



Cambridge University Students' Union

The Budget 07-08

As passed at CUSU Council, Easter I 2007



Ashley Aarons
CUSU Services Officer
2006-2007

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Introduction

The CUSU Budget aims to describe as accurately as possible the expenditure levels and revenue targets for the forthcoming financial year which runs from July 1st 2007 to June 30th 2008. It is the product of consultation with CUSU Sabbaticals, staff and executive committee members, both incoming and outgoing.

The figures that have been drawn up are therefore based on reasonable income projections for the financial year 2007 - 08, the aims of the new officers and a reasonable level of expenditure in CUSU's core areas. Changes in funding for certain campaigns/sectors reflect changes in the balance of priorities within CUSU, as well as my intention to maximise the value of the money CUSU has to spend and to make CUSU as secure as possible for the future.

In line with clause K.6 of the CUSU Constitution, the audited accounts for the year 2006-07 will be available to view in the CUSU Offices in Michaelmas term.

Trustees

As a registered charity the financial activities of CUSU are the legal responsibility of its trustees. These are the five Sabbatical Officers elected by a cross-campus ballot of all students, plus (notionally) our Bank Manager. Please note that the Women's Officer is a full time Sabbatical, but not a trustee.

For 2007-08 these trustees are Mark Fletcher (President), Adam Colligan (Services Officer), Peter Coulthard (Academic Affairs Officer), Andrea Walko (Welfare & Graduates Officer) and Charlotte Richer (CUSU Access Officer).

In accordance with the University Ordinances Mark Fletcher, as President, is recognised by the University as our Chief Financial Officer. This is ordinarily delegated to the Services Officer, Adam Colligan, who will run our finances on a day-to-day basis and is responsible for budgeting, the majority of our purchasing, and ensuring strict adherence to the CUSU Financial Policy.

All five elected trustees hold joint responsibility and liability for their decisions and they may only surrender these responsibilities through resignation from their post. This includes overseeing the legal implications of decisions made by CUSU Council and Autonomous Campaigns. While the sovereign authority of these bodies is taken very seriously, the Trustees have every right to raise reservations, and even nullify decisions they can prove to be illegal. In the event of legal advice being required, the CUSU Services Officer should be responsible for liaising with the relevant body/lawyer.

The 2007-08 Budget

A guiding principle behind the writing of this budget is that everything possible must be done to encourage thorough, transparent and honest transfer of information between outgoing and incoming Executive officers and between Sabbaticals in particular. In no area is this more important than the budget. Continuity will always be a problem for CUSU, largely due to the naturally high turnover of staff, but also because of less than adequate handovers, and poor documentation of operations. The budget is crucial in ensuring continuity and avoiding repeatedly making the same mistakes. CUSU should make every effort to improve its institutional memory, partly through comprehensive records and documentation.

The 2007-08 budget includes a summary of 2005-6 and 2006-7 financial performance (in the appendix), more extensive explanations of the decisions behind the figures in each of the budget headings (with particular reference to monies obtained by means other than advertising).

It is supported by the CUSU Financial Policy and Appended Documents which, as matters of internal policy, are not documented here in full.

Finally, the 2007-08 budget continues the revived practice of outlining essential policy items underpinning the central aims of the budget that will become mandatory by the passing of the budget and a small additional section on recommendations for various parties to take into consideration.

I am entirely satisfied that the figures and policies outlined below offer the truest and fairest proposals for CUSU's finances at this time and I am very happy to commend the finished budget to Council.

Ashley Aarons
CUSU Services Officer 2006 – 07

The Budget 2007-08

Overview

	<u>Income (£)</u>	<u>Expenditure (£)</u>	<u>Net (£)</u>
<u>Academic Affairs</u>	250.00	2,585.00	-2,335.00
<u>Access</u>	1,150.00	8,017.82	-6,867.82
<u>Administration and Office Expenditure</u>	3,450.00	31,244.00	-27,794.00
<u>Affiliation Fees</u>	82,790.15	9,680.20	73,109.95
<u>Autonomous Campaigns</u>	7,000.00	13,265.00	-6,265.00
<u>Entertainments</u>	97,568.09	41,830.00	55,738.09
<u>Other campaigns</u>	43,740.00	25,415.00	18,325.00
<u>Publications</u>	86,550.00	54,714.77	31,835.23
<u>Services</u>	30,540.00	23,729.92	6,810.08
<u>Staffing</u>	0.00	151,576.53	-151,576.53
<u>TCS</u>	59,000.00	40,800.00	18,200.00
<u>Union Development and Promotion</u>	300.00	6,780.00	-6,480.00
<u>Welfare</u>	1,700.00	4,400.00	-2,700.00
Total	414,038.24	414,038.24	0.00

<u>Total Funds brought forward (estimate for end of 2006-7 year) (£)</u>	203,759.00
<u>(Deficit) surplus from operating activities (£)</u>	0.00
<u>New building costs (£)</u>	50,000.00
<u>Total Funds Carried forward (estimate) (£)</u>	153,759.00

Summary of Major Points

The budget here for 2007-8 is put forward as a very strong budget. Projections of income in previous years that were too high have been significantly reduced (for instance entertainments and TCS are budgeted as making less income than in previous years), while real savings have been made in areas such as staffing, publications production and office administration.

Generally the budget 2007-8 is quite similar to previous years, and as such it is not necessary to explore it in detail. The major new points and objectives can be summarised as follows:

- Projections for income in some areas, such as entertainments and TCS, have been reduced to be more realistic.
- £50, 000 must be spent on the new building from reserves, and a supplement on this is included in the budget.
- Affiliation fees have gone up with inflation, as is general policy.
- The OCCH website has been budgeted to recoup all its costs (bar the 20% profit commission on income for 3 years) within 2007-8.
- All part-time executive members are budgeted as having at least £75 to spend, up from the minimum of £30 in 2006-7. Generally sabbatical spending has been reduced.
- The budget allows for significant plans for societies in 2007-8, including maintaining the societies training scheme and societies publication.
- Costs for 'Administration and Office Expenditure' will be less in 2007-8 due to the improved facilities at the new building, and closer structural integration with the University (for instance, we can use the University recycling facilities for free.)
- All publications in 2007-8 will have advertising in them to aim to cover some of the costs of production.
- This budget has been significantly reformatted from the original budget for 2006-7. Overview figures have been added, budget headings have been moved from/to sections where appropriate, old budget headings that haven't been used for several years have been removed, and some budget headings have been merged into others where sensible.

How to read and use the budget

Budget 2007-08 - Example					
Code	Budget Heading	Officer 2006-07	Debt	Credit	Balance
	Affiliation Fees				
4141	Affiliation Fees	S	0.00	82,790.15	82,790.15
4142	Affiliation Fees Paid to NUS	S	9,680.20	0.00	-9,680.20
					71,000

Officer

See Appendix ii. Budget Heading Owners 2007-08, p19 for a full list

Debt

How much money is to be spent

Credit

How much money must be brought in

Balance

In light of the above, what the final balance for the heading must equal

The Budget 2007-8

Academic Affairs

6521	Exams Skills Day	AA	250.00	0.00	-250.00	
6522	Freshers' Week	AA	150.00	0.00	-150.00	
6523	Administration and Resources	AA	150.00	0.00	-150.00	
6524	Education Campaigns	AA	600.00	0.00	-600.00	
6525	Liaison and Meetings	AA/ED/FL	560.00	0.00	-560.00	
6526	Faculty Rep Elections	FL	75.00	0.00	-75.00	
6527	Academic Survey/Casework	AA	250.00	0.00	-250.00	
6528	Study Skills Sessions	AA	400.00	250.00	-150.00	
6529	Training for Academic Officers	AA	150.00	0.00	-150.00	-2,335.00

- Further funding could possibly be sought from the University for exams skills/study skills sessions.
- Of the Liaison and Meetings budget, it is for the Academic Affairs Officer (AA), Education Officer (E) and Faculty Liaison (FL) to work out how the money should be distributed among them, but £410 AA, £75 E and £75 FL is a suggested distribution.

