

Registered number: 07618194  
Charity number: 1142619

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

**Trustees' report and financial statements**  
**for the year ended 31 July 2019**

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

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**Christ Church Students' Union**  
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**Reference and administrative details of the Charity, its Trustees and advisers**  
**for the year ended 31 July 2019**

**Trustees**

Jordan Howard, President (Development) (resigned 31 May 2019)  
Philip Kloppenborg, Students' Union President  
Chloe Woolaway, President (Sports & Engagement)  
Jamie Harris, President (Wellbeing)  
Rebecca Thomson, President (Development) (appointed 1 July 2019)  
Vanessa Adofo, Elected Student Trustee (resigned 20 October 2018)  
Chloe West, Elected Student Trustee (appointed 7 November 2018)  
Professor Helen James, University Trustee  
Conor Dobbs, Selected Student Trustee (resigned 25 January 2019)  
Hugh Lanning, Selected Student Trustee (resigned 16 May 2019)  
Harry Brooker, Selected Student Trustee (appointed 7 November 2018, resigned 17 May 2019)  
Emilia Ball, Selected Student Trustee (appointed 18 March 2019, resigned 2 September 2019)  
Michael Wigg, Community Trustee  
John Adams, Community Trustee  
Joseph Cooper, Community Trustee

**Company registered number** 07618194

**Charity registered number** 1142619

**Registered office** 41 St Georges Place  
Canterbury  
Kent  
CT1 1UT

**Chief executive officer** Ben MacPhee  
**Membership Services Manager**  
**Communications & Development Manager** Helen Kirk (resigned 4 October 2018)

**Independent auditors** Kreston Reeves LLP  
Statutory Auditor  
Chartered Accountants  
37 St Margaret's Street  
Canterbury  
Kent  
CT1 2TU

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**Reference and administrative details of the Charity, its Trustees and advisers (continued)**  
**for the year ended 31 July 2019**

<b>Bankers</b>	National Westminster Bank PLC 1 The Parade Canterbury Kent CT1 2SQ
	Metro Bank 2 St George's St Canterbury CT1 2SR

**Christ Church Students' Union**  
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**Trustees' report**  
**for the year ended 31 July 2019**

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**INTRODUCTION**

The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

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 organisation with annual turnover exceeding £100,000, the Union subsequently registered with the Charity Commission in April 2011, Charity No. 1142619. The Union's governing document is the Articles of Association which were passed by a General Meeting of members on 24th November 2015 after being approved by the Board of Trustees and the Governing Body of Canterbury Christ Church University.

**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.

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 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 fourteen 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 two (2) Elected Student Trustees, elected by a secret ballot open to all members of the Union;
- Up to two (2) Selected Student Trustees, selected by the Appointments Panel of the Union;
- Up to four (4) 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.

**Christ Church Students' Union**  
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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

Sabbatical Trustees are full-time and receive a bursary to reflect this, they may serve up to two terms of one (1) year. Elected Student Trustees and Selected Student Trustees are volunteers and are not remunerated, but may claim legitimate expenses, and they are eligible to serve two (2) terms of one (1) year. Community Trustees and the University Trustee are also volunteers who may claim legitimate expenses, and can currently serve two (2) terms of three (3) years. Under the previous Memorandum and Articles of Association from 2011, External Trustees could serve two (2) terms of up to four (4) years. This relates to the first terms of the University Trustee, Professor Helen James, and John Adams, Community Trustee.

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

**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. Diversity - The board's approach to diversity supports its effectiveness, leadership and decision making.
7. Openness and accountability - The board leads the organisation in being transparent and accountable.
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 the autumn of 2019 the Board are completing a self-evaluation exercise against an enhanced code specific to students' unions, ahead of a formal review and action plan.

**DATA PROTECTION**

As there was no formal requirement to do so, Trustees decided to not appoint a formal Data Protection Officer as detailed in the Regulations, however, compliance with the regulations is the responsibility of a formally appointed Data Protection Champion, which during 2018/19 was the Chief Executive Officer.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**SUSTAINABILITY**

Christ Church Students' Union has embedded a commitment to sustainability throughout our work. This has included gaining 'Excellent' in the NUS Green Impact Award scheme for the past three years and gaining accreditation alongside the University in the NUS Responsible Futures scheme which looks at partnership working between the University and Students' Union in all aspects of work relating to sustainability.

