



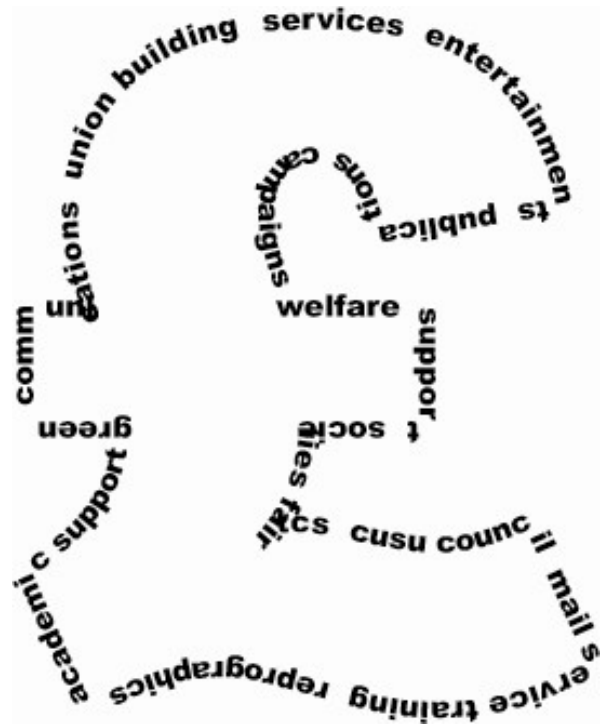
CUSU Budget 2009-10

As Passed by CUSU Council
Easter I 2009
with additional note for the SACSM

Note: Audited Accounts for 2007-8 are now available from the CUSU Coordinator

Contents

Budget Report	2
Overview Figures	7
Main Budget Sheets	8
Overhead and Staff	8
Student Services and Trade	9
Core Activities and Campaigns	11
Autonomous Campaigns	13
New Building Cost Depreciation	13
Affiliation Fees	14
Graphics	15



Adam Colligan
CUSU Coordinator 2007-2009

Budget Report

Introduction

The Cambridge University Students' Union Budget Year runs from the 1st of July to the 30th of June, with the division of years coinciding with the handover of Sabbatical positions and students' summer holidays. The Budgeting process is governed by a number of rules and regulations, notably Section K of the Constitution and the CUSU Financial Policy, both of which are permanent rules that do not lapse.

The Budget document is also the result of extensive interaction between the CUSU Coordinator and outgoing and incoming Executive officers, staff, contractors, clients, volunteers and the University. It represents the fairest estimates of income and expenditure that can be foreseen for the coming year, and holding within its limits is a constant priority within CUSU as an organisation as the year progresses.

Over the past two years, the organisation has taken great strides in improving the monitoring of its financial situation and in translating that knowledge into better decisions. There has also been a successful clampdown on arbitrary trading of funds between budget headings by officers, a practice that in the past made it difficult to spot overspends and changing needs. Budgets have also become much more conservative in their assessment of the potential of new business projects, and forecasting on the whole is now done with a much greater degree of confidence.

I have also worked to increase the sophistication and robustness of the budget documents themselves, both in the form of these formatted reports and graphics and by much more thorough validation of the spreadsheets on which allocations are formulated. While human error is an ever-present possibility, I am confident that the late surprises and mathematical errors that sometimes plagued my predecessors' budgeting processes are now a thing of the past.

In the previous Budget Report, I stated a belief that the CUSU had turned a corner in terms of its financial management and stability. I believe this claim is being borne out by a significant increase in confidence that the union is experiencing from many of its partners and members. The addition during 2008-9 of a new General Manager, along with the union's continuing ability to attract high-quality elected officers, indicates that this trend should be secure for the foreseeable future.

Funding Principles

It is important to keep in mind that, while budget allocations inevitably and in some way reflect organisational priorities, this relationship is not necessarily direct or easy to express in financial terms. For instance, the fact that the union budgets £150 to the Student Safety Officer and £1,700 for elections does not indicate that we value Cambridge students' political participation over ten times more than their lives.

Budgets are, rather, reflections of how far a pound can go in a certain area and how much additional return an extra pound can bring when used in different ways. While the value of a student life is very high, the likelihood of one additional cycle safety flyer saving a life is very small, and when run against the cost of x number of flyers, the returns on such an investment diminish very quickly. The Budget would also not necessarily show, for example, the high importance of individual casework to CUSU activities. This is because,

short of another new full-salaried employee, there are few ways in which additional funds could at the moment bring a tangible improvement to the Individual Student Support service.

Similarly, year-on-year changes to given budget headings often reflect the life cycle of particular projects or external funding sources and not necessarily a changing importance of the underlying issue itself. Each budget will also contain changes in the formatting and grouping of certain expenditure: this is done for ease of use for each year's officers at the expense of historical clarity.

Financial Policies

CUSU expenditures are governed by our UK accounting standards (as applied by our independent auditors), the judgements of the Trustees of the Union (who are mostly Sabbatical Officers), business and securities law, charities law including the new Charities Act 2006, student union regulation including the Education Act 1994, our Constitution (especially Sections A and K), our Financial Policy and Budget Policy (which are permanent Internal Policy), our annual Budget (which is a kind of Super Policy), and ordinary CUSU Policy designated by the Council.

It must also be noted that all CUSU expenditures and activities are ultimately the responsibility of the Trustees. These are all the Sabbatical Officers elected by cross-campus ballot of all students, plus one external Trustee elected via a new procedure inaugurated in 2008-9. The Trustees reserve the right to protect the organisation by blocking policy and expenditure on the grounds of illegality, recklessness, or other related concerns. This also applies to activities of the CUSU Autonomous Campaigns.

Oxford and Cambridge Careers Handbook (OCCH)

At over £80,000 in income, the OCCH is conspicuously important to the union's financial health. 2009-10 will see the final year of the initial period in the CUSU's three-year contract with St. James's House to produce and sell the book, which is distributed in Michaelmas. Both officers and staff are keenly aware of just how vital the maintenance of the project is to the charity, and they will be working hard to ensure that our partnership remains mutually beneficial.

The OCCH website, a separate project in which the CUSU has invested a large quantity of startup costs, suffered more significant setbacks during 2008-9, to the great frustration of the CUSU Coordinator. For a combination of business and technical reasons beyond the CUSU's control, the previously-planned site is no longer functioning. However, we still believe that there is a viable market for this project, and we are actively pursuing ways of seeing it to fruition. Watch this space.

Entertainments

The late summer of 2008 saw a series of very serious blows for CUSU Ents activity. Amidst a steady national decline in the profitability of student bars, club nights, and related promotions, the level of competition in Cambridge specifically has shot up dramatically. On any given night, up to twice as many venues are competing for a smaller number of patrons than were available just two or three years ago. In addition, an individual who had been employed as CUSU Business and Entertainments Manager departed in 2008 with a large amount of the charity's activity and set up a private for-profit endeavour in which to channel available business. For legal reasons, this report will not detail the extent and nature of this

person's activity or its damage, but it resulted in a need to essentially rebuild CUSU Ents from scratch beginning in Michaelmas 2008.

CUSU officers are committed to the principle that the union does not wish to subsidize entertainments activities in the long-term. However, we believe that there is a real opportunity for CUSU Ents to return to profitability in the medium term, and this Budget commits the organisation to giving its social activities the opportunity to be as competitive as possible to win back the market. Officers will want to conduct an in-depth review of the future of CUSU nightlife projects before their terms end in 2010, but doing so now would be premature.