Access

6510	Contributions from colleges	AC	0.00	150.00	150.00	
6502	Mail outs	AC	1,800.00	0.00	-1,800.00	
6503	Target Campaigns Officer Organisational Support	TC	100.00	0.00	-100.00	
6514	Target Visits	AC	200.00	0.00	-200.00	
6515	Access Campaigns and Training	AC	200.00	0.00	-200.00	
6516	PFP Mentoring	AC	0.00	0.00	0.00	
6517	Open Days	AC	50.00	0.00	-50.00	
6519	Shadowing Scheme	AC	4,000.00	1,000.00	-3,000.00	
6508	Comprehensive Campaign	AC	1,000.00	0.00	-1,000.00	
6518	Target Visit Scheme	AC	150.00	0.00	-150.00	
6580	Geema Scheme	AC	517.82	0.00	-517.82	-6,867.82

- The PFP mentoring grant income is budgeted as £0 as this grant is no longer given.
- A new Grant from Cambridge Admissions Office has been obtained. This will be a regular income for the next 2/3 years, and should be reapplied for when it finished.

Administration and Office Expenditure

Financial structure

7501	Bad Debts	S	2,700.00	0.00	-2,700.00	
7502	Bank Charges	S	300.00	0.00	-300.00	
7503	Audit and Accountancy	S	3,675.00	0.00	-3,675.00	
7504	Interest from Bank Account	S	0.00	2,400.00	2,400.00	-4,275.00

Office Expenditure

7391	Insurance	S	5,100.00	0.00	-5,100.00	
7393	Equipment & Furniture - Depreciation	S	1,775.00	0.00	-1,775.00	
7394	Equipment & Furniture - Non-Depreciation	S	250.00	0.00	-250.00	
7395	Repairs & Maintenance	S	500.00	0.00	-500.00	
7397	Office Cleaning	S	3,044.00	0.00	-3,044.00	
7398	Keys	S	50.00	50.00	0.00	
7399	Office Printer & Fax Supplies	S	300.00	0.00	-300.00	
7400	Internet, Telephone and Fax	S	4,500.00	0.00	-4,500.00	
7402	Postage	S	1,700.00	0.00	-1,700.00	
7403	Recycling	S	0.00	0.00	0.00	
7405	Office Stationery Supplies	S	1,350.00	0.00	-1,350.00	
7412	Kitchen Supplies	S	750.00	0.00	-750.00	-19,269.00

Services Officer Organisational Support

6411	Ethical Policy Implementation (Eiris)	S	0.00	0.00	0.00	
6412	Computing Supplies/pc repairs	S	1,750.00	0.00	-1,750.00	
6413	Administration, Liaison and Meetings	S	250.00	0.00	-250.00	
6415	Legal Fees	S	400.00	0.00	-400.00	-2,400.00

Websites

6401	TCS Transfer to Website	S	550.00	0.00	-550.00	
6402	Website Development - General	S	2,300.00	0.00	-2,300.00	
6405	TCS Website - Advertising Revenue	S	0.00	1,000.00	1,000.00	-1,850.00

- Equipment and Furniture costs will go down significantly in 2007-8 as most costs will be included in the new building costs.
- Recycling will be free at the new building, as University facilities will be used
- The Eiris Survey cost is £0 as this survey will be done every two years, and will next be done in 2008-9. However it is recommended that in the future costs are split over the two years, rather than just being assigned to the year of purchase.
- The TCS website redesign is overdue and should be a priority in 2007-8.

Affiliation Fees

4141	Affiliation Fees	S	0.00	82,790.15	82,790.15	
4142	Affiliation Fees Paid to NUS	S	9,680.20	0.00	-9,680.20	73,109.95

- As is normal CUSU practise, affiliation fees for undergraduates and postgraduates will go up at an inflationary rate, of 3.2%. This means they will be £5.93 per undergraduate, and £2.69 per postgraduate. The fee for PGCE students will rise with inflation as well, to £1.34.
- The passing of this budget indicates an acceptance of the affiliation fees and the agreement of the college unions to pay the rate stated per individual student (see CUSU Const. B6. "An Affiliated Common Room shall be presumed to have maintained their affiliation to the CUSU for the following Budget year unless the Services Officer is informed otherwise in writing, signed by the President of the Common Room, and received not later than the last day of Lent Full Term... K.4 The Council shall, at [the] first meeting of each Easter term discuss the CUSU budget for the following Financial Year and shall recommend the Executive to request a given sum, passed in the budget, in contribution from the Affiliated Common Rooms for the following Financial Year.")
- However college student numbers quoted for affiliation fees are student numbers for 2005-6, whereas college student union total charges will actually be based on 2006-7 numbers, which the University will release over the summer 2007. As such college student union affiliation charges provided here are estimates.
- As is standard practise we budget for 95% fee receipt to take late, or deferred or partial payments into account.
- The NUS is changing its affiliation fee payment system. Figures for CUSU for 2007-8 were not available at the time of writing, but it is expected the new payment method will lead to a 10% cost drop on the current payment system, which is budgeted as such.

Autonomous Campaigns

Black Students Campaign

6611	BSC - Campaigns	BSC	400.00	0.00	-400.00	
6613	BSC - Other activities	BSC	800.00	0.00	-800.00	-1,200.00

International Students

6622	International - General Expenditure	I	300.00	0.00	-300.00	
6623	International - Freshers' Week	I	325.00	0.00	-325.00	
6624	International - Social Events	I	400.00	0.00	-400.00	-1,025.00

LBGT Campaign

6601	LBGT - Campaigns	LBGT	1,500.00	6,000.00	4,500.00	
6602	LBGT - Welfare	LBGT	1,400.00	0.00	-1,400.00	
6603	LBGT - [no definition]	LBGT	2,000.00	1,000.00	-1,000.00	
6604	LBGT - Socials	LBGT	2,500.00	0.00	-2,500.00	
6605	LBGT - Awareness Week	LBGT	600.00	0.00	-600.00	
6606	LBGT- Administration and Resources	LBGT	500.00	0.00	-500.00	-1,500.00

Women's Officer's Organisational Support

6422	Women's General Exp and Casework	WO	130.00	0.00	-130.00	
6423	College Women's Officers Training and Support	WO	150.00	0.00	-150.00	-280.00

Women's Union

6431	Women's Union General	WO	250.00	0.00	-250.00	
6432	Women's Campaigns	WO	300.00	0.00	-300.00	
6433	Women's External Affairs	WO	630.00	0.00	-630.00	
6434	Women's Events and Speakers	WO	450.00	0.00	-450.00	
6436	Publications	WO	400.00	0.00	-400.00	
6437	Women's Union Affiliations	WO	230.00	0.00	-230.00	-2,260.00

- Each autonomous campaign receives a sum with a breakdown described in the CUSU budget after consultation with the head of each campaign.
- The LGBT campaign income is to be funded primarily by an external source.
- The Women's Union budget for 2007-8 is the same overall as the budget 2006-7, but more money has been internally allocated to college Women's officer training, and unnecessary budget headings have been removed/ merged into others.