**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, 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 the 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 on 21 June 2019.

The Board of Trustees has one sub-committee - the Finance & Risk Sub-Committee. The Finance & Risk Sub-Committee 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.

The Board of Trustees appoint Union staff to take responsibility for operational aspects of the Union, via the Delegation of Authority, and will 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.

**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.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**OBJECTS AND ACTIVITIES - OUR CHARITABLE PURPOSE**

Christ Church Students' Union's ("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 empower, encourage, and support every student'

Our Mission - 'to better student life and enrich students' experiences'

Our Ambition is to play a central role in the lives of students through comprehensive support and facilitating student-led representation and opportunities; both to improve students' experiences and help ensure graduates are highly employable.

**Our Values**

**Student-led & democratic**

We are run by students, for students, and believe in the power of democratic student-led decision making.

**Inclusive**

We value the diversity of our student body and the communities we live in. This, together with a commitment to equality of opportunity and actively removing barriers to participation, ensures we have an accessible, inclusive, and cohesive culture.

**Dependable & professional**

We pride ourselves on being a Union that students and stakeholders can trust and rely upon, and being an organisation that staff and volunteers want to be a part of.

**Supportive**

The foundation of us as a union is to be there for our Members throughout their journey as a student.

**Partnership**

We have a belief in collectivism and recognise we do not stand alone in our communities. To achieve the best outcomes for our Members we will work with others to achieve our mission and make a bigger impact.

**Respect**

We are respectful of our Members, partners, stakeholders and our team. We welcome and respect diverse views and recognise their importance in creating a vibrant student community.

**Fun!**

Student experiences should be safe, fun, and memorable, and we will engage with our Members on this basis and ensure fun is reflected in all we do.



**Christ Church Students' Union**  
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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**ACHIEVEMENTS AND PERFORMANCE 2018/19**

In 2018/19, which was the final year of the Union's three year strategic plan, Christ Church Students' Union continued a positive path of development whilst successfully navigating an uncertain and challenging operating context.

This report has been divided into sub-headings concerning the five Strategic Themes and five Strategic Enablers of Your Ideas, Our Plan 2016-19.

**STUDENT VOICE**

Representing our Mmbers is at the core of what we do, and we want to enhance our reach, depth and impact in this. Listening to and amplifying the student voice was recognised throughout the consultation as an important area to focus on - students told us they didn't know how to get their voice heard. This theme aims to increase engagement with our democratic systems.

Some notable achievements in this area were:

- 91% of Part-Time Officer positions were filled.
- 2,195 students casted 8,621 votes in the March 2019 Leadership Elections, in which there were a total of nine eligible candidates for the four positions. This was a slight 0.9% reduction from the record-breaking previous years total votes.
- For the first time all club and society Volunteer Officer elections took place online, with numerous benefits with regard to consistency, the integrity of elections, data protection, and communication members.
- The Union Societies Executive Committee was established to support and challenge the President (Development) and the Union on behalf of societies. This was one of five new or existing student voice committees that were formalised within the Union's Bye-Laws to ensure effective and ongoing support and impact.
- After a multi-year campaign by successive Sabbatical Leadership Teams, students had a formal meeting with the Chair ahead of the University's Remunerations Committee.

**SUPPORT**

We want to do all we can to ensure all of our Mmbers are healthy, happy and safe, but also informed and empowered to make their own choices. Student wellbeing is fundamental to our values and ethos, in fact this was the biggest overall concern of the students we spoke to as part of our research for the Strategy. Over the next three years we want to develop a more proactive approach to how we support our members before, during and after their student journeys.

Some notable achievements in this area were:

- The Union and University were awarded NUS Alcohol Impact accreditation, recognising the commitment of the partnership to a safer alcohol culture on campus.
- Canterbury Nightline, which was established in 2018, gained full accreditation by the Nightline Association.
- The Union was a partner with the University and students in the creation of a new University-wide Mental Health and Wellbeing Framework.
- The Union and University established the Accommodation Committee as a formal student voice committee to represent those who live in University-provided accommodation.
- The Union and University jointly and successfully established Choosday Chill, an informal event designed to attract students that would otherwise not actively seek wellbeing support. This regularly attracted over fifty students each week.
- All sports clubs implemented a formal Wellbeing Officer as a person who was trained and tasked to prioritise the wellbeing of club members.
- The Union's Advice and Projects Coordinator formally supported a near-record 411 student cases.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**OPPORTUNITIES**

As important as it is, University can and should be so much more than just a degree - the Union is here to create and enhance opportunities for students to fulfil their huge potential. Through representation, volunteering, sports, societies and experiences we will enable students to enrich their experiences in a way that is fun, engaging and memorable way that is both student-led and enhances the employability of those who take part.