Salary and Affiliation Fees Adjustments

As costs continue to rise even in difficult economic circumstances, the importance of staying on top of inflation from year-to-year is magnified, especially for small organisations where salary costs are such a significant part of expenditure. The CUSU Council agreed a baseline figure of 2.9 percent in increases for the coming year when it approved the Sabbatical salaries for 2009-10 in advance of the elections. Much-hyped fears of either deflation or stagflation have not yet materialised in the current global downturn, and this budget continues to make use of that figure as a benchmark for basic pay increases.

The large gaps left in the Budget from declining entertainments profit and the loss of some other available streams of income have been more difficult to close for 2009-10 than for previous years. During 2007-8, the introduction of the OCCH outsourcing contract buoyed the balance sheets, and in 2008-9, the delay in hiring a General Manager saved considerable salary costs. But this year, savings have had to be found increasingly in core charitable activities.

Affiliation fees were therefore reviewed as one possible source of additional funding to ensure a balanced budget with cuts that were not too deep into central projects; there has not been a real increase in affiliation fees in a number of years. However, this budget was able to take advantage of several sources of extra savings, and in the end, it only calls for an increase of one percent above our inflationary target. This very modest contribution should also result in the union's ability to further develop services directly for common room officers, a strong point of our recent growth. Our expectation of collection has also increased, from 95 to 97 percent, reflecting positive recent experience with the colleges.

Other Major Points of Note

Some equipment purchases are 'capitalised,' meaning that their costs are spread over three budget years beginning in the year of purchase. Budget code 7393 includes £970.12 in depreciation from previous purchases. The remainder will be from new expenses. This does not include depreciation of roughly £7k on the moving expenses from 2007, which are taken directly from the reserves under an arrangement made several years ago (noted at the bottom of the budget sheets).

Legal costs (7390) have varied widely from year to year in the union's recent experience, as one or two complex cases can result in spiralling expenses. We are currently in the process of consulting about whether retaining legal insurance would or would not be a cost-effective way of evening out our expenditures in this area.

As in the last two years, there is one non-EU sabbatical officer on the team for 2009-10; by policy, the union pays for such persons' immigration formalities. The £300 had been attributed to "legal costs" by the past policy, but this budget motion calls for it to instead be provided for as a staff expense (6373).

NUS Extra income (4350) seems likely to increase considerably as it appears there is an appetite for changing the CUSU's current "hands-off" policy toward advertising the card. Some officers still have significant political and economic concerns about the card's impact on the marketplace for student discounts, but it appears that in the current climate the union will have little choice but to encourage more sales in Cambridge and will benefit financially from doing so.

The tie-up between the CUSU and CUR1350 Radio did not, in the end, take place. Constant and long-term problems in communicating with the CUR Committee resulted in an inability to develop a framework for agreement on the project. Happily, the Committee has been able to secure an FM license from OfCom using a holding company set up internally, and the union obviously wishes them the best of luck. While the space that had been set aside as a studio is no longer designated for that purpose in the CUSU office, there are a number of other projects to which it may now be put to use.

The Council Free Budget (6577) is remaining relatively steady at the £1500 level. This budget heading plays the very important role of buffering the need for resources by new projects and situations without having to immediately identify a corresponding project to cut mid-way through the year. This benefit can only be achieved, however, if both officers and Councillors are aware of the opportunity to use it.

In a similar vein, some teams have increasingly requested that some of their campaigning funding be centralised for team use rather than for a specific officer or programme (though allocations of these team discretionary funds is still based on communicating clear project ideas at the time the budget is produced). This can be a very good tool to encourage teams to work together on collective ideas and goals; from a financial point of view, however, it is important that this not be taken too far into the realm of funding people rather than projects.

The Shadowing Scheme (6519) will see some of the most significant fixed cost increases of any programme during 2009-10 due to dramatic increases in the cost of criminal background checks for volunteers (a new national system for checks will not come on line in time to help for this year). But there is not enough available cash to cover all anticipated increases, meaning that some of the variable costs of the scheme will experience a squeeze. The largest of these – travel reimbursement – has varied greatly from year to year, depending on the instructions given to attendees. Next year's scheme will need to work carefully to strike a balance between the duty to assist those who need it and the requirement that it stay within budget parameters on expenditure.

The Alternative Prospectus' (4255), which is produced every two years, has long been a complicated project to budget. During 2009-10, the AP will finally reset into a rational production cycle: in the year it is produced, half of its expenditure will be accounted, and in the following "off" year, the other half will be accounted. Since 2009-10 is an "off" year (the book will be designed, but not printed until late 2010) and the previous AP has already been fully paid off, the project will cost nothing during this budget. It is important to note that this saving is an artificial consequence of accounting and not a new financial reality.

Web Development (6402) is at the very heart of the union's strategy for increasing interaction with its members and ensuring that Cambridge students and groups have access to useful tools to advance their own goals. The CUSU website is going to undergo a significant revamp during the middle part of 2009, and modifications to such in-demand services as the voting portal, Societies Directory, and Colleges Database will be completed.

The general Union Publicity (6549) heading has been expanded to reflect the success of the new termly CUSU Newsletter, a project that the 2009-10 sabbatical team has expressed a keen interest in building on.

Estimates

The previous Budget Report (2008-9) included estimates for the year-end performance during the year in which it was being produced (2007-8). This year, however, that process was done in January /February as part of a budget review and revision. The resulting document can be found, along with other historical budget and accounts information, at <http://www.cusu.cam.ac.uk/union/budget/index.html> . It is important for the Coordinator, in conjunction with staff and officers, to prepare estimates and budget revisions during the year should there be significant changes in the union's needs or operating environment.

Amending the Budget

Note that under the CUSU Constitution, all amendments to the Budget must be revenue-neutral, naming the heading(s) to be reduced and the other heading(s) to be increased. Anyone can bring such a motion to CUSU Council in the usual way of bringing motions.

Conclusion

As the last CUSU Services Officer and the first CUSU Coordinator, I have had the pleasure of being the first sabbatical officer with the opportunity to operate under a budget that he or she creates. Having had this unprecedented experience with financial control and budgeting for the union, I am confident that this document will serve the organization as substantially accurate and useful guideline for activity over the 12-month period that it controls. It remains the case, however, the only reliable way of ensuring the Union's future is to obtain a credible block grant from the University, and this is something on which officers continue to work with great patience and diligence.

Ultimately, the organisation will always depend on the quality of the individuals it attracts into service, on their creativity and intelligence in managing new problems and realities as they arise. I have the utmost confidence in my successor, Clare Tyson, whom I hope will be inheriting a financially and managerially healthy union, but who will inevitably also be saddled with the consequences of mistakes that I have surely made over the previous two years. I wish her and her team the best of luck in taking CUSU forward to new horizons in student engagement, university advancement, business respect, and healthy bottom lines.