Entertainments

4151	Ents Admin	EM	2,000.00	0.00	-2,000.00	
4152	Special Events	EM	1,000.00	1,000.00	0.00	
4153	Societies' Fair Presence	EM	250.00	0.00	-250.00	
4161	New Night Fund-	EM	5,100.00	5,100.00	0.00	
4163	Tuesdays @ Ballare	EM	8,500.00	30,638.30	22,138.30	
4164	Thursdays @ Life	EM	8,000.00	22,127.66	14,127.66	
4173	Sundays Life	EM	8,500.00	24,680.85	16,180.85	
4172	Mobile phone Allowance	EM	180.00	0.00	-180.00	
4173a	Ents. Manager Development	EM	800.00	0.00	-800.00	
4175	New night- confidential	EM	4,500.00	11,021.28	6,521.28	
4177	College ents- ents officer	EO	2,000.00	2,000.00	0.00	
4179	small scale ents- e.g. bowling	EM	1,000.00	1,000.00	0.00	55,738.09

- Though there are more CUSU nights in 2007-8 planned than 2006-7, the profit from ents predicted is a decrease from 2006-7. This is as targets in the past have been grossly over-optimistic or have not factored in the loss from income from club nights of VAT. (Note, income figures are net of VAT, so VAT has been removed from the figures.) These figures are expected and realistic, but also do represent high profit figures.
- The general format of the budget is changed for 2007-8 over 2006-7, with more emphasis on the individual nights. As such Freshers' Events, publicity and CUSU ents clothing (all to be fair trade) are no longer separate expenditure, but expenditure for the specific nights they are part of.
- There is a new budget heading, College Ents, which the new ents officer will oversee, to mean ents in conjunction with colleges.
- There is a new budget heading, Small Scale Ents, for events such as bowling, etc.
- There is a new budget heading, New Night, details of which are currently confidential for legal reasons.

Other campaigns

Green Campaign

6491	Green Campaigns and publicity	GN	350.00	0.00	-350.00	
6492	One World Week	OWW	300.00	0.00	-300.00	
6490	Events and Meetings	GN	250.00	0.00	-250.00	
6494	Campaigns Publications	GN	750.00	0.00	-750.00	-1,650.00

Other Campaigns

6572	Open Portfolio - Campaigns Liaison	OP1	75.00	0.00	-75.00	
6573	Open Portfolio 2	OP2	75.00	0.00	-75.00	
6577	Fund for new campaigns	CUSU	1500.00	0.00	-1500.00	
6578	Higher Education Funding	HE	100.00	0.00	-100.00	
6579	College Rents and Charges	FAIR	100.00	0.00	-100.00	
6680	Development and Planning Committee	DPC	75.00	0.00	-75.00	-1925.00

Representational Campaigns

6481	Mature Students	M	100.00	0.00	-100.00	
6484	Students with Disabilities	SWD	250.00	0.00	-250.00	
6487	Anti-Racism	AR	600.00	0.00	-600.00	
6489	Graduates Officer Expenditure	GD	75.00	0.00	-75.00	-1,025.00

Societies and Sports Development

6496	Societies Training	S	6,740.00	5,740.00	-1,000.00	
6498	Societies Development	SS	75.00	0.00	-75.00	
4188	Societies Equipment Scheme	S	1,000.00	1,000.00	0.00	
6486	Societies Fair (Current Year)	S	13,000.00	37,000.00	24,000.00	22,925.00

- The Green campaign plans to make a campaigns publication, which would compliment the campaigns planned for the year. The cost of this would substantially come from the fact that the Ethical Consumers Guide from 2006-7, which will no longer be made as its producers are giving it a more online focus.
- The Campaigns for Change budget heading of 2006-7 has been removed from the 2006-7 budget, but £100 extra has been added to the Educations Campaign Budget.
- The 'Fund for New Campaigns' is to be used specifically for new campaigns, though existing campaigns who have cause to over-spend may apply. Applications for this funding must be made as a motion to CUSU Council.
- The Anti-Racism Budget had been reduced from £750 to £600, and the effects of this reduction should be reviewed in the future.
- Societies' Training for 2007-8 is dependent on receipt of a grant from the Societies' Syndicate in mid May.
- The societies' equipment scheme is a new initiative in Easter 2006-7, and for 2007-8, for CUSU to hire out at no profit equipment to societies.
- The societies' fair exceeded its set targets, and it is expected that it will remain as successful in 2007-8.

Publications

Alternative Prospectus

4255	Alternative Prospectus - Production	S	2,047.77	0.00	-2,047.77	
4256	Alternative Prospectus - Distribution	S	125.00	0.00	-125.00	
4257	Alt Prospectus - Advertising Rev	BM	0.00	500.00	500.00	-1,672.77

Cambridge Guide

4213	Cambridge Guide - Production	S	3,525.00	0.00	-3,525.00	
4215	Cambridge Guide - Advertising Revenue	BM	0.00	6,100.00	6,100.00	
4216	Cambridge Guide - Envelopes	S	2,592.00	0.00	-2,592.00	-17.00

Careers Handbook

4182	Careers Handbook - Editorial	S	0.00	0.00	0.00	
4183	Careers Handbook - Exp by BM /Services	BM/S	200.00	0.00	-200.00	
4184	Careers Handbook - Production	S	18,000.00	0.00	-18,000.00	
4185	Careers Handbook - Distribution	S	700.00	0.00	-700.00	
4186	Careers Handbook - Advertising Rev	BM	0.00	45,000.00	45,000.00	
4191	Careers Website	S	17,500.00	17,500.00	0.00	26,100.00

Diary

4233	Diary - Production	S	2,650.00	0.00	-2,650.00	
4236	Diary - Advertising Revenue	BM	0.00	3,100.00	3,100.00	450.00

Freedom Book

4281	LBGT Freedom Book - Production	LBGT	1,010.00	0.00	-1,010.00	
4282	LBB Freedom Book	S	0.00	1,200.00	1,200.00	190.00

Freshers' Guide

4223	Freshers' Guide - Production	S	1,560.00	0.00	-1,560.00	
4228	Freshers' Guide - Advertising Revenue	BM	0.00	6,000.00	6,000.00	4,440.00

International Freshers' Guide

6621	International - Freshers' Handbook	I	1,100.00	550.00	-550.00	-550.00
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Little Black Book

6612	BSC - Little Black Book	BSC	1,000.00	3,500.00	2,500.00	2,500.00
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Societies Publications

4188	Societies Publication	S	1,160.00	600.00	-560.00	-560.00
Women's Handbook						
4242	Women's Handbook - Production	S	1,545.00	0.00	-1,545.00	
4247	Women's Handbook - Advertising Revenue	BM	0.00	2,500.00	2,500.00	955.00

- The Alternative Prospectus, Freedom Book and International Freshers' Guide for the first time will have limited advertising in them, to partially cover the costs of printing. The effects of this should be reviewed for the 2008-9 publications.
- The Alternative Prospectus is made every two years. For this reason, its total costs and income are twice what is budgeted here, and will be split between the 2007-8 and 2008-9 budgets.
- The Careers Handbook (OCCH) is being produced by Oxford University Students Union in 2007-8.
- The Careers website is budgeted to break even in 2007-8, such that all the costs of the website (bar 20% of advertisement income) will be recouped by the website in its first year. In future years, there should be a significant level of profit on the website as most costs will have been paid. The projected income in total (split between Oxford and Cambridge University Students' Union is £35, 000, rather than the £40, 000 initially expected and proposed to Council as it seems more prudent to budget it in as such.
- Generally the portfolio of CUSU publications will remain largely the same as in 2006-7, though less total publications will be produced in 2007-8 as it was felt they have been over-printed. The portfolio and publications strategy should be reviewed every year.
- The Societies publication is budgeted to be made again in 2007-8.

Services

Reprographics

4291	Reprographics - Supplies	S	815.00	0.00	-815.00	
4292	Repro Repairs & Service Agreements	S	2,000.00	0.00	-2,000.00	
4294	Reprographics - Copy Charges	S	1,860.00	0.00	-1,860.00	
4295	Reprographics Equip Depreciation	S	0.00	0.00	0.00	
4297	Reprographics - Sales & Int Trans	S	0.00	4,300.00	4,300.00	-375.00

CUSU Mail Service

4301	CUSU Mail Service - Contractor	S	15,194.92	0.00	-15,194.92	
4304	CUSU Mail Service - Income	S		19,000.00	19,000.00	3,805.08

Reception Services

4316	Laminating & Binding	S	40.00	40.00	0.00	
4343	Financial Times Scheme	S	1,800.00	2,000.00	200.00	
4346	Student ID	S	2000.00	3000.00	1000.00	
4349	Minibus Running	S	20.00	0.00	-20.00	
4350	NUS Extra Income		0.00	2,200.00	2,200.00	3,380.00

- Student IDs here are budgeted as costing and making £0. This will remain the same, unless CUSU Council passes a motion that CUSU cards are made for 2007-8. If this motion is passed, the budget will be changed to have for this heading £2000 debt and £3000 profit, and an extra £1000 will go to the Budget Heading 'Fund for New Campaigns.'