Some notable achievements in this area were:

- The annual Freshers' Fayre in Canterbury continues to be the biggest single event at Canterbury Christ Church University. In 2018 in Canterbury there were 123 stalls and circa 5,000 attendees.
- Societies had 841 individual members and a total of 1,023 memberships. This was a growth of 4% from the previous year.
- Sports clubs had 1,146 individual members and a total of 1,475 memberships. This was a slight decline of 0.6% from the previous year.
- We implemented an associate membership scheme at the Medway Campus in collaboration with GK Unions to ensure Christ Church students could participate in GK Unions sports clubs and societies at no additional cost to themselves.
- The annual Sports Federation Dinner was the biggest ever, with 521 students attending the formal meal and awards event at the Margate Winter Gardens to celebrate the individual and collective achievements of Team Christ Church.
- The first ever Student Opportunities Awards took place in April 2019 with over 140 students attending. This event was a fusion of the Volunteering Awards and the Student Activities Awards and delivered in partnership between the Union and University.
- UNified won four awards at the Student Publication Association Awards in April, including the main award for Best Student Publication.
- Raise and Give (RaG) raised £11,750 for good causes.

**BELONGING**

A Union should bring people together. The sense of belonging to a chosen community, or the ability to create a community, is important to us all and individual characteristics, campus location, mode of study or any other factor should not be seen as a barrier but as diversity to be celebrated.

Some notable achievements in this area were:

- The Union jointly hosted, along with the University Alumni Office, the first sabbatical officer alumni reunion event since 2006. This was attended by twenty former sabbatical officers and included development and support sessions for the 2019/20 sabbatical Leadership Team.
- The University formally agreed it was a priority for the Union's people and office to move back onto the main Campus in Canterbury.
- After a multi-year campaign by successive Sabbatical Leadership Teams, the University implemented some of the Union's proposals for additional student and informal learning spaces on the Canterbury Campus.
- The Union helped organise and subsidise and first Healthcare Ball at the Medway Campus, led by the Paramedics Society.
- The Union participated in the annual Canterbury Pride event in June with our own section in the Parade for Union staff, sabbaticals, the LGBTQ+ Soc.

**COMMUNICATION & TRANSPARENCY**

It is no good being good if nobody knows it. As a membership organisation it is even more important we are effective at two-way communication with all students at Christ Church to remain relevant to student life.

Some notable achievements in this area were:

- The Union recorded 515,151 page views across 156,989 unique sessions on [www.ccsu.co.uk](http://www.ccsu.co.uk).
- The Union implemented IM messaging directly from [www.ccsu.co.uk](http://www.ccsu.co.uk) via WhatsApp or Facebook Messenger, to enable us to be more open and responsive to student queries.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**SUSTAINABLE**

To ensure we are able to deliver our Strategy and build progressive growth to make a bigger impact for our Members we need to be effectively and efficiently run as an independent charity.

Some notable achievements in this area were:

- We were once again awarded 'Excellent' in NUS Green Impact, making us one of the top twenty SU's in the UK, and obtained a higher audit score than the previous year.
- In partnership with the University, we installed and ran a commercial food waste composter on the Canterbury Campus so all the food waste that comes from the main kitchen is composted on site rather than being sent away. This diverted 4,333L of food waste away from landfill and created 900L of compost which is being used on Christ Church's Wellbeing Garden. To enable this we created an Eco Students Society who dedicated 152 volunteer hours to running the composter during the year.
- As a Union we also took an active role in the Youth Strike for climate change movement, attending marches in Canterbury City Centre in February, March, and April 2019.
- The Union formally co-signed, along with the University, the Climate Emergency Letter by Environmental Association for Universities. This committees both organisations to:
  1. Mobilizing more resources for action-oriented climate change research and skills creation;
  2. Committing to going carbon neutral by 2030 or 2050 at the very latest; and
  3. Increasing the delivery of environmental and sustainability education across the curriculum, campus, and community outreach programmes.