Sincerely,



Adam Colligan
CUSU Coordinator Jul 2007 – Jul 2009

2009 Overview Figures

	<u>Income (£)</u>	<u>Expenditure (£)</u>	<u>Net (£)</u>	<u>2008/9 Budget (net per activity)</u>	<u>2007/8 Budget (net per activity)</u>
<u>Overhead and Staff</u>	1,200.00	224,464.10	-223,264.10		
Finance and Administration			-19,612.70	-25,000	-22,500
Insurance and Legal			-5,100.00	-6,000	-6,500
Staffing			-198,551.40	-196,000	-150,000
<u>Services and Trade</u>	297,777.50	152,925.00	144,852.50		
Direct Services			2,380.00	2,500	6,800
Entertainments			17,410.00	39,200	56,000
OCCH			82,587.50	86,000	26,000
Summer Pubs			9,300.00	4,300	8,000
TCS			33,175.00	26,000	18,000
<u>Core Activities</u>	138,038.03	54,681.43	83,356.60		
Council Free Budget			-1,489.79	-1,500	-1,500
Access and Funding			-6,455.00	-8,000	-8,600
Democracy/Development			81,001.39	76,000	68,000
Education			-900.00	-1,300	-2,300
Elections			-1,700.00	-1,500	-1,200
Ethical Affairs			-750.00	-1,600	-1,700
Resources			15,700.00	16,000	21,000
Welfare			-2,050.00	-2,400	-3,700
<u>Autonomous Campaigns</u>	0.00	4,945.00	-4,945.00		
Black Students			-700.00	-850	-1,200
International			-625.00	-900	-1,000
LGBT			-2,095.00	-2300*	-1,500*
Women's			-1,525.00	-1600	-2,300
* - Ents Split given					
<u>Total</u>	437,015.53	437,015.53	0.00		
<u>(Deficit) surplus from operating activities (£)</u>			0.00		
<u>Total Funds brought forward (estimate for end of 2008-9 year) (£)</u>			226,361.33		
<u>New Building Depreciation</u>			-6,816.19		
<u>Total Funds to be Carried forward (estimate) (£)</u>			219,545.14		

Main Budget Sheets

Overhead and Staff

Finance and Administration

Financial structure		Officer	Debt	Credit	Total Balance	Total
7501	Bad Debts - incl. Legal costs	Coor	3,000.00	0.00	-3,000.00	
7502	Bank Charges	Coor	1,200.00	0.00	-1,200.00	
7503	Audit and Accountancy	Coor	3,200.00	0.00	-3,200.00	
7504	Interest from Bank Account	Coor	0.00	700.00	700.00	-6,700.00

Office Expenditure

7392	Computing Consumables, repairs and Software	Coor	1,000.00	0.00	-1,000.00	
7393	Equip & Furniture-Depreciation (incl. computers)	Coor	1,912.70	0.00	-1,912.70	
7394	Equipment & Furniture-Non-Deprec	Coor	250.00	0.00	-250.00	
7395	Repairs & Maintenance	Coor	100.00	0.00	-100.00	
7397	Office Cleaning	Coor	2,100.00	0.00	-2,100.00	
7398	Keys	Coor	50.00		-50.00	
7400	Internet, Telephone and Fax	Coor	4,000.00	0.00	-4,000.00	
7402	Postage (excludes Alt Prosp and TCS business)	Coor	2,000.00	500.00	-1,500.00	
7405	Office Stationery Supplies / Paper	Coor	1,400.00	0.00	-1,400.00	
7412	Kitchen Supplies	Coor	600.00		-600.00	-12,912.70

Printing/Copying - SEE REPRO/DIRECT SERVICES

Note 7393: £970.12 in ongoing depreciation, £1000 in new expenditures. Office move depreciation is listed separately at the bottom of the budget

General Manager

		Officer	Debt	Credit	Total Balance	Total
7450	Vacancies/Hiring	GM	350.00		-350.00	
7451	GM Salary, NI and Pension Contribution	Coor	38,700.00		-38,700.00	
7453	GM Admin and Meetings	GM	200.00		-200.00	-39,250.00

Insurance and Legal

		Officer	Debt	Credit	Total Balance	Total
7391	Insurance	Coor	3,600.00	0.00	-3,600.00	
7390	Legal Fees	Coor	1,500.00	0.00	-1,500.00	-5,100.00

Staffing

		Officer	Debt	Credit	Total Balance	Total
6371	Sabbatical Salaries NI & Tax	Coor	111,308.26	0.00	-111,308.26	
6373	Staff Expenses	Coor	500.00	0.00	-500.00	
6374	Staff Training	Coor	300.00	0.00	-300.00	
6388	Ents Mngr. Salary NI & Tax	Coor	19,620.00	0.00	-19,620.00	
6382	Business Manager - total Salary	Coor	26,968.14	0.00	-26,968.14	
6383	Office Socials	Coor	200.00	0.00	-200.00	
6376	AMSU Affiliation (Assn. of Managers in SUs)	GM	375.00		-375.00	
6385	Safety Taxis	Coor	30.00	0.00	-30.00	-159,301.40

Student Services and Trade

Direct Services

		Officer	Debt	Credit	Total Balance	2,380.00 Total
Reprographics						
4291	Reprographics - Supplies (Paper)	Coor	800.00	0.00	-800.00	
4292	Repro Repairs & Service Agreements	Coor	4,420.00	0.00	-4,420.00	
4294	Reprographics - Copy Charges	Coor	3,000.00	0.00	-3,000.00	
4297	Reprographics - Sales & Int Trans	Coor	0.00	3,500.00	3,500.00	-4,720.00

CUSU Mail Service

4301	CUSU Mail Service - Contractor	Coor	16,000.00	0.00	-16,000.00	
4304	CUSU Mail Service - Income	Coor		18,500.00	18,500.00	2,500.00

Reception Services

4316	Laminating & Binding	Coor	100.00	50.00	-50.00	
4343	Financial Times Scheme	Coor	1,800.00	2,100.00	300.00	
4346	Student ID	Coor	2,250.00	3,250.00	1,000.00	
4352	NUS Extra Promotions	Coor/GM	150.00		-150.00	
4351	NUS Extra Purchasing/Costs	Coor/GM	7,000.00		-7,000.00	
4350	NUS Extra Income	Coor		10,500.00	10,500.00	4,600.00

Societies' Fair - SEE RESOURCES GROUP
 Society Services - SEE RESOURCES GROUP
 Equipment Hire: SEE RESOURCES GROUP

Entertainments

		Officer	Debt	Credit	Total Balance	17,410.00 Total
4151	Ents Admin	EntsM	350.00		-350.00	
4148	Lifted (Tues @ La Raza)	EntsM	600.00	3,000.00	2,400.00	
4152	Special Events	EntsM	1,000.00	1,000.00	0.00	
4161	Remixology (Weds @ Soul Tree)	EntsM	24,000.00	28,200.00	4,200.00	
4164	SUAD (Thurs @ Revolution)	EntsM	22,480.00	29,640.00	7,160.00	
4173a	Ents. Manager Development	EntsM	350.00		-350.00	
4175	LGBT Night	EntsM	4,450.00	8,800.00	4,350.00	
4178	Cam:Live	EntsM	600.00	600.00	0.00	
4179	College and Societies Events Support	EntsM	400.00	400.00	0.00	17,410.00
Ents Website - SEE RESOURCES: IT PROJECTS						

OCCH

		Officer	Debt	Credit	Total Balance	82,587.50 Total
Careers Handbook						
4183	Careers Handbook - Business Expenses	BM/Coor	100.00	0.00	-100.00	
4185	Careers Handbook - Distribution	Coor	3,500.00	3,500.00	0.00	
4186	Careers Handbook - Advertising Rev	BM	0.00	82,687.50	82,687.50	82,587.50