Staffing

6371	Sabbatical Salaries NI & Tax	S	106,983.83	0.00	-106,983.83	
6372	Administrator - Salary Contribution to University	S	0.00	0.00	0.00	
6373	Staff Expenses	S	300.00	0.00	-300.00	
6374	Staff Training	S	300.00	0.00	-300.00	
6381	Publications Assistant	S	1,250.00	0.00	-1,250.00	
6382	Business Manager - total Salary	S	22,470.95	0.00	-22,470.95	
6383	Staff Socials	S	650.00	0.00	-650.00	
6384	Non-Staff Socials	S	150.00	0.00	-150.00	
6387	Temporary staff	S	0.00	0.00	0.00	
6388	Ents Manager Salary NI & Tax	S	19,471.75	0.00	-19,471.75	151,576.53

- Sabbatical wages have gone up with inflation, but the handover period has gone down from 4 paid weeks to 2 weeks and 3 days.

- There will not be a summer business assistant in 2007-8 as the role was felt to be unnecessary in 2006-7. However there will remain a Publications Assistant.
- There will be no temporary staff member whose role would be to gain student discounts as there isn't the flexibility in the budget.
- Commission policies, and the possibility of staffing policy on wages going up with experience/ time at CUSU, could be investigated in 2007-8 for non-sabbatical staff.

TCS

4195	TCS Supplements	S	1,000.00	1,000.00	0.00	
4201	Cambridge Student -Editorial costs	TCS Ed	500.00	0.00	-500.00	
4202	Cambridge Student - Production	S	36,700.00	0.00	-36,700.00	
4203	Cambridge Student - Distribution	BM	2,400.00	0.00	-2,400.00	
4207	Cambridge Student Advertising Revenue	BM	0.00	58,000.00	58,000.00	
4209	Cambridge Student - Rate card	S	200.00	0.00	-200.00	18,200.00

- No TCS supplements will be made in 2007-8 unless a financially viable proposal is made and accepted by the TCS Board of Directors, substantially due to the high costs and lack of income of supplements in 2006-7.
- Advertising revenue for TCS is predicted to be lower than last year. This is due to the difficulty in gaining advertisements in Lent term 2007 (though the year was generally a strong one), and fears this may happen in 2007-8. However it is believed that this was a blip, as in previous years TCS has made profit higher than 2006-7, and as the new OCCH website and updated TCS website should aid sales.

Union Promotion and Development

6531	CUSU Clothing	S	300.00	300.00	0.00	
6536	Exec Training	P	1,500.00	0.00	-1,500.00	
6537	Executive Meetings	CC	75.00	0.00	-75.00	
6538	Union Affairs and Development	P	500.00	0.00	-500.00	
6539	University Committee Organisational Support	P	50.00		-50.00	
6541	Elections & Referenda	EC	1,200.00	0.00	-1,200.00	
6542	Council Meetings & Open Meetings	CC	500.00	0.00	-500.00	
6543	NUS Conferences	P	850.00	0.00	-850.00	
6544	University Reporter	P	30.00	0.00	-30.00	
6549	Union Publicity	P/CUBO	1,300.00	0.00	-1,300.00	
7400	President's mobile phone expenses	P	180.00	0.00	-180.00	
6556	Presidents Organisational Support	P	295.00	0.00	-295.00	-6,480.00

- It is anticipated that less CUSU clothing will be bought in 2007-8 over the summer, than in 2006-7. T-shirts are needed for the Societies Fair, but hoodies were generally unpopular when sponsored.
- The sabb and exec training budgets will be merged in 2007-8, with the expectation that most of the funds will be spent on sabb as in previous years. There will be less spending on sabb training with NUS in 2007-8 than in 2006-7, so sabb training costs will go down.
- Generally, for Union Promotion and Development, a number of budget heading have been merged, to form Union Publicity, Presidential Organisational support and Union Affairs and Development.
- Union Publicity will be the responsibility of the President and Communications and Union Building Officer.
- Funding for Elections and Referenda has gone down to £1200 as costs should fall as elections are online. The money will become the responsibility of the Elections Committee, as opposed to the president in 2006-7.
- The NUS Conferences budget has gone up to £850, and is to be used not just for the main NUS Conference, but for all NUS conferences that are not covered elsewhere in the budget.

Welfare

6461	Welfare Gen Expenditure & Casework	WG	250.00	0.00	-250.00	
6462	Welfare Officers Training & Resources	WG	300.00		-300.00	
6464	Personal Attack Alarms	WG	300.00	300.00	0.00	
6465	Welfare Awareness	WA	150.00	0.00	-150.00	
6466	Childcare Leaflets	WG	0.00	0.00	0.00	
6468	Welfare Campaigns and publicity	WG/WA	600.00	0.00	-600.00	
6469	Sexual Health Awareness	HSB	500.00	0.00	-500.00	
6471	Student Safety	SSA	100.00	0.00	-100.00	

6472	UK COSA Affiliation (International Students)	WG	300.00	0.00	-300.00	
6576	Mental health Officer	MH	300.00	100.00	-200.00	
6474	Condoms	WG	1,000.00	1,000.00	0.00	
6475	Students with Children	WG	100.00	0.00	-100.00	
6476	Beeline	WG	200.00	0.00	-200.00	
6478	Pregnancy Test Kits	WG	300.00	300.00	0.00	-2,700.00

- Childcare leaflets are made every 2/3 years. They were made in 2006-7, so will not have to be made in 2007-8. However they may be needed in 2008-9.
- The Welfare Campaigns and Publicity has been joined with the Welfare and Graduates Officer and the Welfare Awareness Officer.
- The Sexual Health Awareness budget is supplemented by money from the HIV and Sexual Health Working Group, of about £400 for outreach work, £300 for World Aids Day, and £4,500 for sexual health packs to go in Survivor packs for freshers'
- A new budget heading has been made for Student Safety, a new CUSU Executive role, of £100.
- The Mental Health Awareness budget has increased to £300, but this includes money for Eating Disorder Projects as well.
- The reduction in the cost of running Beeline reflects the service moving to becoming more online.

New Building Costs

Supplementary to this budget will be £50,000 expenditure on the new building, from the CUSU Reserves.

Furniture	S	22000	0	-22000	
Computing Equipment (new computers, new servers, cabling, wireless network setup)	S	14000	0	-14000	
Removal/ disposal costs	S	2500	0	-2500	
New stationary	S	1000	0	-1000	
Kitchen equipment	S	600	0	-600	
New phones:	S	500	0	-500	
postal/ telephone forwarding	S	200	0	-200	
Miscellaneous	S	2500	0	-2500	
For University Minor Works fund	S	6700	0	-6700	-50000

The University has specified that £50, 000 must be spent by CUSU; as much as is appropriate on fitting out the building and moving in (for CUSU to determine its costs), and the remaining money to go to the University Minor Works account.

Budget Policy

The Services Officer is required to ensure that the above figures are adhered to as closely as possible. Also, the above sums make certain assumptions about CUSU policy old and new which require clarification. The following points of policy will be made mandatory by the passing of this budget.

- Michaelmas Term Budget Reviews

A significant amount of CUSU's business is conducted and concluded over the summer months and early Michaelmas term including our publications, collection and payment of affiliation fees, the Societies Fair and more. Also around the middle of the first term it often becomes clearer which income streams are likely to over- or under-perform and whether certain campaigns might require additional investment. Provided that all the income and expenditure targets are met exactly, CUSU should break even. In reality, this is of course unlikely but any surplus should be reallocated in a Budget Review approximately halfway through the Budget year.

For these reasons it is essential that the Services Officer consider producing a revision of the budget before the last Council of Michaelmas term. Depending on circumstance this may require substantial or minor change, but Council should be satisfied that the utmost is being done to ensure CUSU's finances are being managed in a responsible and efficient manner.

