

CHRIST CHURCH
**STUDENTS'
UNION**



'to better student life and enrich student experiences'

**CHRIST CHURCH STUDENTS' UNION
COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS
Year Ending 31st July 2017**

**CHARITY NUMBER 1142619
COMPANY REGISTRATION NUMBER 07618194**

CHRIST CHURCH STUDENTS' UNION
TRUSTEES ANNUAL REPORT and ACCOUNTS
YEAR ENDED 31 JULY 2017

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REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Christ Church Students' Union
Charity registration number	1142619
Company registration number	07618194
Principal and Registered office	St. George's Centre, 41 St Georges Place, Canterbury, Kent CT1 1UT
Phone Number	01227 923485
Website	www.ccsu.co.uk
Email	hello@ccsu.co.uk

THE TRUSTEES

The trustees who served the company during the period were as follows:

Students' Union President	Mr. David Hannaway	1 st July 2016 to 30 th June 2017
	Mr. Krum Tashev	1 st July 2017 to 30 th June 2018
President (Education & Wellbeing)	Mr. Phillip Semmens	1 st July 2016 to 30 th June 2017
	Mr. Jordan Howard	1 st July 2017 to 30 th June 2018
President (Sports)	Ms. Biba Chuta	1 st July 2016 to 30 th June 2018
President (Student Activities)	Mr. Nicholas Beard	1 st July 2016 to 30 th June 2017
Elected Student Trustee	Ms. Emily Carrigan	14 th Oct 2015 to 31 st Oct 2016
Elected Student Trustee	Mr. Lewis Gray	24 th June 2016 to 13 th Sept 2017
Selected Student Trustee	Mr. Stuart Tite	11 th March 2016 to 13 th Sept 2017
Selected Student Trustee	Ms. Victoria Holman	11 th March 2016 to 24 th Feb 2017
Community Trustee	Ms. Velia Coffey	1 st Oct 2011 to 30 th Sept 2019
Community Trustee	Mr. John Adams	24 th Oct 2014 to 23 rd Oct 2017
Community Trustee	Ms. Alice Courtney-Hatcher	24 th Oct 2014 to 23 rd Oct 2017
Community Trustee	Mr. Joseph Cooper	24 th June 2016 to 23 rd June 2019
University Trustee	Professor Helen James	24 th Oct 2014 to 23 rd Oct 2017

Biba Chuta was elected Chair of the Board of Trustees for 2016/17.

John Adams was elected Deputy Chair of the Board and Chair of the Finance & Risk Committee for 2016/17

MANAGEMENT

Managing Director	Mr. Ben MacPhee
Finance Manager & Company Secretary	Mr. Christopher Hougham
Membership Services Manager	Ms. Silvia Rasca
Communications & Development Manager	Ms. Helen Kirk

PRINCIPAL PROFESSIONAL ADVISORS

Auditor	Crowe Clark Whitehill LLP, The Lexicon, Mount Street, Manchester M2 5NT
Bankers	National Westminster Bank PLC, 1 The Parade, Canterbury, Kent CT1 2SQ
Insurance Brokers	Endsleigh, Hadley House, Shurdington Road, Cheltenham, Gloucestershire GL51 4UE

EXTERNAL AFFILIATIONS

Under the Education Act (1994) the Union is required to report to its members, on an annual basis, all current external affiliations. As at 31st July 2017 the Union was affiliated to:

- National Union of Students (NUS): £26,235
- British Universities and Colleges Sport (BUCS): £5,672

Together the cost of affiliations in the year ending 31st July 2017 was £31,907.

INTRODUCTION

The trustees, who are also directors for the purposes of company law, submit their Annual Report and Financial Statements for the year ended 31st July 2017. 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, is administered and managed by the trustees 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 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 for students. These are:

- [The Student and University Partnership Agreement](#);
- [The Code of Practice for the Operation of the Students' Union](#);
- The annual Data Transfer and Sharing Agreements;
- 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.

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.

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

All trustees undergo a predefined induction program, relevant training for their role when taking up their trusteeship and further training is offered during their trusteeship.

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 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.

The Board of Trustees has one sub-committee - the Finance & Risk Committee. The Finance & Risk 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 shall 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 are set for the year ahead according to availability of the members.

During 2017/18 the Union will be undertaking an internal audit exercise to map compliance with the new Code of Good Governance for the Voluntary Sector, published in July 2017.