**PEOPLE & CULTURE**

Great organisations are made by great people and volunteers - our people are at the heart of Christ Church Students' Union. Great people deserve reward, recognition, development and celebration.

Some notable achievements in this area were:

- Embedding the Staff Organisation Change from May 2018 with the new staff structure, including the recruitment of a Deputy CEO and successfully outsourcing the Union's finance function.
- The Sabbatical Leadership Team all participated in an externally facilitated 360° appraisal, a first for CCSU, to inform their current and future development.
- Refreshing and adopting the organisation's strategic plan via new student, staff, and stakeholder research and sense-checking. This re-affirmed the Union's Vision, Mission, Ambition, and Values as well as updating the stated five strategic themes and five strategic enablers to create Your Union Plan 2019-22.

**INSIGHT**

To be the legitimate voice of students we need to know them almost as well as they know themselves. To do this we have to continually conduct high-quality research and use the findings to drive our future direction and campaigns.

Some notable achievements in this area were:

- Launching Student Life Pulse, a bespoke survey for students' unions by an external research company that collects ongoing trackable data on student opinion and wellbeing, which can also be benchmarked against other SU's.
- Participating in the national SU Impact Survey with 25 other SU's and coordinated by Wonkhe. This asked school students, current university students and graduates about their perceptions of their students' union, as well as about loneliness, wellbeing and belonging. This provided valuable data to inform the Union's Engagement Supporting Strategy.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**TECHNOLOGY**

The vast majority of students are digital natives - the 'app' generation. Technology is changing the way we live our lives and the pace of change is unrelenting and failure to totally embrace digital change is not an option – it must be core to everything we do, from communicating, campaigning through to supporting the commercial operations. We have an opportunity to fully understand our Members; their habits, their needs, wants and the key issues that affect them and to respond to their concerns. By doing all this we can powerfully represent students in a way that any membership organisation would be truly envious of.

Some notable achievements in this area were:

- Migrating to a new cloud-based accounting software which has internally transformed internal financial workflow, and made this paperless, which in turn improved response times to student queries and reduced staff administration time.
- Implementing instant messaging functionality via WhatsApp and Facebook Messenger widgets on [www.ccsu.co.uk](http://www.ccsu.co.uk) to improve responsiveness to student queries.

**PARTNERSHIPS**

We are on the path to greater independence, but we are not an island that can operate on our own, and we shouldn't, as this would be a huge restriction on our success and impact for your Members. Our partnerships with the University, local students' unions and other charitable bodies that share our values and objectives will be critical to our future success.

Some notable achievements in this area were:

- Establishing a new strategic approach to our most prominent partnership activity with Canterbury Christ Church University, the University of Kent, and Kent Union, via the Joint Projects Oversight Board.
- Students twice formally considered our affiliation with the National Union of Students (NUS) via two all-student referendums, and finally confirmed their wish that Christ Church Students' Union should remain affiliated to the national body.
- The Southern SU's regional network, established in 2018, continued to mature as a collaboration, which included the first officer and senior staff training residential.
- We agreed a formal Memorandum of Understanding with Kent Union concerning the support and empowerment of the Kent and Medway Medical School students who will be students of both universities and members of both students' unions.

**FINANCIAL REVIEW**

**SUMMARY**

The overall outcome for the year was an accounting surplus of £23,173, which includes £19,269 of Designated Funds relating to charity fundraising, clubs, and societies. Therefore the Union's General Fund surplus for the year was £3,904.

**RESPONSIBILITIES FOR THE ACCOUNTS AND FINANCIAL STATEMENTS**

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing these Financial Statements trustees are required to:

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

Insofar 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.

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**Trustees' report (continued)**  
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**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 the 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 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.

**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 income is from; student memberships for sports clubs and general interest societies; student events; and income from advertising and sponsorships.

**FUNDRAISING**

Our 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, as a students' union the vast majority of our income is derived directly from the University and we do not fundraise in the manner for which the Regulator seeks to regulate. As a consequence the Union has not affiliated to the Fundraising Regulator as the Union does not believe expenditure on the levy would be in the best interests of our members' or congruent with our charitable purpose.