OCCH Website

4191	Careers Website	Coor	0.00	0.00	0.00	0.00
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Note: OCCH Print Edition will be on Year 3 of St James's House Contract

Summer Publications

	Officer	Debt	Credit	Total Balance	9,300.00 Total
6381	Summer Publications Assistant	Coor	750.00	0.00	-750.00
6380	Summer Publications Distribution	Coor	0.00	0.00	0.00

Cambridge Guide

4213	Cambridge Guide - Production	Coor	4,000.00	0.00	-4,000.00
4215	Cambridge Guide - Advertising Revenue	BM	0.00	4,500.00	4,500.00

Survival Pack

4216	Survival Pack Envelope Production/Insertion	Coor	2,500.00	0.00	-2,500.00
4217	Survival Pack Envelope Inserts Revenue	BM		2,500.00	2,500.00

Diary

4233	Diary - Production	Coor	3,000.00	0.00	-3,000.00
4236	Diary - Advertising Revenue	BM	0.00	3,800.00	3,800.00

Freedom Book

4281	LGBT Freedom Book - Production	LGBT/Coor	1,000.00	0.00	-1,000.00
4282	LBB Freedom Book	Coor	0.00	1,500.00	1,500.00

Freshers Guide

4223	Freshers' Guide - Production	Coor	2,500.00	0.00	-2,500.00
4228	Freshers' Guide - Advertising Reven	BM	0.00	12,000.00	12,000.00

International Freshers Guide

6620	International Freshers' Guide - Production	Intl/Coor	1,000.00		-1,000.00
6621	International Freshers' Guide - Advertising Rev.	BM		750.00	750.00

Little Black Book

6612	Little Black Book - Production	BSC/Coor	1,000.00		-1,000.00
6614	Little Black Book - Advertising Revenue	BM		1,200.00	1,200.00

Womens Handbook

4242	Women's Handbook - Production	WU/Coor	2,500.00	0.00	-2,500.00
4247	Women's Handbook - Advertising Reve	BM	0.00	1,300.00	1,300.00

TCS

	Officer	Debt	Credit	Total Balance	33,175.00 Total
4195	TCS Supplements	Coor	1,000.00	1,000.00	0.00
4201	Cambridge Student -Editorial	TCS Ed	650.00	0.00	-650.00
4202	Cambridge Student - Production	Coor	34,000.00	0.00	-34,000.00
4203	Cambridge Student - Distribution	BM/Coor	4,000.00	0.00	-4,000.00
4207	Cambridge Student Advertising Reven	BM	0.00	67,000.00	67,000.00
4204	Cambridge Student Business Postage	BM/GM	1,000.00		-1,000.00
7401	Press Standards Subscription	Coor	175.00	0.00	-175.00
6401	TCS Website Development	Coor	500.00	0.00	-500.00
6405	TCS Website - Advertising Revenue	Coor	0.00	6,500.00	6,500.00

The TCS website redesign is overdue and should be a priority in 2007-8.

Core Activities and Campaigns

Council Free Budget

				Officer	Debt	Credit	Balance	Total
6577	Fund for new campaigns	CUSU		1,489.79	0.00	-1,489.79	-1,489.79	
							Total	-1,489.79

Access and Funding

				Officer	Debt	Credit	Balance	Total
6502	Mailouts	AF Sabb		300.00	0.00	-300.00		
6509	Access and Funding Team Discretionary	AF Team		200.00	0.00	-200.00		
6514	Target Visits by Access Sabbatical	AF Sabb		475.00	0.00	-475.00		
6517	Open Days	AF Sabb		50.00	0.00	-50.00		
6519	Shadowing Scheme	AF Sabb		4,500.00	1,000.00	-3,500.00		
6508	Comprehensive Campaign	AF Sabb		650.00	0.00	-650.00		
6518	Target Visits Recruitment/Training	AF Sabb		200.00	0.00	-200.00		
6579	College Rents and Charges	Rents		50.00	0.00	-50.00		
6578	Higher Education Funding	HE Fund		400.00	0.00	-400.00		
6583	EU Admissions	OP2		50.00	0.00	-50.00		
6581	Facilities and Catering	Facil		50.00		-50.00		
6582	Access Officers' Training	AF Sabb		30.00		-30.00		-5,955.00
							Total	-6,455.00

Alternative Prospectus

4255	AP Production	Coor/AF		0.00	0.00	0.00		
4256	AP Distribution/Mailing	AF Sabb		500.00	0.00	-500.00		
4257	AP Advertising Revenue	BM		0.00	0.00	0.00		-500.00

The AP is produced every other year, with half of the cost deferred until the budget year after it is produced. This cycle got out of sync and is being reset during 2009/10, so there will be no production expenses during this period.

The next AP will be designed in 2009/10 but only produced in autumn 2010 (in the 2010/11 Budget Year)

Democracy and Development

				Officer	Debt	Credit	Balance	Total
External								
6543	NUS Conferences	Prez		900.00	0.00	-900.00		
4142	Affiliation Fees Paid to NUS	Coor		8,836.64	0.00	-8,836.64		
6472	UK CISA Affiliation (Int Students)	Coor		350.00	0.00	-350.00		
6539	University Interaction	Prez		25.00		-25.00		
6505	Aldwych Group Expenses	Prez		600.00		-600.00		-10,711.64
Internal								
4141	ACR Affiliation Fees	Coor		0.00	92,513.03	92,513.03		
6537	Executive Meetings/Socials	Prez/Coor		75.00	0.00	-75.00		
6538	D&D Discretionary Fund	DD Team		75.00	0.00	-75.00		
6542	Council Meetings & Open Meetings	CC		300.00	0.00	-300.00		
6556	JCR/MCR Training (excluding Welfare/Academic)	Prez		350.00	0.00	-350.00		91,713.03
							Total	81001.39

Education

				Officer	Debt	Credit	Balance	Total
6481	Mature Students	MPCAG		100.00	0.00	-100.00		
6521	Exam and Study Skills	Ed Sabb		400.00	250.00	-150.00		
6524	Education Campaigns & Surveys	Ed Team		350.00	0.00	-350.00		
6526	Faculty Rep Elections	Ed Team		125.00	0.00	-125.00		
6527	Meetings, Casework and Admin	Ed Sabb		100.00	0.00	-100.00		
6529	Training Academic Officers/ Fac Reps	Ed Sabb		75.00	0.00	-75.00		-900.00
							Total	-900.00

6521 Expenditure not to exceed £400 unless income exceeds £400 (even if income is between £250 and £400)

Elections

		Officer	Debt	Credit	Total Balance	-1,700.00 Total
6541	Elections & Referenda	Elec	1,700.00	0.00	-1,700.00	-1,700.00

Ethical Affairs

		Officer	Debt	Credit	Total Balance	-750.00 Total
6491	General Ethical Campaigns/Publications	EA Team	400.00	0.00	-400.00	
6690	Community and Volunteering	CV	50.00		-50.00	
6492	One World Week Participation*	EA Team	150.00	0.00	-150.00	
6691	Ethical Consumership	EConsum	50.00		-50.00	
6692	Ethical Investment	EInvest	50.00		-50.00	
6693	Environment	Enviro	50.00		-50.00	-750.00