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' 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 co-operation 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.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Our Mission - To better student life and enrich student experiences.

Our Vision - To empower, encourage and embrace every Christ Church student.

Our Ambition is to play a central role in the lives of students and we will do this through facilitating activities which are student-led; both to improve student experiences as well as ensure graduates are highly employable and equipped for future success.

Our Values

Student-led & democratic	We are run by students, for students, and believe in the power of democratic and 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 our 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; to provide outstanding student opportunities and to encourage and embrace every 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 healthy and vibrant student community.
Fun	Student experiences should be safe, fun and enjoyable and we will engage with our Members on this basis and reflect this in all we do.

ACHIEVEMENTS AND PERFORMANCE in 2016/17

In 2016/17 Christ Church Students' Union had some notable successes, and it was also another year of significant change and development for the charity with the introduction of Your Ideas, Our Plan 2016-19. This Report has been divided into sub-headings concerning the five Strategic Themes and five Strategic Enablers.

STUDENT VOICE

Representing our Members 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:

- 24h Library opening during busy times after successful lobbying by David Hannaway and Phil Semmens, with a lot of support from Pete Ryan's team.
- Over 50 CCCU students attended the NUS National Demo for Free Education in London in November, which was great as a traditionally apolitical students' union.
- We agreed a new Academic Representation Policy in Partnership with the University which places greater emphasis on representation and election, and began the process of implementing this across all programmes.
- We had another record breaking year for voter engagement.
- After invitation, we participated in the University's Teaching Excellent Framework submission.

SUPPORT

We want to do all we can to ensure all of our Members 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:

- 400 students accessed our academic advisor, and £42k of compensation was secured for students.
- We ran, in partnership with the Library, a successful 'Stress Less' campaign and two Stress Less events which also raised £750 for charity.
- Our first ever 'Find a Housemate' event was attended by 200 students.
- The student-led Canterbury Nightline project to create a peer-to-peer overnight support project was proposed and developed by the CCSU Student Minds Society. It secured funding from CCCU and the University of Kent and is launching in January 2018.
- We established four new student drop-in clinics for; Sexual Health, Relationships, Psychosexual Health, and Hate Crime.
- Our Housing Support event in Medway helped 75 students.
- The second year of our Graduate Guide, which is now done in partnership with the University, was very positively received by those about to leave university.

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:

- Unified, the online, student-led, independent new site, relaunched with support from the Union and had a very successful first year of engagement.
- Our Student Minds Society won a national award for the best new society.
- CSR, the UK's first FM student radio station, celebrated its 10th birthday with an event for 200 past and present station volunteers and staff at the Westgate Hall.
- We reached an agreement with GK Union's in Medway so that CCCU students can access societies and activities provided by them.
- Our Freshers' Fayre in Canterbury was the biggest ever, with 5,500 students attending!

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:

- Biba Chuta created the Team Christ Church brand for sports clubs, uniting them under one banner to enhance the sense of belonging and community.
- The Union had record digital engagement via CCSU.co.uk and our social media.
- After campaigning for more dedicated student space we worked with Estates & Facilities and secured a new Student Hub space in Broadstairs.

- Again, working very closely with Estates & Facilities the Summer Ball 2017 in the Former Canterbury Prison was a great success, with over 1,600 students attending.

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:

- We created a new Sports and Societies Membership Model which, together with club and society constitutions, devolves more autonomy and responsibility to our active student groups to enhance the employability of members.
- We issued a Benefits Statement to all members of sports clubs as a way of detailing where their membership fee goes and highlighting value for money.

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 entered a new partnership with CCCU Sustainability - Education for Responsible Futures.
- We were awarded the national NUS Green Impact (non-commercial) Union of the Year!
- We achieved a small surplus, despite the very challenging financial climate.

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:

- Our 'One Day Without Us' campaign won the NUS International Student Campaign of the Year.
- As a Partnership we devised and successfully launched the Expect Respect campaign and culture change programme of events designed to tackle the national issues of 'lad culture' and violence against women at university.

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:

- Recognising that our physical location on all three main campuses is generally not where the major of students are, the Leadership Team greatly expanded 'Union on Tour', a programme of over 30 events to go out and listen to students. This reached over 1,000 of our members.
- We worked with the University to ensure full compliance with the forthcoming General Data Protection Regulations (GDPR 2018) ahead of enrolment in September 2017, ensuring we remain a full membership organisation whilst complying with both data regulation and the Education Act 1994.