**INCOME AND EXPENDITURE SUMMARY 2018/19**

The Union's total income was £989,200  
The Union's total expenditure was £966,027  
The Union's accounting surplus was £23,173  
The Union's General Fund surplus was £3,904.

**BALANCE SHEET AS OF 31ST JULY 2019**

The Union's total reserves were £275,718  
This also included designated funds of £46,189  
Reserves net of restricted and designated funds were £229,529

**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. This is monitored annually and formally reviewed every three years, and was last reviewed on 19 October 2018.

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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

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 current Target Reserves is for 15% of the annual Block Grant income. In 2018/19 this equated to a target reserve of £106,800 (2017/18: £105,000).

These reserves will be invested and managed by an appropriately experienced and qualified financial expert and form part of an investment strategy that is agreed annually by the trustees. Investment in capital assets will be agreed by the trustees and will be supported from unrestricted reserves.

**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 22 June 2018.

The Risk Register and Dashboard actively manages 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 2018/19 there were four risks that were considered particularly significant.

1. 'The Loss of Key Staff or Volunteers' - as a result of the Union's small size the organisation is particularly exposed to planned and unplanned staff turnover and absence.
2. 'Reduction in the Union's Grant Funding' - the Union is heavily reliant upon the University for funding, which has reduced by 8.5% in cash terms since 2015/16.
3. 'Reduction in Student Numbers' - Christ Church has experienced a reduction in student numbers in the past two years, but the Union has not experienced a corresponding reduction in student engagement and service demand.
4. 'Commercial Services in the St. George's Centre' - The Lounge and Cafe 41 are seen as Union services and so any negative perception of the outlets impacts the Union's reputation, but these are managed by the University and so outside the direct operational control of the Union.
5. 'Club Sport provision' - The Union and University have a formal partnership for the delivery of competitive sport which, as a relatively recent development, is yet to ensure strategic and operational approaches are aligned.

**REMUNERATION**

All Union staff are employed on joint contracts with Canterbury Christ Church University and are, in all practical purposes, staff of the University seconded to the Union, with the same pay (including 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 two years after a benchmarking analysis of comparable roles in similar organisations and a report is presented to Union Council. 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 Trustees on 23rd March 2018.

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

**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**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 2019. The figures below do not include bonus pay, as the Union does not operate a bonus scheme.

- Women's mean hourly rate at CCSU is 8.9% lower than men's (2% in 2018). So when comparing mean hourly rates, women earn 91p for every £1 that men earn (98p in 2018).
- Women's median hourly rate at CCSU is 2% higher than men's (16.4% in 2018). In other words, when comparing median hourly rates women earn £1.02 for every £1 that men earn (£1.16 in 2018).

**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**

As the first year of the Union's refreshed three year strategy, Your Union Plan 2019-22, 2019/20 will be an exciting and busy year for the Students' Union.

The 2019/20 Sabbatical Leadership Team have developed their 'Big 9' proposals to begin work on during the year. These are split into short term (expected completion time frame of 1-3 years) and long term (expected completion time frame of 3+ years). Some proposals are overarching Union goals, and others have been taken directly from the individual sabbatical manifestos.

**Short-term targets**

- Get the Union back onto the main Canterbury Campus - the Students' Union isn't currently very visible due to its location. The reason students come to us is very transactional, coming with an issue which they need sorting, however, moving the Union's Office and people back onto the North Holmes Road Campus would allow us to have a greater interaction with a wider range of students, allowing us to offer support to many more than we currently do.
- Lobby for better sports provision - Recently there has been a reduction in funding within sport, whether that's through the reduction of training opportunities or the reduction in access to facilities. Our sports teams traditionally perform very well, however, the reduction of training opportunities has seen a significant downturn in the progress and achievement of many teams. In addition, the reduction in funding support has necessitated increased cost to students in some instances.
- Nursery provision - campaign for an on-site and subsidised nursery so that every parent can have peace of mind whilst studying. The average age of students at Christ Church is 28, with many of our students having children. This places a large pressure on these students to balance their child care responsibilities and their studies. Having a nursery on site will not only increase students ability to engage with their education but also to control for extreme financial difficulties that come from childcare placements.
- Out of hours wellbeing support - Lobby the University to provide and put more funding into out of Hours Mental Health support for students both at Canterbury and Medway. The student life isn't as simple as 9-5. Many university services are now extended hours, the library is now 24 hours at assessment times periods for example. It is crucial with this change in student behaviour that the University support matches this. With the increase in pressures within student life and with the increase of mental health awareness it is crucial that support is provided outside of the working day.