*6492: Projects should be CUSU-directed; should not be a general grant to the OWW Society

Resources Group

		Officer	Debt	Credit	Total Balance	15,700.00 Total
Coordinator						
6411	Ethical Policy Research	Coor	400.00	0.00	-400.00	
6536	Sabb and Exec Training	Coor/Prez	500.00		-500.00	
6413	Administration, Liason and Meetings	Coor	100.00	0.00	-100.00	-1,000.00

Publicity and Communication

6549	Union Publicity	Coor/Prez /Comms	3,500.00	0.00	-3,500.00	
6531	CUSU Clothing/Stash	Coor	375.00	300.00	-75.00	-3,575.00

IT Projects

6402	Website Development - General	Coor	4,500.00	0.00	-4,500.00	-4,500.00
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Societies and Sports Development

6496	Societies Training	Coor	800.00	800.00	0.00	
6498	Sports and Socs Development	Socs/Coor	350.00		-350.00	
6486	Societies Equipment Scheme	Coor	200.00	325.00	125.00	
6497	Societies Storage	Socs/Coor	500.00	500.00	0.00	
4347	Societies Fair	Coor/BM	14,000.00	39,000.00	25,000.00	
6488	Societies Publication	Coor	750.00	750.00	0.00	24,775.00

Welfare

		Officer	Debt	Credit	Total Balance	-2,050.00 Total
6461	Welfare Gen Expenditure & Casework	WG Sabb	50.00	0.00	-50.00	
6462	Welfare Officers Training & Resources	WG Sabb	200.00		-200.00	
6464	Personal Attack Alarms	WG Sabb	1,000.00	1,000.00	0.00	
6468	General Welfare Campaigns	Wel Team	600.00	0.00	-600.00	
6469	Sexual Health Outreach Teams	HIV-SH	250.00	150.00	-100.00	
6484	Students with Disabilities	SwD	150.00	0.00	-150.00	
6471	Student Safety	Safety	125.00	0.00	-125.00	
6487	Anti-Racism	ARO	200.00	0.00	-200.00	
6473	Eating Disorders Project	EDO/WG	300.00	250.00	-50.00	
6576	General Mental Health	MHealth	75.00		-75.00	
6474	Condoms	WG Sabb	1,200.00	1,200.00	0.00	
6475	Students with Children	WG Sabb	50.00	0.00	-50.00	
6478	Pregnancy Test Kits	WG Sabb	450.00	0.00	-450.00	-2,050.00

Autonomous Campaigns

Black Students Campaign

		Officer	Debt	Credit	Balance	Total	-700.00
						Total	
6611	BSC - Campaigns	BSC	350.00	0.00	-350.00		
6613	BSC - Other activities	BSC	350.00	0.00	-350.00		-700.00

International Students

		Officer	Debt	Credit	Balance	Total	-625.00
						Total	
6622	International - General Expenditure	Intl	250.00	0.00	-250.00		
6623	International - Freshers' Week	Intl	125.00	0.00	-125.00		
6624	International - Social Events	Intl	250.00	0.00	-250.00		-625.00

LBGT Campaign

		Officer	Debt	Credit	Balance	Total	-2,095.00
						Total	
6601	LBGT - Campaigns	LBGT	350.00		-350.00		
6602	LBGT - Welfare	LBGT	75.00	0.00	-75.00		
6603	LBGT - [no definition]	LBGT	400.00	0.00	-400.00		
6604	LBGT - Socials*	LBGT	670.00	0.00	-870.00		
6605	LBGT - Awareness Week	LBGT	350.00	0.00	-150.00		
6606	LBGT- Administration and Resources	LBGT	250.00	0.00	-250.00		-2,095.00

*6604: not to exceed 20% of 4175 Balance

Women's Union

		Officer	Debt	Credit	Balance	Total	-1,525.00
						Total	
6422	Women's General Exp and Casework	WU	75.00	0.00	-75.00		
6423	College Women's Officers Training and Support	WU	50.00	0.00	-50.00		
6431	WU Council, Admin and Development	WU	100.00	0.00	-100.00		
6432	Women's Campaigns and Events	WU	750.00	0.00	-750.00		
6433	WU External/Affiliations	WU	400.00	0.00	-400.00		
6436	Publications	WU	150.00	0.00	-150.00		-1,525.00