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:

- We secured a live data link from the University's student record system to our CRM system, meaning the information we hold is always up-to-date and accurate, enabling us to better serve and communicate with our members.
- We launched a dedicated CCSU app for iOS and Android phones, making us one of the first students' unions in the country to do so. The App allowed members to join a club or society from their phone, receive updates as well as vote in elections on a mobile device.

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:

- Working in close partnership with the University and the three other students' unions in Canterbury we led the 'Social Theme' of the City Council's HE / FE Impact Review in Canterbury and defended the rights of students to live, work and study in Canterbury.
- We worked with Christ Church Sport to develop a new strategic and operational framework for greater cooperation on delivering competitive sport to Christ Church students, for implementation from 2017/18.

FINANCIAL REVIEW

SUMMARY

The overall outcome for the year was an accounting deficit of £48,543. This was despite a significant reduction in University grant funding. Additional income was achieved on commercial sales and events, and resource was saved by maintaining staff vacancies.

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.

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

Approximately 75% of the Union's funding is derived from the Union's 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.

INCOME AND EXPENDITURE SUMMARY 2016/17

The Union's total income was	£1,193,646
The Union's total expenditure was	£1,242,189
The Union's accounting deficit was	(£48,543)

BALANCE SHEET AS OF 31ST JULY 2017

The Union's total reserves were	£212,228
This also included designated funds of	£49,521
Reserves net of restricted and designated funds were	£162,707

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 is monitored annually and formally reviewed every three years, was last formally reviewed on 6th May 2016.

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 2016/17 this equated to a target reserve of £104,513 (2015/16: £114,000).

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](#) last agreed by trustees on 6th May 2016, by the management and trustees at the Finance & Risk Committee. The F&RC then make recommendations to the main Board in relation to risk management.

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 2016/17 there were 6 risks in particular that were considered significant.

Risk 3 - Loss of Key Staff, Officers and Volunteers (residual risk of 16/25 in June 2016)

- **Description** - Individuals playing key roles within the Union have little or no backup to take over or cover their roles if required due to unforeseen absence, or instances of short notice periods, leaving the Union exposed to loss of continuity for specialisms and services.
- **Assessment** - The nature of the current Union structure means some roles can be temporarily covered by other staff members if necessary, but this is not possible for the specialist roles of finance and advice. Covering our operations at Medway and Broadstairs would also be difficult if those coordinators were sick or not in post for any reason.
- **Internal Control Measures** - The Union's staffing restructure in October 2015 made a provision for the division of duty within the finance function by employing a part-time staff member, however, due to funding constraints this was not recruited to. An internal contingency and resilience planning exercise is scheduled for the second half of 2017.

Risk 5 – The Future of the Broadstairs Campus (residual risk of 12/25 in June 2016)

- **Description** - Student numbers at the Broadstairs campus have significantly dropped in recent years and future predicted numbers indicate this trend will continue, with some courses moving to Canterbury from 2018.
- **Assessment** - Students engage positively with Union activities, however these are limited due to low student numbers and small budgets.
- **Internal Control Measures** - A 0.6 staff member specific to the Broadstairs campus has been in

post for over a year, making significant improvements for the student community. In the summer of 2017 the University will announce a consultation of the future director of the Campus.

Risk 6 – Reduction in the Union’s Block Grant (residual risk of 20/25 in June 2016)

- **Description** - Due to the current grant formula for the Union being linked to full-time equivalent students the Union is financially exposed to falling student numbers. In addition to this the Union has struggled to demonstrate VfM and ‘win’ against competing University departments for funding. A further reduction in funding would impact upon the Union’s ability to deliver our Mission and current services, equating to falling satisfaction and impact.
- **Assessment** - The overriding financial climate at Christ Church is challenging, with the pressures of student numbers and the requirement to fund the Estates Master Plan to drive future growth. This makes the prospect of future funding growth challenging, but not impossible.
- **Internal Control Measures** - In May 2016 the Union secured assurance that SU metrics on inputs (both direct and ‘in-kind’) would be included in their benchmarking exercise of November 2016. This has been delayed, but once available the data will be supplemented with contextual, qualitative, impact and VfM data by the Union to make a strong case for further investment in the Students’ Union and for alternation of the current block grant formula. Additionally, The Union is working with the University on obtaining future forecasts on grant income, which would assist in multi-year business planning, as well as actively looking for future additional sources of income to become less reliant on the University as a source of income.