The budget review should be conducted on the basis of demand from officers and staff of CUSU. In 2004-05 and 2005-06 no reviews were conducted because there was insubstantial evidence of the need for such a review, however in 2006-7 there was as it was felt necessary due to staffing cost mistakes and changes within entertainments. It is necessary that the CUSU Services Officer has the option not to undertake the time-consuming project of a Michaelmas Budget Review.

- Information for Budget Heading Owners

To ensure that our money is spent efficiently and legally all owners of budget headings (See appendix) should be provided with hard copies of the CUSU Financial Policy by the Services Officer:

This information should be provided on the following occasions:

- a) To all budget heading owners on the production of the new budget
- b) To all new officers elected to positions which have budget headings attached
- c) To all officers who own budget headings that are revised in the Budget Review

- Sabbatical Job Descriptions

The job descriptions included below relate to policy passed as part of the budget in 2006-07. They have been included for reference and to reaffirm the roles of the Sabbatical Officers in 2007-08.

Budget Recommendations

In addition to the policy statements made above, I would like to recommend the following courses of action. These will not be made mandatory by the passing of the budget, but should be given serious consideration by the appropriate individuals and committees.

• Staffing Procedures and Policy

During 2006-7, the Services Officer started working on improving internal staffing policy, with the hope of better staff management. This should be continued in 2007-8, with regular staff reviews and meetings, and a review of staff procedures with help from the University Personnel Department. CUSU's commission policy for staff should be reviewed as well, and policy on staff wages.

It is also important that relevant individuals and bodies (such as perhaps the DPC) continue to review CUSU's staffing and allocation of resources, in conjunction with the Services Officer. This year's budget does not allocate any money to employing a new member of staff as not enough progress has yet been made on the issue. However, it is likely that in the future the money may be available, and it would be beneficial if a coherent idea of where funding should go was in place. I would suggest a full-time officer administrator, to complement our current financial administrator and to allow the CUSU Executive, in particular the Services Officer and President, to devote more time to their roles rather than the internal running of CUSU- but this is of course just a recommendation for future officers.

• Part-time Executive budget headings

All part-time CUSU executive budget headings have gone up in 2007-8 to a minimum of £75 from £30. It is recommended that this happens again for 2008-9, with a move up to £100/£150 to empower the part-time executive more.

• New building

CUSU will be moving into a new building in 2007-8. The new building is primarily aimed at housing the staff of CUSU, and not as a social area for students to spend time. This is a decision forced upon CUSU by the University, and is a real shame for CUSU. It is recommended that as soon as CUSU moves into its new building, real energy is put into acquiring premises where students can spend time, such as a café. This is a very large project, and one that is unlikely to bear results in the near future. However, this is an extremely important project from the point of view of Cambridge students and every effort will be made to preserve plans and records in order that future years may carry on working towards it.

• CUSU's Reserves

CUSU has a number of policies on reserves: that they should be used to buy a new building, that they should be used for a building move/a building to be adapted, and that they are needed for security in case CUSU loses income or unforeseeable negative events happen. This should be resolved for the future, with my recommendation that they be kept at a level in parallel with 4 to 6 months of CUSU's expenditure to allow for risks.

- **Budget reformat**

The budget has been reformatted in this document, but it is recommended that this is taken a step further for 2008-9 with figures from the current years budget presented alongside what the budget proposes in the overview. Also, when the 2006-7 accounts are being produced, it would be sensible to use the budgetary categories set out in this document for ease of comparison.

- **Telephones**

In 2006-7, in the revised budget, a telephone allowance was provided for the CUSU President and Ents Manager. It is hoped that in the new building, as CUSU becomes further intergrated with the University Telecommunications Department, that mobile phones can be purchased that can be extensions of office phones at no further costs to CUSU. This possibility should be explored, before more or less officers are given phone allowances.

Appendices

i. Affiliation Fees 2007-08 (based on '05 student numbers, though payable on '06 numbers)

College	TOTAL STUDENTS 2005-2006		PG		PG		PG		Total
	UG	UG£	PG	PG£	PG	PG£	PG	PG£	Total
			FT (not PGCE)		FT-pgce	FT-pgce £	Total	Total£	Fees
	@	£5.93	@	£2.69	@	£1.34			£
Christ's College	423	£2,510.08	95	£255.88	2	£2.68	97	£258.56	£2,768.65
Churchill College	475	£2,818.65	249	£670.69	0	£0.00	249	£670.69	£3,489.34
Clare College	476	£2,824.58	179	£482.14	1	£1.34	180	£483.48	£3,308.06
Clare Hall	3	£17.80	188	£506.38	0	£0.00	188	£506.38	£524.18
Corpus Christi College	271	£1,608.11	156	£420.19	4	£5.36	160	£425.55	£2,033.66
Darwin College	6	£35.60	519	£1,397.94	4	£5.36	523	£1,403.30	£1,438.90
Downing College	438	£2,599.09	194	£522.54	2	£2.68	196	£525.22	£3,124.31
Emmanuel College	506	£3,002.60	144	£387.87	8	£10.72	152	£398.59	£3,401.19
Fitzwilliam College	496	£2,943.26	180	£484.83	1	£1.34	181	£486.17	£3,429.44
Girton College	523	£3,103.48	172	£463.29	6	£8.04	178	£471.33	£3,574.81
Gonville and Caius College	534	£3,168.76	182	£490.22	0	£0.00	182	£490.22	£3,658.98
Homerton College	564	£3,346.78	90	£242.42	465	£623.10	555	£865.52	£4,212.29
Hughes Hall	95	£563.73	307	£826.91	67	£89.78	374	£916.69	£1,480.42
Jesus College	530	£3,145.02	216	£581.80	3	£4.02	219	£585.82	£3,730.84
King's College	392	£2,326.13	173	£465.98	4	£5.36	177	£471.34	£2,797.47
Lucy Cavendish	121	£718.01	78	£210.09	0	£0.00	78	£210.09	£928.11
Magdalene College	365	£2,165.91	n/a	n/a	n/a	n/a	n/a	n/a	£2,165.91
New Hall	387	£2,296.46	49	£131.98	4	£5.36	53	£137.34	£2,433.80
Newnham College	416	£2,468.54	137	£369.01	2	£2.68	139	£371.69	£2,840.24
Pembroke College	444	£2,634.70	176	£474.06	5	£6.70	181	£480.76	£3,115.46
Peterhouse	267	£1,584.38	105	£282.82	2	£2.68	107	£285.50	£1,869.88
Queens' College	533	£3,162.82	274	£738.02	25	£33.50	299	£771.52	£3,934.35
Robinson College	426	£2,527.88	68	£183.16	3	£4.02	71	£187.18	£2,715.06
St. Catharine's College	461	£2,735.57	160	£430.96	3	£4.02	163	£434.98	£3,170.56
St. Edmund's College	145	£860.43	231	£622.20	0	£0.00	231	£622.20	£1,482.63
St. John's College	581	£3,447.65	275	£740.72	3	£4.02	278	£744.74	£4,192.39
Selwyn College	382	£2,266.79	138	£371.71	0	£0.00	138	£371.71	£2,638.49
Sidney Sussex College	376	£2,231.18	149	£401.33	2	£2.68	151	£404.01	£2,635.20
Trinity College	756	£4,486.10	306	£824.22	8	£10.72	314	£834.94	£5,321.04
Trinity Hall	384	£2,278.66	207	£557.56	2	£2.68	209	£560.24	£2,838.89
Wolfson College	127	£753.62	423	£1,139.36	0	£0.00	423	£1,139.36	£1,892.98
Total	11903	£70,632.40	5820	£15,676.29	626	£838.84	6446	£16,515.13	£87,147.53

N.B. These figures are subject to change, as they will be calculated from the Special Issue (Student Numbers) of the University Reporter, published in the Long Vacation 2007.

