



Revised Budget and Estimates: 2008-9

As Submitted to CUSU Council
Lent III 2009

As Submitted to the SACSM
10 March 2009

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

Contents

- 2 Review/Estimate Report**
- 3 Overview Figures**
- 4 Overhead and Staff**
- 5 Services and Trade**
- 7 Core Activities**
- 10 Autonomous Campaigns**
- 10 Building Depreciation**



Adam Colligan
CUSU Coordinator 2007-2009

Budget Review and Estimates Report

From early in the 2008-9 Fiscal Year (Jul 2008 – July 2009), it became clear that the operation of several of the Cambridge University Students' Union's trading activities were facing serious disruption. The departure of members of staff, combined with malicious actions taken by several individuals and groups against the Union and its activities, forced a drastic rethink of how to approach the first term of entertainments and publications.

As a result of the need to completely reorganise regular Ent's activity and to recruit and train new staff in business management, entertainments, and other areas and to rebuild student networks in colleges, income expectations were greatly diminished. Large capital expenditures were required to launch new club nights and to deal with new levels of competition in several areas. There were also new complications with ongoing projects, such as the Oxford and Cambridge Careers Handbook Website and a contract for student discount promotions at the CUSU office.

At the same time, imposing immediate spending cuts at a certain level in search of balance was impractical. The turn-around time for CUSU Ent's was not (and is still not fully) known. While the union has no appetite to subsidise entertainments in the long-term, the programme deserves sustained short-to-medium term investment, as it still has a strong chance of returning to significant profitability in future budget years. There were also several immediate areas of savings in the current year: the delay in hiring a General Manager meant significant reductions in salary outlay, and the union is also pursuing business opportunities that could bring significant additional income on a fairly short timescale.

Consultations at the officer and trustee level, therefore, yielded a closely-monitored wait-and-see approach to the current year's financial progress. In mid-January of this year, I commissioned work on an estimate from the CUSU General Manager, who deserves great credit for making this process possible.

Having anticipated a projection of significant shortfall, the union was pleased to gather through the estimation process that natural savings in spending, combined with overperformance in some income areas, was poised to draw income and expenditure to be almost exactly level by the end of the year, albeit at a lower-than-expected turnover volume. It therefore has become possible to step away from the need to use reserves on a large scale to cover operating needs in the current year; rather, the CUSU can seek to codify its estimate into a re-balanced Budget, as has been done in several previous years.

This document, therefore, represents an estimate for receipt by the University under the Education Act 1994, Part II, Section 22 (2) (g) (monitoring of expenditure) and is submitted as a report to the Standing Advisory Committee on Student Matters, which acts on behalf of the University Council.

This document also represents a proposal for reallocation of budget amounts between headings under the CUSU Constitution Articles K.4 and K.9 and is presented to the CUSU Council for its approval. Alterations to Core Activities spending are generally minimal; where there are significant decreases, they are generally the result of a spending opportunity having already passed for the year.

Adam Colligan, CUSU Coordinator 2007-9

Overview Figures

	<u>Income (£)</u>	<u>Expenditure (£)</u>	<u>Net (£)</u>
<u>Overhead and Staff</u>	2,853.00	211,695.96	-208,842.96
Finance and Administration			-23,897.00
Insurance and Legal			-6,800.00
Staffing			-152,568.96
<u>Services and Trade</u>	269,827.00	133,983.50	135,843.50
Direct Services			-3,119.00
Entertainments			10,486.50
OCCH			77,799.00
Summer Pubs			22,334.00
TCS			28,343.00
<u>Core Activities</u>	133,944.46	56,353.00	77,241.46
Council Free Budget			-1,191.00
Access and Funding			-6,407.00
Democracy/Development			74,949.46
Education			-825.00
Elections			-1,700.00
Ethical Affairs			-1,939.00
Resources			16,519.00
Welfare			-2,165.00
<u>Autonomous Campaigns</u>	1,082.00	5,674.00	-4,242.00
Black Students			-850.00
International			-624.00
LGBT			-1,243.00
Women's			-1,525.00
<u>Total</u>	407,706.46	407,706.46	0.00
<u>(Deficit) surplus from operating activities (£)</u>			0.00
<u>Total Funds brought forward (estimate for end of 2007-8 year) (£)</u>			236,667.00
<u>New Building Depreciation</u>			-10,305.67
<u>Total Funds Carried forward (estimate) (£)</u>			226,361.33