Risk 7 – Reduction in student numbers (residual risk of 20/25 in June 2016)

- **Description** - The marketisation of higher education and the challenging recruitment market with ever higher fees, student debt, the impact of Brexit and changes to the funding for NHS courses mean it is increasingly difficult for ‘squeezed’ institutions such as Christ Church to recruit students. The era of continued and sustained growth looks likely to have concluded.
- **Assessment** - Much of this is outside of the Union’s control, but we can help the University by investing in quality, well-used and valued student services and then communicating the success of these.
- **Internal Control Measures** - SU staff, officer and volunteer presence and investment in activity at Open / Applicant Days. Driving and investing in the quality of our membership offering and services to attract students and then retain them. Developing formal links with Registry and Planning to obtain greater data and insight to future student numbers, which will assist the Union in business planning and agility with regard to future contraction of income, along with the critical evaluation of current and future services.

Risk 9 – Union / University sport provision (residual risk of 15/25 in June 2016)

- **Description** - The Union and Christ Church Sport have not always had a partnership approach to the delivery of club sport at Christ Church, often leading to confusion. Over the past year the Union and University have been reviewing this and have agreed upon a new partnership approach. In addition to this the Union has agreed a new membership model for sport that is designed to empower the leadership of the clubs’ committees by enhancing autonomy and responsibility. This is in line with the strategic aims of the Union, but it also will come at an increased cost of participation for some (not all), and potentially a reduction in service or membership benefits, such as free transport to training venues.
- **Assessment** - The Union and Christ Church Sport have agreed a formal framework for service delivery that will result in improvements to coordination, communication and the student facing service. This is to be implemented in 2017/18.

- **Internal Control Measures** - The Activities Department has progressed a lot of developmental work, including; member benefits statements to highlight value for money; constitutions to enshrine the clubs' autonomy; and a bigger focus on issues such as transport.

Risk 10 – Continuity of the commercial services in the St. George's Centre beyond August 2017 (residual risk of 16/25 in June 2016)

- **Description** - The contract with Elixir to run the commercial services in the St. George's Centre (The Lounge and Barista & Baker) expires on 31st July 2017. A tender is required to award the next contractor but this has not yet been completed, and time has run out to do so before the expiry of the contract. All four managers who have driven the success of the services over the past two years have either already left, or will be doing so by the 31st July, leaving an inexperienced and under-resourced staff team. There is currently an imposed recruitment freeze preventing these from being replaced. The current thinking is to offer a contract extension to Elixir for between 1-5 months, but this comes at the difficulty of impacting the offering and service mid-year, potentially during the busy September period. The worst case scenario is that Elixir do not accept the contract extension meaning there is no operator for the commercial services from the 1st August.
- **Assessment** - The commercial services are well used by students and the Freshers' activity is critical for the financial success of the remainder of the year, and the uncertainty is prohibiting planning of this activity, as well as that of Christmas which is a valuable income stream.
- **Internal Control Measures** - Working with Estates & Facilities to resolve the tender for the commercial services in the St. George's Centre ASAP.

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 24th February 2017.

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 & General Purposes Committee and the Union's Board of Trustees in the form of a Financial Memorandum.

PLANS FOR FUTURE PERIODS

The coming year will be the second operational year of the Union's 2016-19 strategy – Your Ideas, Our Plan. The year presents itself with some great opportunities for Christ Church Students' Union:

- **Opportunities** - The new Membership Model which will further enhance belonging and the employability of our sports members.

- Opportunities, Comms & Transparency - Launching two new modules for our CRM system to engage members – one focused on offering, recording and celebrating volunteering opportunities and participation, and one to give greater insight and control over the finances of sports clubs and societies to the committees and members of those student groups.
- Opportunities - The new partnership with Christ Church Sport for the delivery of competitive sport.
- Opportunities, Belonging - Working with the University on research into the impact of Union activity on retention and academic success.
- Belonging - Working with the University to develop more social study space on the Canterbury Campus.
- Student Voice - We will be reviewing our processes and structure to further drive our democratic participation.
- Student Voice – We will be entering the second phase of developing academic representation at Christ Church by electing more students to University committees and faculty boards.
- Belonging, Opportunities - Enhancing existing, and developing more, academic based societies.
- Belonging, Support - The opportunities around the move to semesters, and the Personal Development Week, to focus on employability and welfare.
- Comms & Transparency - Formally entering Quality Students' Unions – the NUS audit and quality mark for a well-run union.