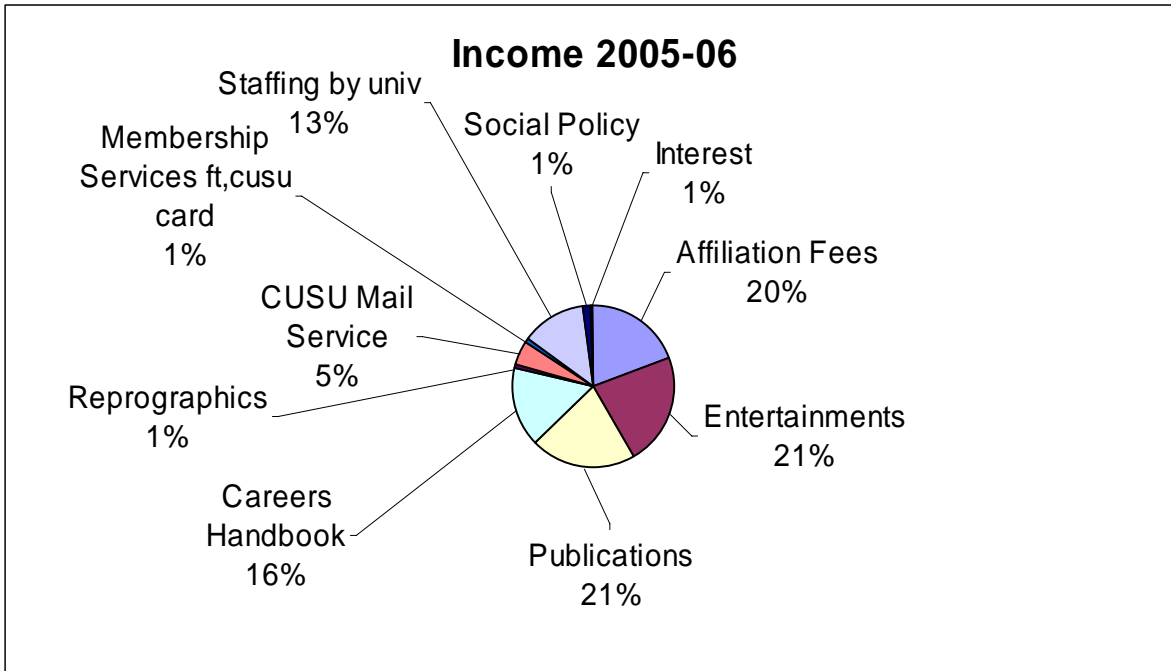
ii. Budget Heading Owners 2007-08

Officer	No. of budget headings	Total value of debt	Total value of credit
Academic Affairs Officer	8	£2,510.00	£250.00
Access Officer	10	£7,917.82	£1,150.00
Anti-Racism Officer	1	£600.00	£0.00
Business Manager	9	£2,600.00	£121,200.00
Black Students' Campaign Chair	3	£2,200.00	£3,500.00
CUSU Chair	2	£575.00	£0.00
Communications & Union Building Officer	1	£1,300.00	£0.00
CUSU Council <i>requires a motion</i>	1	£1,500.00	£0.00
DPC	1	£75.00	£0.00
Students With Disabilities Officer	1	£250.00	£0.00
EC	1	£1,200.00	£0.00
Education Officer	1	in aa	in aa
Entertainments Manager	11	£39,830.00	£95,568.09
Entertainments College Ents	1	£2,000.00	£2,000.00
Fighting Against Increased Rents Campaign Chair	1	£100.00	£0.00
Faculty Liaison Officer	1	£75.00	£0.00
Graduates Officer	1	£75.00	£0.00
Green Officer	3	£1,350.00	£0.00
Higher Education Funding Officer	1	£100.00	£0.00
HSH	1	£500.00	£0.00
International Campaign Chair	4	£2,125.00	£550.00
LesBiGayTrans Campaign President	7	£9,510.00	£7,000.00
Mature Students Officer	1	£100.00	£0.00
Mental Health Awareness Officer	1	£300.00	£100.00
Open Portfolio Officer 1 <i>Culture Officer</i>	1	£75.00	£0.00
Open Portfolio Officer 2 <i>Democracy Officer</i>	1	£75.00	£0.00
One World Week Co-ordinator	1	£300.00	£0.00
President	8	£3,405.00	£0.00
Services Officer socety/sports dev.+fair	4	£21,975.00	£44,340.00
Services Officer	66	304,675.42	136,780.15
Students Safety	1	£100.00	£0.00
Target Campaigns Officer	1	£100.00	£0.00
TCS Editor	1	£500.00	£0.00
Welfare Awareness Officer	1	£150.00	£0.00
Welfare & Graduates Officer	11	£3,350.00	£1,600.00
Women's Officer & Womens union	8	£2,540.00	£0.00

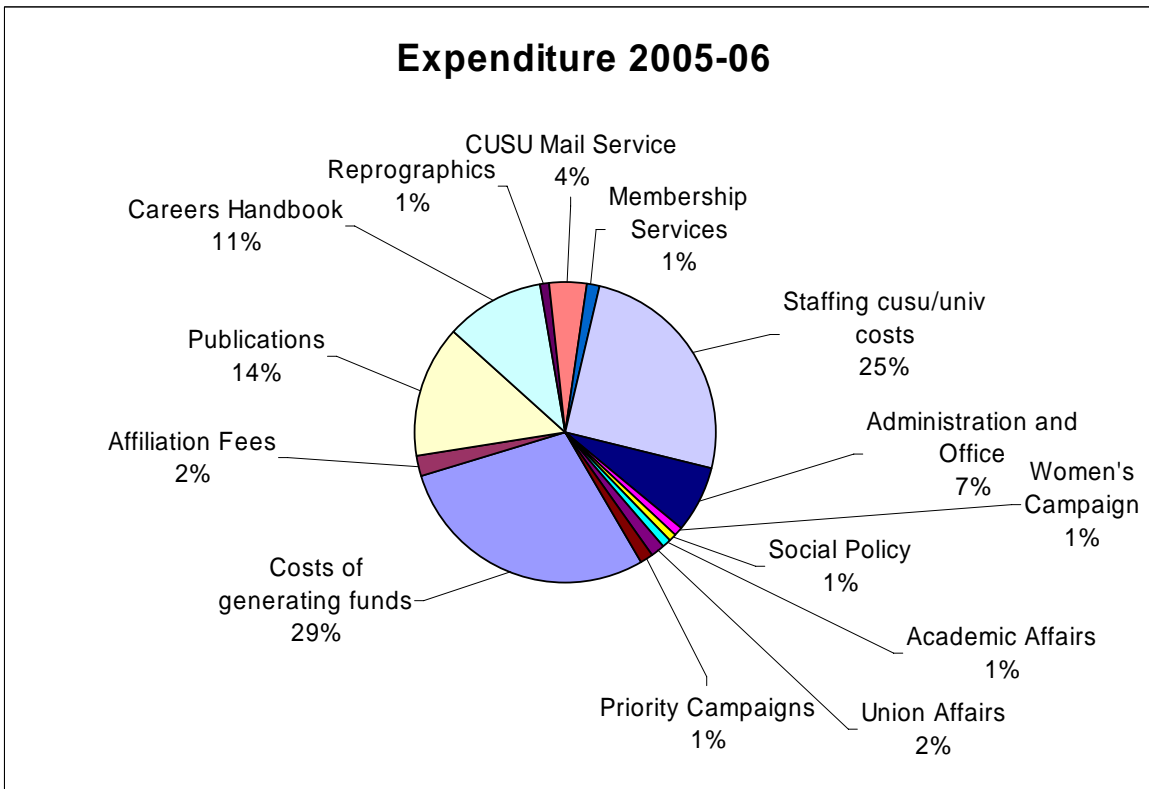
iii. Financial Performance 2005-06

Audited accounts for the year 05-06 are available on request to the Services Officer. The following charts show our audited income and expenditure for the Budget Year 05-06.