NEW BUILDING COSTS

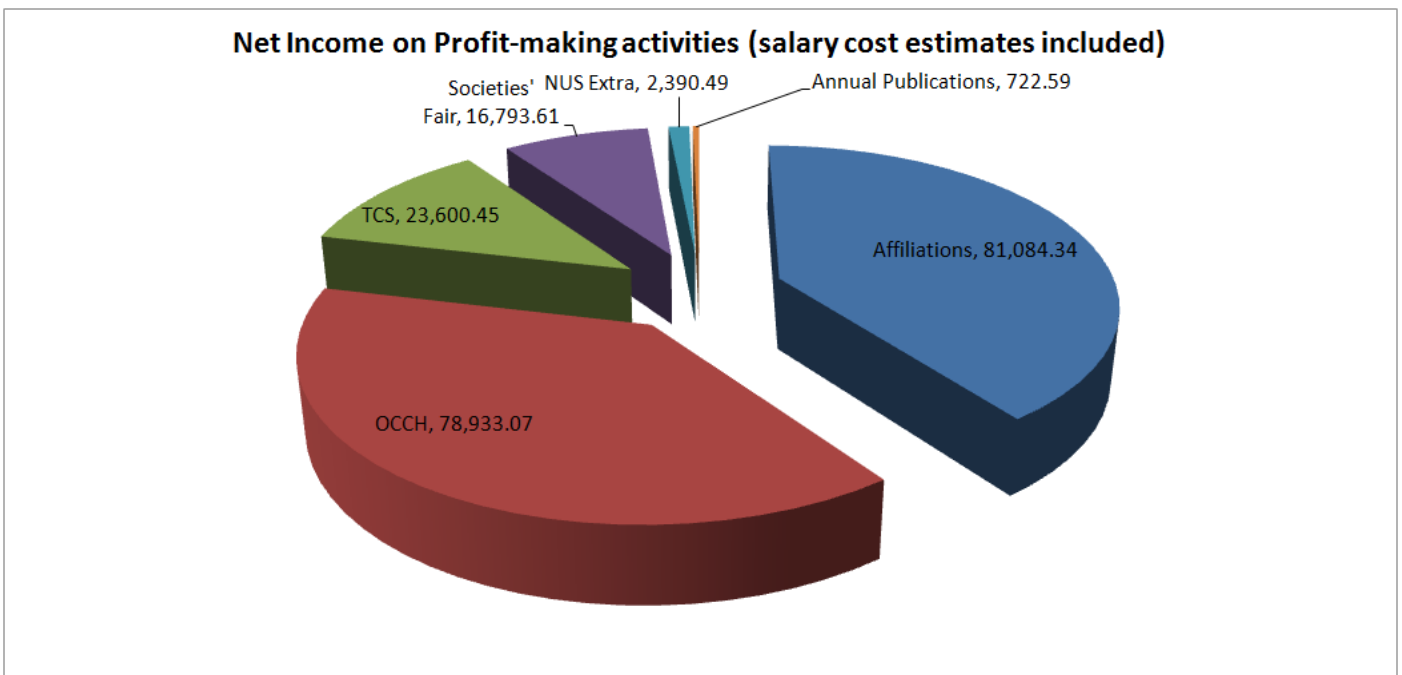
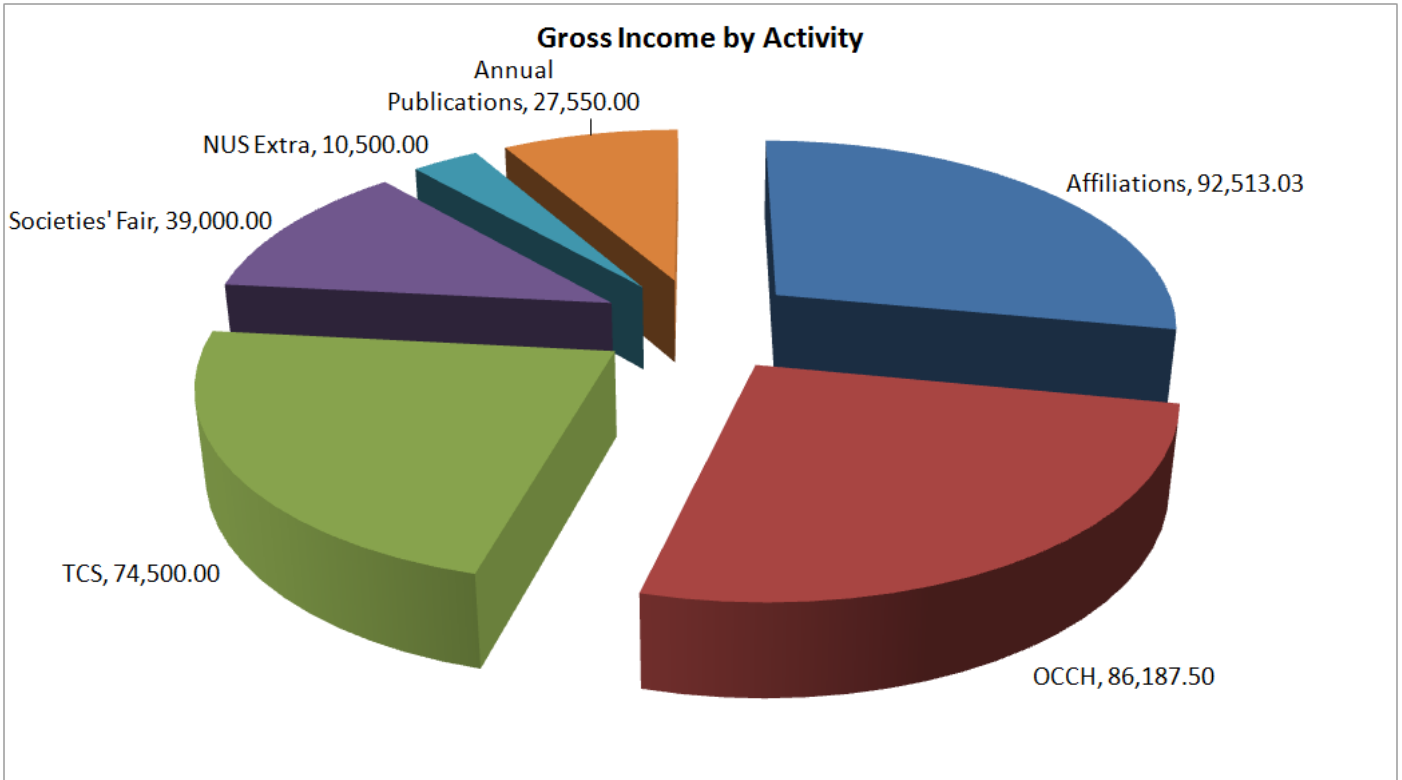
Accounted Separately from Budget

		Debt	Credit	Balance
7393X	Depreciation on new building expenses	£6,816.19		-£6,816.19

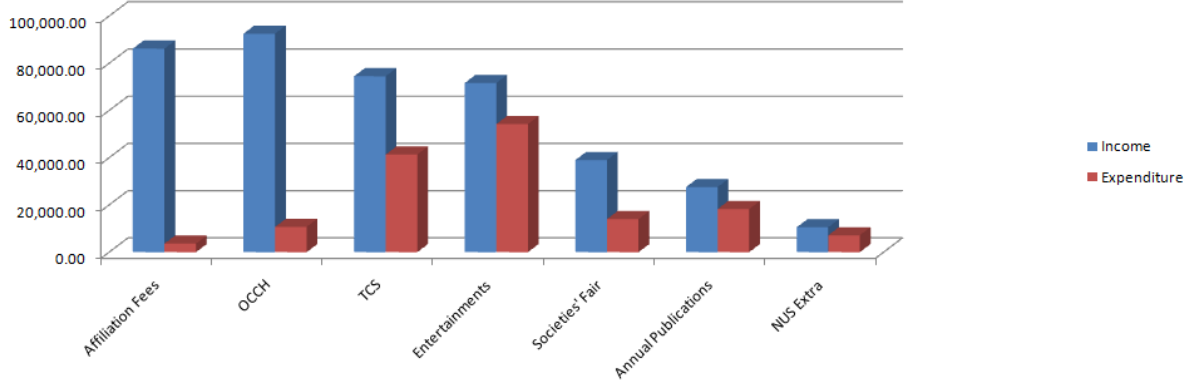
UNIVERSITY STAFF CONTRIBUTION

Not processed through CUSU Systems

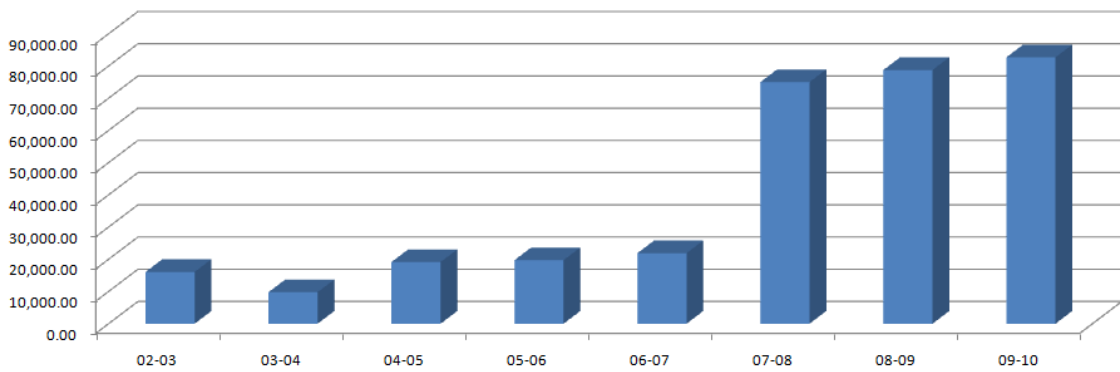
		Debt	Credit	Balance
	1 Full-time receptionist position + on-costs	Uni	34,932.00	
	1 Full-time financial administrator + on-costs	Uni	35,181.00	70,113.00