However, it also presents challenges:


- The risks around the new structure to the academic year and impact upon student presence and events.
- Supporting our members at the Broadstairs campus, which faces an uncertain future.
- Providing scalable services that can be more responsive to fluctuations in funding and student numbers

CONCLUSION

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

The Trustees have taken advantage of the small companies exemptions provided in Section 415A of the Companies Act 2006.

This Report was approved by the Board of Trustees on 20th October 2017 and signed on their behalf of by:



Biba Chuta,
President (Sports) 2016/17
President (Sports) 2017/18
Chair of the Board of Trustees 2016/17

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF CHRIST CHURCH STUDENTS' UNION LTD FOR THE YEAR ENDED 31st JULY 2017

Opinion

We have audited the financial statements of Christ Church Students' Union for the year ended 31 July 2017 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 July 2017 and of the group's 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.

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

Basis for opinion

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

Conclusions relating to going concern

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.

Other information

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

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

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

CHRIST CHURCH STUDENTS' UNION
TRUSTEES ANNUAL REPORT and ACCOUNTS
YEAR ENDED 31 JULY 2017

Handwritten signature of Ian Weekes, consisting of a stylized 'I' and 'W' followed by a dot and the name 'Weekes'.

Ian Weekes
Senior Statutory Auditor

For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

Date: 22nd October 2017

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31st JULY 2017

		Unrestricted Funds Year 31st July 2017 £	Unrestricted Funds Year 31st July 2016 £
	Note		
INCOMING RESOURCES			
Incoming resources from generating funds:			
Voluntary income	3	910,755	990,074
Activities for generating funds	4	282,815	251,223
Investment income	5	76	141
		1,193,646	1,241,438
TOTAL INCOMING RESOURCES			
RESOURCES EXPENDED			
Charitable activities	6	(1,242,189)	(1,267,866)
		(1,242,189)	(1,267,866)
TOTAL RESOURCES EXPENDED			
NET INCOMING RESOURCES FOR THE YEAR		(48,543)	(26,428)
RECONCILIATION OF FUNDS			
Total funds brought forward		260,771	287,199
		212,228	260,771
TOTAL FUNDS CARRIED FORWARD	14	212,228	260,771

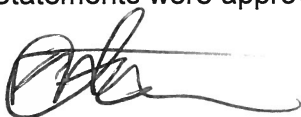
The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared. All of the above amounts relate to continuing activities.

CHRIST CHURCH STUDENTS' UNION
TRUSTEES ANNUAL REPORT and ACCOUNTS
YEAR ENDED 31 JULY 2017

BALANCE SHEET AS AT 31st JULY 2017

	Note	31st July 2017 £	31st July 2016 £
FIXED ASSETS			
Tangible assets	9	<u>49,521</u>	<u>107,412</u>
CURRENT ASSETS			
Stocks	10	2,436	1,929
Debtors	11	79,302	39,559
Cash at bank and in hand		<u>302,179</u>	<u>331,319</u>
		383,917	372,807
CURRENT LIABILITIES			
CREDITORS: Amounts falling due within one year	12	<u>221,210</u>	<u>219,448</u>
NET CURRENT ASSETS		<u>162,707</u>	<u>153,359</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>212,228</u>	<u>260,771</u>
NET ASSETS		<u>212,228</u>	<u>260,771</u>
FUNDS			
Unrestricted funds		162,707	153,299
Designated funds	14	49,521	107,412
TOTAL FUNDS		<u>212,228</u>	<u>260,771</u>

These Financial Statements have been prepared in accordance with Section 415A of the Companies Act (2006) and in accordance with Section 1A of FRS 102 and Charity SORP (FRS102). These Financial Statements were approved by trustees on 20th October 2017 and are signed on their behalf by:



Biba Chuta,
President (Sports) 2016/17
President (Sports) 2017/18
Chair of the Board of Trustees 2016/17