Income 2005-06



Expenditure 2005-06



CUSU had a mixed financial year in 2005-6, with some clear strengths being largely outweighed by other weaknesses. The year ended with a net income of £416,486, expenditure of £433,341, and loss of £16,855 which can be attributed in large part to the Bad Debt accumulated during the year, totalling £27,980. The figure for 2004-5 had been £902.

This report seeks to flag up four areas of the accounts in particular: Entertainments, Bad Debt, Social Policy and Publications.

The major weaknesses surrounded the **Entertainments** provision. The club Soultree (owned by Couloir Leisure Ltd), in which one of the student nights was held, went into Administration in March 2006. At this time the door takings data for October 2005 to December 2006 had not been properly pursued by the former Entertainments Manager and had been supplied to the Administrator for invoicing. A significant amount of money owed to CUSU by the club was not paid due to Couloir Leisure Ltd going into administration. This largely explains the amount of Bad Debt in 2005-6.

Efforts were undertaken to avoid such situations in the future and to secure the long term stability and profitability of CUSU Entertainments. These involved both administrative changes, venue changes and a diversification of the products offered. In the budget for the year 2006-2007 the post of Entertainments Manager was altered with hopes of attracting more experienced applicants and that future staff might create a sabbatical Entertainments Manager with more direct responsibility to the organisation and its finances.

The largest area of weakness in CUSU in 2005-6 was the **Bad Debt** sustained. The major item in this was with regard to Couloir Leisure Ltd. Other debts, however, also arose, primarily due to inadequate record keeping of orders invoiced. This was due to the temporary cover of financial administration after CUSU's departmental administrator left. However, it is anticipated that these problems have been resolved for 2006-7, as sound financial administration is restored and CUSU's staff and staffing policies are reviewed. At the time of writing approximately £4k has been received following the commendable efforts of the new Departmental Administrator. In order to avoid further audit costs this recovery will be shown in the 2006/07 Accounts.

Unfortunately, funding CUSU had received towards its **Social Policy** work in previous years from various bodies including Cambridge University, was cut in 2005-6. CUSU had to respond to this by reassessing its priorities, with no money being spent on the Access Shadowing Scheme and less on Sexual Health Awareness and Anti-Racism campaigns. This limited the 'social' work of CUSU, but the officers involved stretched their budgets further and used their non-monetary resources more, such as college volunteers. It is hoped that more revenue from other sources can be redistributed towards Social Policy in 2006-7.

Another major area of CUSU's expenditure and income are its **Publications**. As a group the profit from Publications was consistent with the previous year. Whilst the income from *The Cambridge Student*, the CUSU-run Cambridge University student paper, dropped significantly and *The Women's Handbook* also suffered, as it attracted less advertising than previously, these drops were matched by a rise in revenue in the *CUSU Guide* and *CUSU Diary*. Losses were also mitigated by a reduction in costs of publications; it is expected that these lower prices with cheaper suppliers will be maintained for 2006-7. Although *The Oxford and Cambridge Careers Handbook* more than tripled the advertising revenue of the previous edition, this rise in income was achieved by a more professional approach which included a rise in production costs. It is planned that some of the material be moved online for the future to enhance profitability and accessibility.

In other areas, CUSU remained strong and stable. The CUSU Mail service remained popular with clients and CUSU subscription fees paid by colleges increased. Most officers stayed within their budget allocations, though communication between the administration and the officers of the current balances still needs to be improved to ensure the money is spent prudently. The long-overdue sabbatical salary review ensured a living wage for the following year's staff, something that should encourage the professional atmosphere within the organisation.

Even after the large losses of the year, CUSU is still in a strong position with reserve levels in line with CUSU's Reserves Policy. A probable move of location of the CUSU (with corresponding costs) and the disaffiliation of two college student bodies pose big financial challenges for CUSU. However it is expected that with the actions recommended above, profit from Entertainments Provision should rise next year as well as profit from Publications, in particular *The Cambridge Student* and *The Oxford and Cambridge Careers Handbook*. Naturally the most important change will be the restoration of sound financial management, with the new Departmental Administrator taking over.

iv. Financial Performance 2006-07

CUSU's financial year has been so far, and looks set to continue to be, reasonably strong, as deficits in some areas have been covered by reduced expenditure or higher income in other areas. However, this balancing has been a challenge and it should be pointed out that there were many serious mistakes with the original budget written for 2006-7 (and in the revised budget). The £5,500 income for welfare operations should not have been budgeted in, and neither should the income for the PFP mentoring scheme for access or the shadowing scheme. The Alternative Prospectus was budgeted as making money, when it was made with no advertisements and was marked as being free. Most harmful, the projections for entertainments were significantly over-optimistic.

All these points made 'breaking even' at the beginning of the academic year look daunting. However, there were some significant positives across the year. The CUSU Societies Fair, bigger than ever, was very popular with companies, as were the summer publications. Also, cheaper publication manufacturers were found who can save CUSU money in the future. The Oxford and Cambridge Careers Handbook experienced a strong year, and it is hoped for the future that it will grow even stronger, and that the new OCCH website will provide a large and steady stream of income to CUSU. Of all the publications, though, TCS seems unlikely to reach targets, due to a dip in income in Lent term 2007. It is believed that this is a one-off as previous figures have been high, Michaelmas term was extremely strong, and as the new OCCH website and hopefully a new TCS website should improve income. However the dip should be noted for future budgets.

CUSU ents started the term with a major blow, when Couloir Leisure (owners of Soul Tree) entered administration. However, CUSU ents, during the summer and across the whole year, has been very active and took this knock head on and sought to recoup losses by opening two new club nights, 'Sunday Service' and 'Crowd Control'. The latter was not popular and was ended, but Sunday Service, due to a lot of hard work by the Ents Manager, is now a very successful night, and it is expected this will remain the same in 2007-8. Thursday night's Urbanite was forced to move club, and the re-branding and extra publicity were unforeseen costs. I am pleased to report that Urbanite is as strong as ever. It is hoped that in 2007-8 CUSU ents will grow steadily on the back of the hard work in 2006-7.

Outside of publications and entertainments, the CUSU card was very profitable through advertisements, as has been the CUSU mail service. New grants have also been applied for, from groups such as the Cambridge Admissions Office, the Cambridgeshire Action on Sexual Health Group and the Societies Syndicate. In fact, much work has been done with societies in 2006-7 that had not been anticipated, such as the new societies training scheme and the societies' publication. Across the board, from welfare campaigns, to the autonomous campaigns, from union development to union administration, all individuals have handled their budgets responsibly. However, they have perhaps been handled too cautiously, with many budget headings being under spent. In the future budget heading holders should be reminded more often how much money they have to spend, though it should be noted that this under spend, especially in union administration and office expenditure, has and will play a significant part in counter-balancing the over-optimistic income projections in the budget.

With strengths in some areas and weaknesses in others, CUSU has had a fine financial year and every expectation is that the trend should continue to see CUSU go from strength to strength, for the remainder of 2006-7 and for 2007-8.

v. Sabbatical Officer's Job Descriptions

CUSU Academic Affairs Officer

The Academic Affairs Officer is responsible for matters concerning students' education provision. This involves four main areas of work: individual student support, representation, campaigns and the running of the CUSU Education Network.

Like the Welfare and Women's Officers, the Academic Affairs Officer is one of CUSU's caseworkers. Typically they can expect to receive enquiries both from current students, about exam appeals, course provision, and any other issue relating to their education, and also from prospective students, about courses.

They also have an important role representing students, and sits on a range of important committees within the University which deal with education matters. The position also involves a variety of campaign work; some of which is driven by developments within the University, and some of which is based on what the CUSU Education Network considers to be issues requiring attention. There are also national campaigns that can impact on this role, for example the HE Funding debate.

They also work, in conjunction with the part-time CUSU Education and Faculty Liaison Officers on running the network of both college Academic Affairs Officers and Faculty Reps. They provide support to the officers in terms of training, resources, assisting with their projects and disseminating necessary information. These networks also feed into the CUSU Education campaign.