**Christ Church Students' Union**  
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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

- Domestic abuse Hub - The Criminal Justice Department at CCCU is forging a new Domestic Abuse Hub which is multi-faceted and will affect students in a multitude of ways. The research element will feed directly into how the University respond to DA involving students. It will also have an intervention arm, raising awareness on campus and holding workshops for students. The concept is still in its infancy but this is something we should champion as a union to support students.

Long-term targets

- BAME Attainment - Canterbury Christ Church University has the worst black attainment gap in the country. It is everybody's responsibility to help eradicate this gap by the OFS 2030 target. The Union has a responsibility and a duty to represent those who haven't always been represented and to ensure there is equity and parity across all students groups. The BAME attainment gaps shows that the Union and the University have been failing these students and can no longer continue to do this.
- Increase revenue - Currently 75% of the Union's funding comes from the University in the form of a block grant. This results in the Union being heavily dependent on the University, as well as the fluctuations in the higher education sector. Having a greater commercial revenue would reduce the Unions dependence on the university creating longer term stability.
- Increase and diversify engagement - The Union engages with a significant percentage of students, in some form, with more than 2,000 students being involved with sports and societies alone. However, the Union does seem to struggle with wider engagement, or engagement of those students who do not belong to sports, societies, course reps, etc.
- Employability - Increase and strengthen internal (members) and external (stakeholders) communication between the Union and University to improve employability awareness and upskilling of all students.

In addition to the above, the main focus of the Union will be progress the research and development of the following sub-strategies to support the overall strategic plan:

1. Communications and Insight Supporting Strategy
2. Engagement Supporting Strategy
3. Voice and Education Supporting Strategy
4. Employability Supporting Strategy

**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 31st July 2019 the Union was affiliated to:

British Universities and Colleges Sport (BUCS)	£5,838
National Council for Voluntary Organisations (included in the NUS affiliation fee)	£Nil
National Union of Students (NUS)	£23,686
TOTAL cost of all affiliations in the year	£29,524

Affiliations of specific sports clubs to national or local governing bodies are not, for the purposes of the Act, considered Union affiliations.



**Christ Church Students' Union**  
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**Trustees' report (continued)**  
**for the year ended 31 July 2019**

**Disclosure of information to auditors**

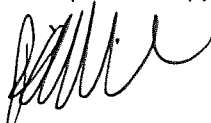
We, the directors of the charitable company who held office at the date of the approval of these financial statements as set out on page 1, each confirm, so far as we are aware, that:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

**CONCLUSION**

The Trustees would like to sincerely thank the members, volunteers, staff, and stakeholders of Christ Church Students' Union, not least Canterbury Christ Church University, who all provide an invaluable contribution to the ongoing success and development of the Union.

This Report was approved by the Board of Trustees on 18th October 2019 and signed on their behalf by:



Philip Kloppenborg,  
Students' Union President 2018/19 and 2019/20  
Chair of the Board of Trustees 2019/20

**Christ Church Students' Union**  
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**Statement of Trustees' responsibilities**  
**for the year ended 31 July 2019**

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 year. 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 judgements 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.

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 Christ Church Students' Union**

**Opinion**

We have audited the financial statements of Christ Church Students' Union (the 'charity') for the year ended 31 July 2019 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 31 July 2019 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**

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

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

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

**Other information**

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

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

We have nothing to report in this regard.

**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.

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

**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.

**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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement 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.

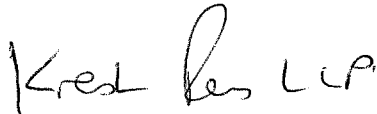
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

**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 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.



Susan Robinson BA FCA DChA MCMI (Senior statutory auditor)

for and on behalf of  
**Kreston Reeves LLP**

Statutory Auditor  
Chartered Accountants

Canterbury

Date: 29 OCTOBER 2019