CASH FLOW STATEMENT

	2017		2016	
	£	£	£	£
Cash inflows / (outflows) from operating activities				
Net cash provided by operating activities		(22,879)		50,034
<i>Cash Flows from investing activities</i>				
Investment income	76		141	
Purchase of fixed assets	(6,337)		(33,268)	
Net cash applied to investing activities		(6,261)		(33,127)
Change in cash and cash equivalents in the year		(29,140)		16,907
Cash and cash equivalents at the beginning of the year		331,319		314,412
Cash and cash equivalents at the end of the year		302,179		331,319
			2017	2016
			£	£
Net incoming resources for the year (as Per the Statement of Financial Activities)			(48,543)	(26,429)
Adjustments for:				
Depreciation			64,228	62,766
Decrease/(Increase) in stocks			(507)	1,638
Decrease/(Increase) in debtors			(39,743)	(20,979)
(Decrease)/Increase in creditors			1,762	33,179
Adjustment for investing activities			(76)	(141)
Net cash provided by operating activities			(22,879)	50,034

1. ACCOUNTING POLICIES

GENERAL INFORMATION

Christ Church Students' Union is a registered charity in England, charity number 1142619 and company limited by guarantee, company number 07618194. The registered office is St. George's Centre, 41 St Georges Place, Canterbury, Kent, CT1 1UT. The trustees consider the charity to be a public benefit entity for the purposes of FRS 102 with the principal activities being the provision of social, recreational and representative services to students studying at Canterbury Christ Church University.

BASIS OF ACCOUNTING

The Trustees consider the Charity to be a public benefit entity. These financial statements have been prepared in accordance with the Companies Act 2006, Charities Act 2011, Statement of Recommended Practice 'Accounting and Reporting by Charities' 2015 (SORP) and the Financial Reporting Standard 102.

INCOMING RESOURCES

All incoming resources are recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. Incoming resources are not shown net of expenditure.

RESOURCES EXPENDED

- All expenditure is accounted for on an accruals basis and is stated net of VAT.
- Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs which can be directly allocated to activities and those costs of an indirect nature necessary to support them.
- Costs are allocated between the expenditure categories of the SOFA based on usage of the resource.
- Where costs cannot be directly allocated they are apportioned on an appropriate basis and recognised in the SOFA. Governance costs are those incurred in connection with compliance with constitutional and statutory requirements.
- Governance costs include those costs incurred in defining the strategic direction of the Charity in particular constitutional and statutory requirements.
- General support costs associated with central functions such as finance and general management have been allocated on a basis consistent with the use of those resources.

FIXED ASSETS

Fixed assets are stated at cost less accumulated depreciation. Assets are capitalised if they cost more than £500 and are expected to last more than a year. Equipment, fixtures, fittings and building improvements are included at historic cost.

DEPRECIATION

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

- Office Equipment over 5 years;
- Buildings Straight Line over 10 years.

LEASES

Rentals payable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

STOCKS

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

FUND ACCOUNTING

As at the period end, the Students' Union had one type of fund in its balance sheet:

- Unrestricted income funds arising from the accumulated surplus from its various activities.

The income and expenditure are shown in the SOFA. The assets and liabilities representing each fund are shown in the notes to the accounts.

DESIGNATED RESERVES

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

DEBTORS

Trade debtors are recognised at the settlement amount after any trade discounts offered. Prepayments are valued at the amount repaid net of any trade discounts due.

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.

CREDITORS

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

FINANCIAL INSTRUMENTS

The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

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.

BENEFITS IN KIND

Within the Financial Memorandum 2016/17 Canterbury Christ Church University pledged to support Christ Church Students' Union with benefits in kind relating to rent for the value of £214,000 plus VAT. The support is calculated to be consistent with the current market value of the service provided.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See Note 9 for the carrying amount of the property, plant and equipment, and see the accounting policies for the useful economic lives for each class of assets.

(ii) Impairment of debtors

The company makes an estimate of the recoverable value of trade and other debtors.

When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and associated impairment provision.