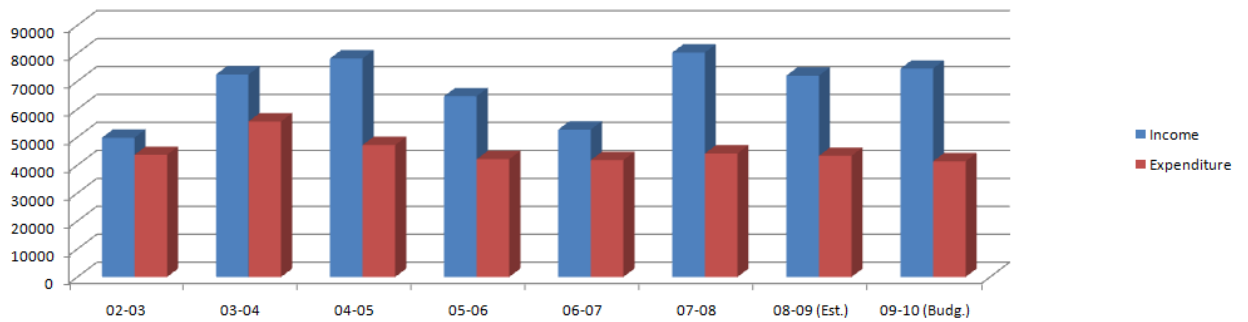
**Gross Income and Expenditure 2009-10:
Selected Profitmaking Activities (salary costs not included)**



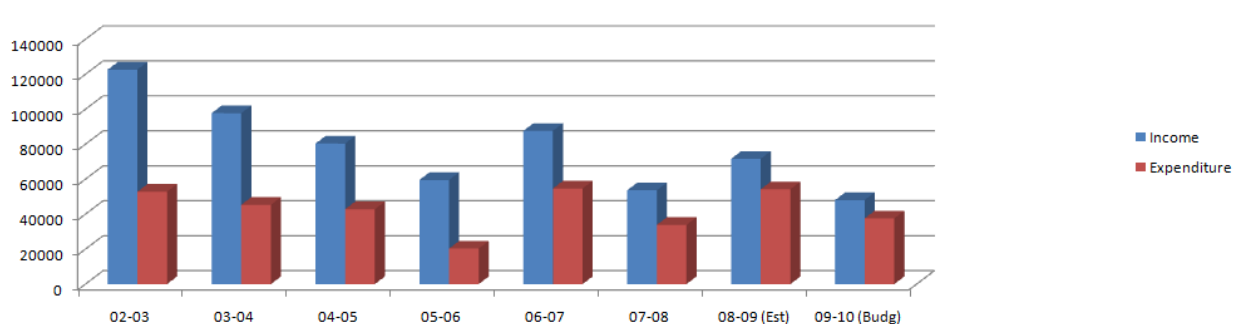
OCCH Net Income (Historical)



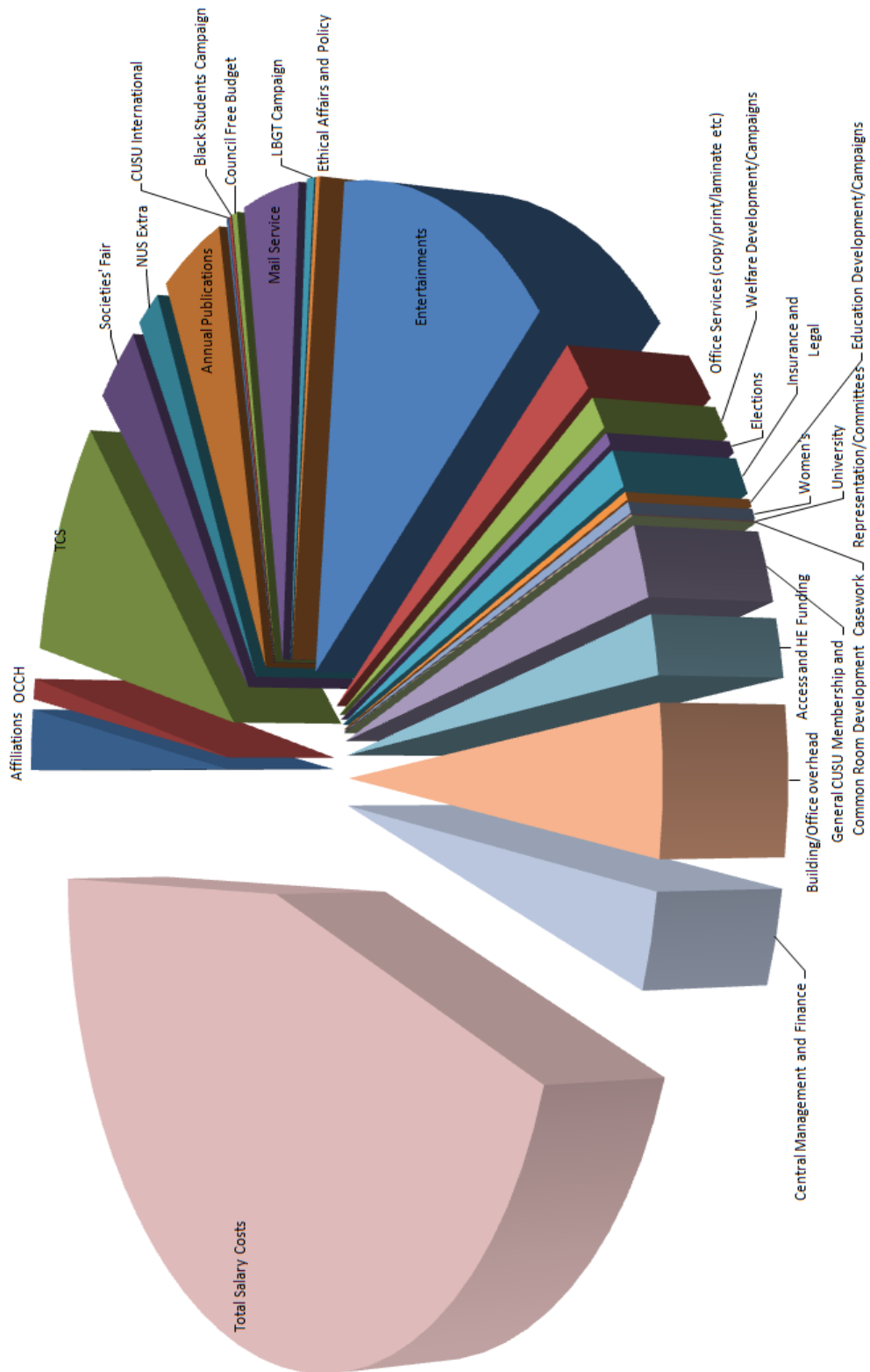
TCS Income and Expenditure (Historical) (salary costs not included)