Overhead and Staff

Finance and Administration

Financial structure		Officer	Debt	Credit	Balance	Total
7501	Bad Debts	Coor	1,500.00	0.00	-1,500.00	
7502	Bank Charges	Coor	300.00	0.00	-300.00	
7503	Audit and Accountancy	Coor	3,000.00	0.00	-3,000.00	
7504	Interest from Bank Account	Coor	0.00	2,400.00	2,400.00	-2,400.00

Office Expenditure

6412	Computing Consumables, repairs and Software	Coor	1,000.00	0.00	-1,000.00	
7393	Equip & Furniture-Depreciation (incl. computers)	Coor	6,300.00	0.00	-6,300.00	
7394	Equipment & Furniture-Non-Deprec	Coor	250.00	0.00	-250.00	
7395	Repairs & Maintenance	Coor	400.00	0.00	-400.00	
7397	Office Cleaning	Coor	3,000.00	0.00	-3,000.00	
7398	Keys	Coor	50.00		-50.00	
7399	Office Printer & Fax Supplies- SEE REPRO	Coor		0.00	0.00	
7400	Internet, Telephone and Fax	Coor	3,800.00	0.00	-3,800.00	
7402	Postage	Coor	5,000.00	453.00	-4,547.00	
7405	Office Stationery Supplies	Coor	1,350.00	0.00	-1,350.00	
7412	Kitchen Supplies	Coor	800.00		-800.00	-21,497.00
Printing/Copying - SEE REPRO/DIRECT SERVICES						

Note 7393: £5k in ongoing OCCH Website depreciation, rest in new expenditures. Office move depreciation is listed at the bottom of the budget

General Manager

		Officer	Debt	Credit	Balance	Total
7450	Search/Hiring a GM	Coor	2,409.00		-2,409.00	
7451	GM Salary, NI and Pension Contribution (@35k)	Coor	22,168.00		22,168.00	
7452	GM Office Costs	Coor	500.00		-500.00	
7453	GM Organisational Development and Meetings	Coor	500.00		-500.00	-25,577.00

Insurance and Legal

		Officer	Debt	Credit	Balance	Total
7391	Insurance	Coor	3,200.00	0.00	-3,200.00	
7401	Regulatory Compliance	Coor	100.00	0.00	-100.00	
6415	Legal Fees	Coor	3,500.00	0.00	-3,500.00	-6,800.00

Staffing

		Officer	Debt	Credit	Balance	Total
6371	Sabbatical Salaries NI & Tax	Coor	107,015.46	0.00	-107,015.46	
6373	Staff Expenses	Coor	550.00	0.00	-550.00	
6374	Staff Training	Coor	300.00	0.00	-300.00	
6388	Ents Mngr. Salary NI & Tax @£17,500 salary	Coor	19,635.00	0.00	19,635.00	
6382	Business Manager - total Salary	Coor	24,538.50	0.00	-24,538.50	
6383	Socials	Coor	500.00	0.00	-500.00	
6385	Safety Taxis	Coor	30.00	0.00	-30.00	-152,568.96

Student Services and Trade

Direct Services

		Officer	Debt	Credit	<u>Total</u> Balance	-3,119.00 Total
Reprographics						
4291	Reprographics - Supplies	Coor	800.00	0.00	-800.00	
4292	Repro Repairs & Service Agreements	Coor	4,800.00	0.00	-4,800.00	
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	-5,100.00

CUSU Mail Service

4301	CUSU Mail Service - Contractor	Coor	15,000.00	0.00	15,000.00	-
4304	CUSU Mail Service - Income	Coor		15,000.00	15,000.00	0.00

Reception Services

4316	Laminating & Binding	Coor	80.00	30.00	-50.00	
4317	Coupon Machine	Coor	0.00	0.00	0.00	
4343	Financial Times Scheme	Coor	1,800.00	2,000.00	200.00	
4346	Student ID	Coor	2,250.00	3,500.00	1,250.00	
4349	Minibus Running	Coor	0.00	0.00	0.00	
4350	NUS Extra Income	Coor	1,579.00	2,160.00	581.00	1,981.00