2. NET INCOMING RESOURCES FOR THE PERIOD

This is stated after charging:

	31st July 2017 £	31st July 2016 £
Depreciation	64,228	62,766
Auditors remuneration - audit of the financial statements	8,874	9,187
Operating Lease Costs Plant and Machinery	<u>8,986</u>	<u>8,986</u>

3. VOLUNTARY INCOME

	Unrestricted Funds £	Total Funds 2017 £	Total Funds 2016 £
GRANTS RECEIVABLE			
Block Grant	696,755	696,755	776,074
Benefits in Kind	<u>214,000</u>	<u>214,000</u>	<u>214,000</u>
	<u>910,755</u>	<u>910,755</u>	<u>990,074</u>

4. INCOMING RESOURCES FROM ACTIVITIES FOR GENERATING FUNDS

	Unrestricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
Fundraising events	109,206	109,206	79,107
Membership Income - Sport	70,186	70,186	57,848
Membership Income - Societies	8,103	8,103	7,420
Marketing Income	35,888	35,888	53,966
Miscellaneous Income	<u>59,432</u>	<u>59,432</u>	<u>52,882</u>
	<u>282,815</u>	<u>282,815</u>	<u>251,223</u>

5. INVESTMENT INCOME

	Unrestricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
Bank interest receivable	<u>76</u>	<u>76</u>	<u>141</u>

6. COST OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
Student Events	27,156	27,156	34,296
Student Activities	112,941	112,941	138,858
Student Representation	1,102,092	1,102,092	1,094,712
	<u>1,242,189</u>	<u>1,242,189</u>	<u>1,267,866</u>

	Student Events £	Student Activities £	Student Representation £	Total Funds 2017 £	Total Funds 2016 £
Direct Activity	12,983	107,898	564,603	685,484	615,661
Indirect Activity	14,173	5,043	537,489	556,705	652,205
	<u>27,156</u>	<u>112,941</u>	<u>1,102,092</u>	<u>1,242,189</u>	<u>1,267,866</u>

7. SUPPORT COSTS

	Total 2017 £	Total 2016 £
Advertising, Sales and Marketing	19,316	22,630
Vehicles, Travel and Staff Costs	82,584	96,751
Sports, Entertainment and Events	103,539	121,301
Establishment Costs	71,701	84,001
Office Costs	32,026	37,518
Facilities and IT Support	235,766	276,211
Governance Costs	11,773	13,793
Total included in above	<u>556,705</u>	<u>652,205</u>

8. STAFF COSTS AND NUMBERS

	Period to 31 st July 2017	Period to 31 st July 2016
	£	£
Wages and salaries	377,733	364,045
Social security costs	34,908	27,685
Pension costs	52,595	50,640
Accrued holiday	10,500	-
	475,736	442,370

In addition to the trustees who are directors, Christ Church Students' Union has one further director employed as the Managing Director. Excluding employer's pension contributions, no employee received remuneration of more than £60,000 during the period.

The average number of employees by headcount during the period was:

	31st July 2017	31st July 2016
Student Activities	2	2
Student Representatives	7	7
Social & Recreational	2	3
Clerical & Admin	4	4
	15	16
Average Employees for Year	15	16

Trustees, who are employed as sabbatical officers are remunerated in their roles as sabbatical officers. Remuneration and employer pension contributions were as follows.

	2017		2016	
	Remuneration	Pension	Remuneration	Pension
	£	£	£	£
Krum Tashev	1,962	-	13,866	1,490
Emily Barron	-	-	14,532	-
Sophie Dudley	-	-	18,272	-
Nicola Ward	-	-	17,706	-
Nicholas Beard	18,500	-	2,011	-
Faizah Chuta	18,500	-	2,011	-
David Hannaway	17,777	-	1,941	-
Phillip Semmens	17,350	-	2,011	-
Jordan Howard	1,962	-	-	-
Total Remuneration	76,051	-	72,350	1,490

9. TANGIBLE FIXED ASSETS

	Office Equipment	Buildings	Total
	£	£	£
COST			
At 1st August 2016	296,250	39,607	335,857
Additions	6,337	-	6,337
At 31st July 2017	<u>302,587</u>	<u>39,607</u>	<u>342,194</u>
DEPRECIATION			
At 1st August 2016	218,306	10,139	228,445
Charge for the period	59,937	4,291	64,228
At 31st July 2017	<u>278,243</u>	<u>14,430</u>	<u>292,673</u>
NET BOOK VALUE			
At 31 st July 2017	<u>24,344</u>	<u>25,177</u>	<u>49,521</u>
At 31 st July 2016	<u>77,944</u>	<u>29,468</u>	<u>107,412</u>

10. STOCKS

	31st July 2017 £	31st July 2016 £
Stock - goods for resale	<u>2,436</u>	<u>1,929</u>

During the year £2,049 was expensed to profit and loss (2016: £8,944)
Stock impaired during the year: £nil (2016: £nil)

11. DEBTORS

	31st July 2017 £	31st July 2016 £
Trade debtors	54,406	27,148
Other debtors	14,350	-
Prepayments	<u>10,546</u>	<u>12,411</u>
	<u>79,302</u>	<u>39,559</u>

Included in Trade Debtors is an impairment allowance of £1,130 (2016: Nil).