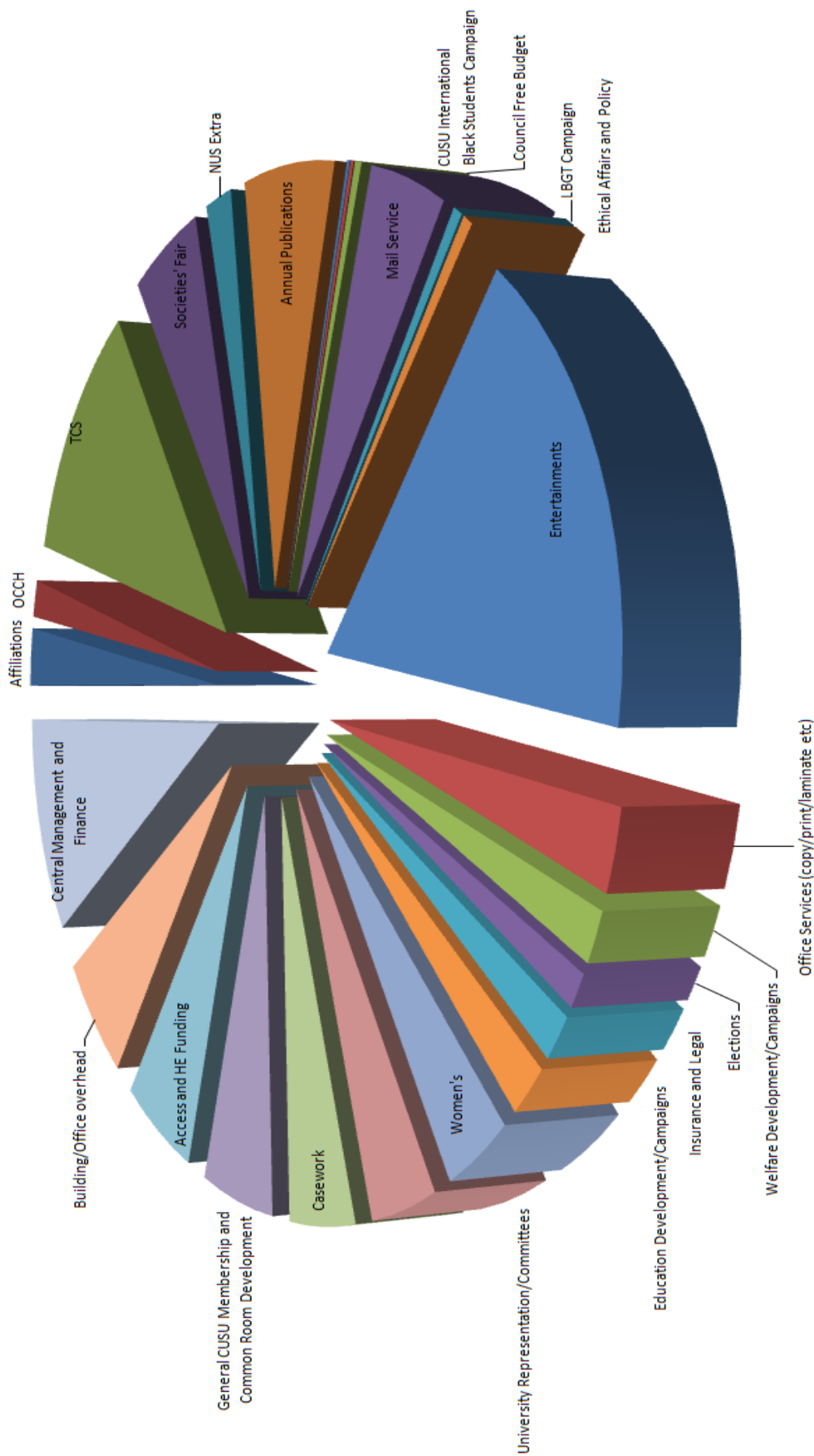
Ents Income and Expenditure (Historical) (salary costs not included)



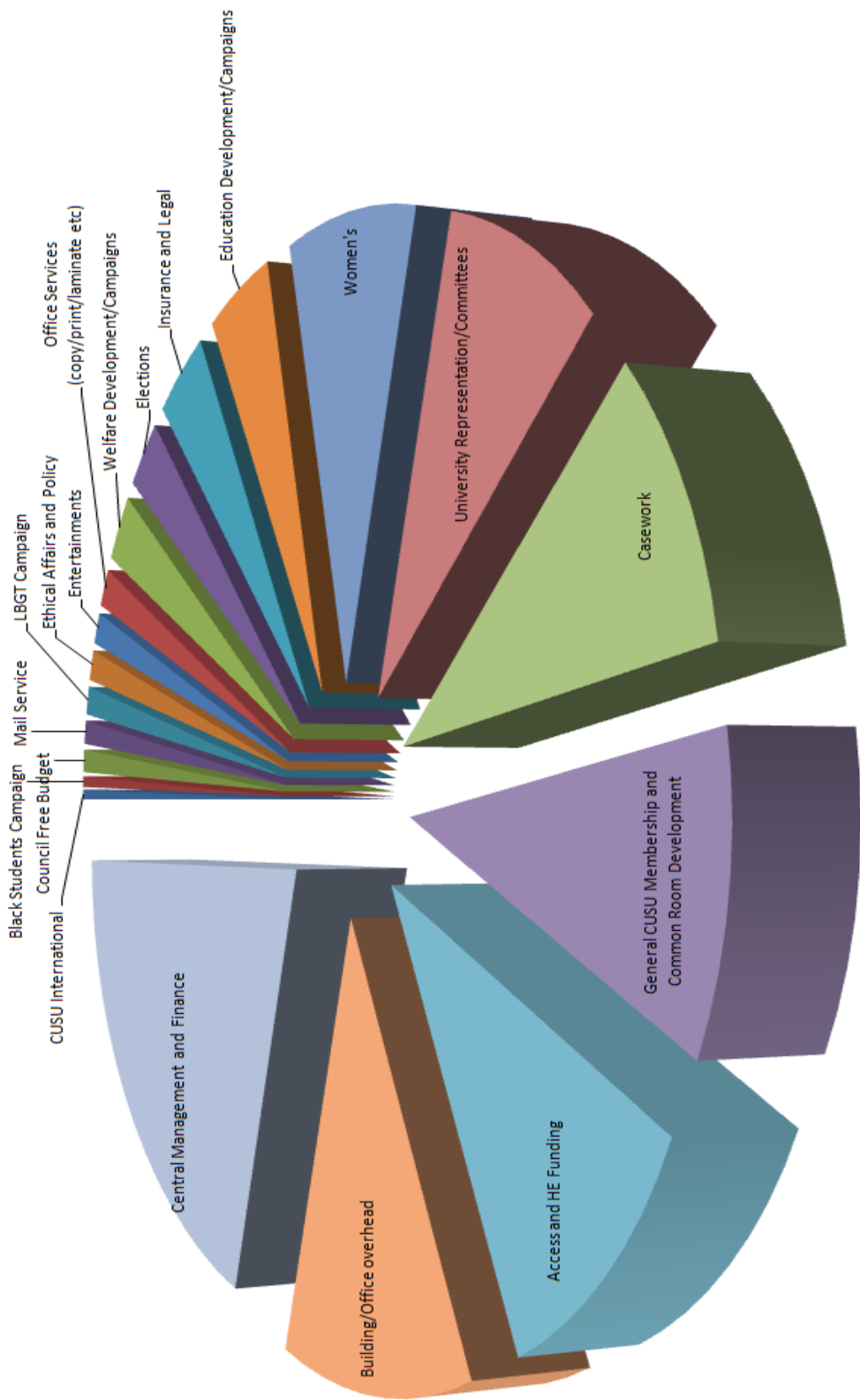
Gross Expenditure by Activity (salary cost estimates separate)



Gross Expenditure by Activity (salary cost estimates included)



Net Expenditure on Loss-making Activities (salary cost estimates included)



Net Income or Expenditure by Activity (Salary Cost Estimates Included)