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

Entertainments

		Officer	Debt	Credit	<u>Total</u> Balance	10,486.50 Total
4151	Ents Admin	EntsM	500.00	0.00	-500.00	
4148	Ents Tues @ La Raza	EntsM	1,819.00	3,500.00	1,681.00	
4152	Special Events internet recpts	EntsM	0.00	0.00	0.00	
4161	New Night Fund- Remixology	EntsM	15,325.50	16,182.00	856.50	
4163	Tuesdays @ Ballare	EntsM	0.00	0.00	0.00	
4164	Thursdays w/Shape Up and Dance	EntsM	9,561.00	19,933.00	10,372.00	
4173	Sundays @ Fez	EntsM	75.00	1,000.00	925.00	
4173a	Ents. Manager Development	EntsM	800.00	0.00	-800.00	
4175	LGBT Night: 80% of CUSU Take	EntsM	2,000.00	3,328.00	1,328.00	
4177	Ents Officer projects	EntsO	500.00	500.00	0.00	
4178	Cam:Live	EntsM	4,066.00	3,090.00	-976.00	
4178a	Assumption that something will go wrong		2,400.00		-2,400.00	
4179	College and Societies Events Support	EntsM	500.00	500.00	0.00	10,486.50
Ents Website - SEE RESOURCES: IT PROJECTS						

OCCH

		Officer	Debt	Credit	<u>Total</u> Balance	77,799.00 Total
Careers Handbook						
4182	Careers Handbook - Editorial	Coor	0.00	0.00	0.00	
4183	Careers Handbook - Business Expenses	BM/Coor	100.00	0.00	-100.00	
4184	Careers Handbook - Production	Coor		0.00	0.00	
4185	Careers Handbook - Distribution	Coor	3,651.00	2,800.00	-851.00	
4186	Careers Handbook - Advertising Rev	BM	0.00	78,750.00	78,750.00	77,799.00

OCCH Website

4191	Careers Website	Coor	0.00	0.00	0.00	0.00
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Note: OCCH will be on Year 2 of St James's House Contract

Summer Publications

		Officer	Debt	Credit	Total Balance	22,334.00 Total
6381	Summer Publications Assistant	Coor	1,500.00	0.00	-1,500.00	
6380	Summer Publications Distribution	Coor	0.00	0.00	0.00	-1,500.00

Cambridge Guide

4213	Cambridge Guide - Production	Coor	3,780.00	0.00	-3,780.00	
4215	Cambridge Guide - Advertising Revenue	BM	0.00	7,018.00	7,018.00	3,238.00

Survival Pack

4216	Survival Pack Envelope Production	Coor	2,222.00	0.00	-2,222.00	-2,222.00
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Diary

4233	Diary - Production	Coor	2,757.00	0.00	-2,757.00	
4236	Diary - Advertising Revenue	BM	0.00	3,805.00	3,805.00	1,048.00

Freedom Book

4281	LBGT Freedom Book - Production	LBGT/ Coor	911.00	0.00	-911.00	
4282	LBB Freedom Book	Coor	0.00	1,511.00	1,511.00	600.00

Freshers Guide

4223	Freshers' Guide - Production	Coor	2,384.00	0.00	-2,384.00	
4228	Freshers' Guide - Advertising Reven	BM	0.00	14,066.00	14,066.00	11,682.00

International Freshers Guide

6620/66 21	Int'l Fresh. Guide - Prod (6620) / Revenue (6621)	Intl/Co or	788.00	700.00	-88.00	-88.00
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Little Black Book

6612/66 14	Little Black Book - Prod (6612) / Revenue (6614)	BSC/C oor	960.00	1,228.00	268.00	268.00
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Womens Handbook

4242	Women's Handbook - Production	WU/C oor	2,226.00	0.00	-2,226.00	
4247	Women's Handbook - Advertising Reve	BM	0.00	960.00	960.00	-1,266.00

Cambridge 800th Book

7,640. 00	Cam 800		1,520.00	12,094.00	10,574.00	10,574.00
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TCS