All debtors are basic financial instruments measured at amortised cost, with the exception of prepayments.

12. CREDITORS

	31st July 2017 £	31st July 2016 £
Trade creditors	197,108	201,501
Accruals	22,675	13,360
Other creditors	<u>1,427</u>	<u>4,587</u>
	<u>221,210</u>	<u>219,448</u>

The pensions' creditor as at 31st July 2017 was £4,052 (2016: £4,480).

All creditors are basic financial instruments measured at amortised cost except the accruals and the pensions' creditor.

13. UNRESTRICTED FUNDS

	Balance at 1st Aug 2016 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance at 31st July 2017 £
General funds	153,359	1,193,646	(1,242,189)	57,891	162,707
Designated funds	107,412	-	-	(57,891)	49,521
	<u>260,771</u>	<u>1,193,646</u>	<u>(1,242,189)</u>	-	<u>212,228</u>

DESIGNATED RESERVES

Designated Funds represent the tangible fixed assets at net book value. The fixed assets gifted by Canterbury Christ Church University are included in the register.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Income Funds	-	162,707	162,707
Designated Income Funds	49,521	-	49,521
	<u>49,521</u>	<u>162,707</u>	<u>212,228</u>

15. COMPANY LIMITED BY GUARANTEE

On 28th April 2011 Christ Church Students' Union incorporated and became a registered charity limited by guarantee.

16. RELATED PARTY TRANSACTIONS

Christ Church Students' Union is in receipt of a Block Grant of £696,755 (2016: £776,074), other income of £5,793 (2016: £16,560), and in-kind support to the value of £214,000 (2016: £214,000) for accommodation from Canterbury Christ Church University. In accordance with Charities SORP 2015 the value of buildings and services are determined at market value. The balance due from Canterbury Christ Church University at the balance sheet date was £1,532 (2016: £1,416). Christ Church Students' Union incurred expenditure from Canterbury Christ Church University for support costs of £548,361 (2016: £504,692). The balance due to the Canterbury Christ Church University at the balance sheet date was £186,983 (2016: £174,122). 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.

Trustees consider the Managing Director and Sabbatical Officers to be the key management personnel. The aggregate amount of remuneration paid to these individuals, including pension contributions, during the year was £141,849 (2016: £142,552). Trustees may claim expenses whilst carrying out their duties, according to the agreed schedule and amounts in the Financial Procedures.

Trustee	Expenses 2016/17 £	Expenses 2015/16 £
Krum Tashev	55	16
Emily Barron	-	59
Sophie Dudley	-	570
Nicola Ward	-	57
Nicholas Beard	240	5
Biba Chuta	152	50
David Hannaway	434	58
Phillip Semmens	661	28
Jordan Howard	77	-
	1,619	843

17. CONTROLLING INTEREST

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.

18. OPERATIONAL MANAGEMENT OF THE UNION

The day to day operational management of the Union was overseen by the Trustees, with delegated responsibility being passed to the Managing Director, Ben MacPhee, who is the executive director.

19. TRUSTEES' REMUNERATION

The full time Sabbatical Officers were the only 4 members of the Board of Trustees to receive any remuneration as allowed by the governing documents. There were four Sabbatical Officers in this financial year and the salary costs were £76,051 (2016: £73,840). Other members of the Board of Trustees are reimbursed for their travel costs and any other expenses incurred during the course of their duties.

20. COMMITMENTS UNDER OPERATING LEASES

At 31st July 2017 the charity had annual commitments under non-cancellable operating leases as set out below.

	2017	2016
	£	£
Operating leases which expire:		
Less than 1 year	5,350	7,843
Within 2-5 years	-	5,350
	<u>5,350</u>	<u>13,193</u>