General Funds	148,258	1,006,886	(1,032,423)	16,885	139,606
Total Unrestricted funds	<u><u>514,900</u></u>	<u><u>1,098,033</u></u>	<u><u>(1,133,293)</u></u>	<u><u>-</u></u>	<u><u>479,640</u></u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

15. Statement of funds (continued)

Clubs and societies

The Trustees treat income received and expenditure incurred by clubs and societies as Designated Funds. In the event of a club or society ceasing to operate anymore a surplus of funds will be returned to the General Fund.

Lucy Bannister

The Lucy Bannister Fund was established by MidSoc in 2018 to support student midwives at the University who are experiencing hardship with the cost of academic and co-curricular activities. Applications and awards from the Fund are managed by MidSoc with the oversight of the Students' Union.

RAG funds

These represent Raise and Give (RAG), which is student-led fundraising for other charities.

NaSFA

Funds held on behalf of the National Student Fundraising Association.

Opportunities Hardship

A new fund created from an insurance rebate which students who are experiencing financial hardship will be able to apply to cover the cost of their club or society membership.

Success Fund

A new fund created from the designated funds of extinct societies that current societies can submit bids to for significant development activity.

Student Hub

A strategic priority for the Students' Union for a number of years has been to move Union Staff and the office to the main Canterbury Campus, in recognition that the Union can be more effective at achieving stated charitable objects by being closer to the membership.

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

15. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 July 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2023 £
Unrestricted funds					
Designated funds					
Fixed assets	15,821	-	-	17,554	33,375
Club & Societies	67,128	62,526	(60,527)	-	69,127
Lucy Bannister	4,178	512	(2,200)	-	2,490
RAG	4,823	10,891	(2,909)	-	12,805
NaSFA	278	-	(230)	-	48
Opportunities Hardship Fund	6,443	-	(4,209)	-	2,234
Success Fund	2,158	-	-	-	2,158
Student Hub	-	59,999	-	184,406	244,405
	<u>100,829</u>	<u>133,928</u>	<u>(70,075)</u>	<u>201,960</u>	<u>366,642</u>
	Balance at 1 July 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2023 £
General funds					
General Funds	311,588	1,014,073	(975,443)	(201,960)	148,258
	<u>412,417</u>	<u>1,148,001</u>	<u>(1,045,518)</u>	<u>-</u>	<u>514,900</u>
Total Unrestricted funds					

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

16. Summary of funds

Summary of funds - current year

	Balance at 1 July 2023	Income	Expenditure	Transfers in/out	Balance at 30 June 2024
	£	£	£	£	£
Designated funds	366,642	91,147	(100,870)	(16,885)	340,034
General funds	148,258	1,006,886	(1,032,423)	16,885	139,606
	<u>514,900</u>	<u>1,098,033</u>	<u>(1,133,293)</u>	<u>-</u>	<u>479,640</u>

Summary of funds - prior year

	Balance at 1 July 2022	Income	Expenditure	Transfers in/out	Balance at 30 June 2023
	£	£	£	£	£
Designated funds	100,829	133,928	(70,075)	201,960	366,642
General funds	311,588	1,014,073	(975,443)	(201,960)	148,258
	<u>412,417</u>	<u>1,148,001</u>	<u>(1,045,518)</u>	<u>-</u>	<u>514,900</u>

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2024	Total funds 2024
	£	£
Tangible fixed assets	260,895	260,895
Current assets	398,047	398,047
Creditors due within one year	(179,302)	(179,302)
Total	<u>479,640</u>	<u>479,640</u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

17. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	33,375	33,375
Current assets	695,745	695,745
Creditors due within one year	(214,220)	(214,220)
Total	<u><u>514,900</u></u>	<u><u>514,900</u></u>

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	<u>(35,260)</u>	<u>102,484</u>
Adjustments for:		
Depreciation charges	37,484	8,923
Dividends, interests and rents from investments	(10,400)	(8,757)
Decrease in debtors	47,631	37,382
Increase/(decrease) in creditors	(34,918)	100,175
Net cash provided by operating activities	<u><u>4,537</u></u>	<u><u>240,207</u></u>

19. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	372,811	622,878
Total cash and cash equivalents	<u><u>372,811</u></u>	<u><u>622,878</u></u>

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

20. Analysis of changes in net debt

	At 1 July 2023	Cash flows	At 30 June 2024
	£	£	£
Cash at bank and in hand	622,878	(250,067)	372,811
	<u>622,878</u>	<u>(250,067)</u>	<u>372,811</u>

21. Pension commitments

As employees of Canterbury Christ Church University the pension costs relate to pension recharges by the University to the Charity and amounted to £78,277 (2023 - 70,833) The Union is not the admitted member of the defined benefit scheme and the Charity has no liability for the scheme. As a result there is £Nil (2023 - £Nil) amounts payable to the fund at the balance sheet date.

22. Operating lease commitments

The charity's property is the subject of an operating lease between the Charity and Canterbury Christ Church University at a nominal rent of £1 per year. The value of this is considered to be £51,360 (2023: £51,360) and is recognised in the income as a benefit in kind.

The Charity had no commitments under non-cancellable operating leases at 30 June 2024.

23. Related party transactions

Christ Church Students' Union is an independent body operating separately from Canterbury Christ Church University but the two entities work together closely and the majority of the Charity's income is derived from the University. The Trustees are of the opinion that this financial assistance is not an influencing factor with regards to the formulation of Union policy, nor does it have any effect on the internal management and decision making of the Union.

Christ Church Students' Union is in receipt of a Block Grant of £900,883 (2023: £888,343) and in-kind support to the value of £51,360 (2023: £51,360) for accommodation from Canterbury Christ Church University. In accordance with Charities SORP 2015 the value of buildings and services are determined at market value. Christ Church Students' Union incurred expenditure from Canterbury Christ Church University for support costs of £663,783 (2023: £669,084). The balance due to the Canterbury Christ Church University at the balance sheet date was £149,985 (2023: £168,136). Additionally, the Charity has charged Canterbury Christ Church University expenses incurred on their behalf, in relation to sports activities, total amount of £Nil (2023: £40). The balance due from Canterbury Christ Church University at the balance sheet date is £7,884 (2023: £10,501).

Key management personnel that served in the year was considered to be those included in the reference and administrative details on page 1 and Sabbatical Officers. The aggregate amount of contractual benefits paid to these individuals, including pension contributions and National Insurance Contributions, during the year was £304,070 (2023: £286,698).

For details on Trustees' remuneration and claimed expenses whilst carrying out their duties, see note 11.

Christ Church Students' Union
(A company limited by guarantee)

Notes to the financial statements
For the year ended 30 June 2024

24. Controlling party

The ultimate control of the Union is vested under the Constitution in the members. As such no single person or entity controls the Union as defined by the Financial Reporting Standard 102.