		Officer	Debt	Credit	Total Balance	28,343.00 Total
4195	TCS Supplements	Coor	1,000.00	1,000.00	0.00	
4201	Cambridge Student -Editorial	TCS Ed	900.00	0.00	-900.00	
4202	Cambridge Student - Production	Coor	38,179.00	0.00	38,179.00	
4203	Cambridge Student - Distribution	BM/Co or	4,000.00	0.00	-4,000.00	
4207	Cambridge Student Advertising Reven	BM	0.00	67,000.00	67,000.00	
6401	TCS Website Development	Coor	250.00	0.00	-250.00	
6405	TCS Website - Advertising Revenue	Coor	0.00	4,672.00	4,672.00	28,343.00

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

Core Activities and Campaigns

Council Free Budget

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> Total
6577	Fund for new campaigns	CUSU	1,191.00	0.00	-1,191.00	-1,191.00

Access and Funding

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> Total
6502	Mailouts	AF Sabb	260.00	0.00	-260.00	
6503	Target Campaigns Officer Organisational Support	Targ	30.00	0.00	-30.00	
6514	Target Visits	AF Sabb	500.00	0.00	-500.00	
6515	Access Campaigns	AF Sabb	6.00	0.00	-6.00	
6517	Open Days	AF Sabb	30.00	0.00	-30.00	
6519	Shadowing Scheme	AF Sabb	4,200.00	1,000.00	-3,200.00	
6508	Comprehensive Campaign	AF Sabb	800.00	0.00	-800.00	
6518	Target Visit Scheme	AF Sabb	200.00	0.00	-200.00	
6579	College Rents and Charges	Rents	0.00	0.00	0.00	
6578	Higher Education Funding	HE Fund	450.00	0.00	-450.00	
6581	Facilities and Catering	Facil	250.00		-250.00	
6582	Access Officers' Training	AF Sabb	30.00		-30.00	-5,756.00

Alternative Prospectus

4255	AP Carry-over of 2007/8 Production****	Coor/A F Sabb	651.00	0.00	-651.00	
4256	AP Distribution - SEE POSTAGE/FRANKING	Coor/A F Sabb	0.00	0.00	0.00	
4257	Alt Prospectus - Advertising Rev	BM	0.00		0.00	-651.00

***£500 of this was due to late invoicing from the designer last year. For practical purposes, it is a 2007/8 expenditure.

Democracy and Development

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> Total
6543	NUS Conferences	Prez	1,000.00	0.00	-1,000.00	
4142	Affiliation Fees Paid to NUS	Coor	9,500.00	0.00	-9,500.00	
6472	UK CISA Affiliation (Int Students)	Coor	312.00	0.00	-312.00	
6572	Open Portfolio 1 - Affiliations	OP1/A ffil	50.00	0.00	-50.00	
6573	Open Portfolio 2 - Student Union Liaison	OP2/S UL	50.00	0.00	-50.00	
6539	University Interaction	Prez	25.00		-25.00	
6505	Aldwych Group Expenses	Prez	750.00		-750.00	-11,687.00

Internal

4141	ACR Affiliation Fees	Coor	0.00	87,571.46	87,571.46	
6537	Executive Meetings	Chair	35.00	0.00	-35.00	
6538	Democracy and Development Discretionary	DD Team	100.00	0.00	-100.00	
6542	Council Meetings & Open Meetings	CC	200.00	0.00	-200.00	
6556	JCR/MCR Training	Prez	600.00	0.00	-600.00	86,636.46

Education

		Officer	Debt	Credit	Total Balance	-825.00 Total
6581	Ed Team Admin and Meetings	Ed Team	125.00		-125.00	
6481	Mature Students	MPCA G	100.00	0.00	-100.00	
6521	Exams Skills and Information	Ed Sabb	500.00	500.00	0.00	
6522	Freshers' Information or Academic Information	Ed Sabb	0.00	0.00	0.00	
6524	Education Campaigns/Surveys	Ed Team	500.00	0.00	-500.00	
6526	Faculty Rep Elections	UGFac /GradFac	0.00	0.00	0.00	
6527	Meetings, Casework and Admin	Ed Sabb	0.00	0.00	0.00	
6528	Study Skills Sessions	Ed Sabb	100.00	0.00	-100.00	
6529	Training for Academic Officers/ Fac Reps	Ed Sabb	0.00	0.00	0.00	-825.00

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	-1,939.00 Total
6491	General Ethical Campaigns	EA Team	1,639.00	1,300.00	-339.00	
6487	Anti-Racism	ARO	200.00	0.00	-200.00	
6690	Community and Volunteering	CV	125.00		-125.00	
6492	One World Week	EA Team	300.00	0.00	-300.00	
6494	Campaigns Publications	EA Team	500.00	0.00	-500.00	
6691	Ethical Consumership	EConsum	75.00		-75.00	
6692	Ethical Investment	EInvest	75.00		-75.00	
6693	Environment	Enviro	75.00		-75.00	
6694	Go Greener Campaign	EA Team	250.00		-250.00	-1,939.00

Resources Group

				Total	16,519.00	
Coordinator		Officer	Debt	Credit	Balance	Total
6411	Ethical Policy Research x 0.5 (Biennial Survey)	Coor	500.00	0.00	-500.00	
6536	Sabb and Exec Training	Coor/P rez	750.00		-750.00	
6413	Administration, Liason and Meetings	Coor	100.00	0.00	-100.00	-1,350.00

Publicity and Communication

6549	Union Publicity	Coor/P rez/Co mms	2,500.00	0.00	-2,500.00	
6531	CUSU Clothing	Coor	350.00	319.00	-31.00	-2,531.00

IT Projects

6402	Website Development - General	Coor	3,500.00	0.00	-3,500.00	-3,500.00
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Societies and Sports Development

6496	Societies Training	Coor	1,500.00	1,500.00	0.00	
6498	Societies Development	Socs/ Coor	50.00	0.00	-50.00	
4188	Societies Equipment Scheme	Coor	200.00	200.00	0.00	
6497	Societies Storage	Socs/ Coor	550.00	550.00	0.00	
6486	Societies Fair	Coor/B M	13,304.00	37,254.00	23,950.00	
4188	Societies Publication	Coor	1,000.00	1,000.00	0.00	23,900.00

Welfare

				Total	-2,165.00	
		Officer	Debt	Credit	Balance	Total
6461	Welfare Gen Expenditure & Casework	WG Sabb	75.00	0.00	-75.00	
6462	Welfare Officers Training & Resources	WG Sabb	100.00		-100.00	
6464	Personal Attack Alarms	WG Sabb	1,500.00	1,500.00	0.00	
6468	General Welfare Campaigns and publicity	Wel Team	750.00	0.00	-750.00	
6469	Sexual Health Awareness	HIV- SH	500.00	0.00	-500.00	
6484	Students with Disabilities	SwD	150.00	0.00	-150.00	
6471	Student Safety	Safety	25.00	0.00	-25.00	
6473	Eating Disorders Project	Mhealt h/WG Sabb	300.00	250.00	-50.00	
6576	General Mental Health	MHealt h	25.00		-25.00	
6474	Condoms	WG Sabb	1,000.00	1,000.00	0.00	
6475	Students with Children	WG Sabb	40.00	0.00	-40.00	
6478	Pregnancy Test Kits	WG Sabb	450.00	0.00	-450.00	-2,165.00

Autonomous Campaigns

Black Students Campaign

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> Total
6611	BSC - Campaigns	BSC	400.00	0.00	-400.00	
6613	BSC - Other activities	BSC	450.00	0.00	-450.00	-850.00

International Students

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> Total
6622	International - General Expenditure	Intl	300.00	0.00	-300.00	
6623	International - Freshers' Week	Intl	24.00	0.00	-24.00	
6624	International - Social Events	Intl	300.00	0.00	-300.00	-624.00

LBGT Campaign

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> 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	832.00	0.00	-832.00	
6605	LBGT - Awareness Week	LBGT	68.00	0.00	-68.00	
6606	LBGT- Administration and Resources	LBGT	350.00	0.00	-350.00	
6607	LBGT night: 20% of CUSU Take	EntsM/ LBGT	0.00	832.00	832.00	-1,243.00

Women's Union

		Officer	Debt	Credit	<u>Total</u> Balance	<u>Total</u> 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

Debited directly from Reserves		Officer	Debt	Credit	Balance	
	Depreciation on new building Expenses		£10,305.67		-£10,305.67	