They are also responsible for a number of education projects including the Academic section of the Student Survival Guide, Exam Skills Day, examination appeals guidance leaflets, the academic section of the CUSU website and www.camexams.com, and education-related student submissions i.e. to the Quality Assurance Audit (QAA).

CUSU Access Officer

The Access Officer plays a vital role in CUSU's contact with the 'outside world' - schools, pupils, and the press – and examines how we as a university run our admission system. Issues that have been raised in recent years include differential success (the fact that some groups are much less likely to be offered a place despite comparable A-levels) and the abolition of the PAF and fee as well as more broad discussions about the direction and content of our access policies. Giving consideration to those groups or areas traditionally left out of the access debate (disabled students, mature students, student parents, post-graduates and those in FE Colleges) will also be important. In addition, the Access Officer is responsible for providing resources and supporting individual JCR and MCR Officers (Group to Encourage Ethnic Minority Applications - GEEMA, Target Schools and Access Officers) and generally helping college student unions to ensure their colleges are as welcoming and supportive of potential applicants as possible.

Specific aspects of the job include:

- Running and co-ordinating the volunteer Target Campaign (helping run recruitment, officer training and volunteer training).
- Working with GEEMA to assist volunteer recruitment, information to potential students, summer schools, HE Fairs, and Open Days.

- Running the Shadowing Scheme (where state school pupils come and spend several days seeing what Cambridge is really like)
- Dealing with direct enquiries from schools and individuals and arranging college visits when necessary.
- Sitting on the Access Steering Committee, Joint Consultative Committee on Admissions and Admissions Forum.
- Liaising closely with the Central Admissions Office (CAO), and helping out with their access initiatives in general, including FE.
- Monitoring access initiatives at standard age Colleges and offering help and monitoring of their services.
- Acting as a general liaison between GEEMA, Target Campaign and separate College initiatives, to ensure that each separate initiative is not occupying another's remit, or missing out on co-operation.
- Working with the CUSU Mature Students' Officer and support mature student colleges with their access initiatives and open days, and sit on the Mature Students' Working Committee.

Whilst the job inevitably involves a large amount of hands on administration of the various initiatives, it should also provide a great opportunity to shape the direction of the University and to make a difference to the lives of many people who are worried about whether Cambridge is for 'people like them'.

CUSU President

The CUSU President is expected to represent Cambridge students and their interests to the University and the wider community, and to help influence the direction of CUSU and the University. The role can be broken down into five broad categories: college union development, representation, campaign work, press relations and union development, and general sabbatical duties.

College union development includes attending freshers' meetings, college open meetings and social events, supporting college union execs and developing CUSU's profile within the colleges. The President produces training packs and delivers training to college unions, previous sessions have included team management, press training and rent negotiation.

In addition they often chair and resource numerous groups working on specific projects such as editorship of the CUSU Freshers and Cambridge Guides. They attend CUSU Executive meetings, CUSU Council and co-ordinates the college union Presidents and External Officers' network meetings. The President also usually sits on the University Council (separate election), Resource Management Committee, Planning and Resources Committee, Standing Advisory Committee on Student Matters, Development and Public Relations Committee, Business Committee, Cultural Delegation Committee and Aldwych Group committee.

The President helps run CUSU priority campaigns (previous years have included education funding, rents and access among others) taking these issues to the colleges, University and national organisations including the NUS at both local and national forums, by involving Cambridge in the NUS East Anglia region, attending Regional Conferences and ensuring representation at national events and conferences.

More generally, the post involves promoting CUSU and Cambridge to the wider community, both through direct contact and the press. The President is often seen as the 'face' of CUSU and it is important that they can communicate clearly, and be sensitive to the diversity of groups CUSU represents. The President has strong working relations with the University Press Office and

develops networks with television, radio and newspaper contacts to further the work and interests of CUSU and its members.

Other responsibilities of the President include organising and acting as returning officer for the CUSU elections in Lent term. It must also be remembered that the President in their 'face of CUSU' capacity has a large number of general and miscellaneous enquiries directed at them, which whilst not formal, are integral to their role and time consuming.

General sabbatical responsibilities such as working on publications, strategic planning and direction for CUSU; staff support, development and motivation are an integral component of the job.

CUSU Services Officer

The part of the job covering provision of student services covers a number of areas. The Services Officer:

- Organises the Societies' Fair, which takes place in October.
- Deals with administration (including quotations and delivery) of the CUSU Publications
- Oversees the Cambridge University Minibus Scheme which CUSU administers
- Organises Student ID in the form mandated by CUSU Council (CUSU's governing body)
- Oversees photocopying and other miscellaneous services provided by CUSU
- Oversees the CUSU website
- Represents students through sitting on a number of University Committees

The Services Officer is also in charge of the general management of the Union as well as acting as a facilitator for the Sabbatical and other members of the CUSU executive. The commitment and responsibility involved in this part of the job should not be underestimated. The Services Officer:

- Ensures compliance with all legal and statutory requirements and seeks to develop best practice in such areas
- Is in charge of health and safety in, and the security of, the CUSU Offices
- Controls the CUSU finances and prepares the budget for CUSU council and any budget reviews.
- Deals with general procurement and purchasing by the Union
- Has responsibility for the daily running of, and oversees the structural management of, the computer network and data organisation and security and provides assistance and access to computer training for all staff
- Drives efficiency of communication and administers e-mail lists
- Acts as the line manager of all staff employed by CUSU, on behalf of the Sabbatical Officers, as well as dealing with contractual matters and the hiring of staff
- Oversees physical document security and archival
- Deals with much of the day-to-day administration of the Union as a whole
- Ensures adherence to CUSU Internal Policy and promotion of best practice in all aspects of CUSU's work

CUSU Welfare and Graduates Officer

CUSU has responsibility for a wide range of issues affecting students, as well as providing welfare support to individual students (along with the Academic Affairs Officer and the Women's Officer). Some training is provided for welfare support work.

The Welfare and Graduates Officer works with College JCR and MCR Welfare Officers, College staff, University staff, the CUSU Exec, non-university organisations and on University Committees to address welfare issues. Issues include sexual health, student finance, childcare, drugs, complaints, accommodation, disputes and mental health. They are also responsible for addressing the needs of specific groups of the student population, including mature students, international students, disabled students, LGBT students, ethnic minority students, and graduate students. This is done by working with individual members of the CUSU Exec.

The role includes individual welfare support, negotiating on committees, training college welfare officers (and others), publishing, planning and running specific projects and awareness campaigning, and lots more! Making a difference in individuals lives can be challenging and is also fulfilling.

CUSU Women's Officer

The CUSU Women's Officer is the chair of the CUSU Women's Union, the representative body of student women in Cambridge. As chair, she maintains the college women's officer network, supports undergraduate and postgraduate Women's Officers, co-ordinates Women's Union campaigns, maintains the CUSU Women's bulletin and chairs CUSU Women's Council, the policy-making body of the CUSU Women's Union. She also supports members of the CUSU Women's Union Executive Committee with their own events and works with college and university staff, CUSU, the NUS Women's Campaign and other local, national, and international organisations working for women.

Importantly, the CUSU Women's Officer is also a point of contact for individual women students who can approach her for support and information about representational issues. She has a wide variety of resources and provides support to individual female students on representational issues such as discrimination and harassment and provides non-directional information for all women students. She also answers casework enquiries from individual college women's officers.

As well as casework and work with colleges and the university, the role includes the management of longer term projects. In recent years these have included the development of harassment policies, mentoring schemes, better facilities and support for student parents and lobbying the University on educational equality. As the only sabbatical officer devoted to representation, the Women's Sabb also assists the heads of the LGBT and Black Student's Campaigns with the non-representational aspects of their jobs and provides these part-time officers with information and support.

The role is broad, and mixes everything from day to day administration and providing representation on university committees, to events organising, facilitating campaigns and engaging in political activity to raise awareness of the issues affecting women in Cambridge. The work is highly varied and personally satisfying, but can also present a genuine challenge at times. There is a lack of understanding from some sections of the student community about the relevance of the position and the position is episodically challenged as a result, which can put great demands on the Women's Officer, but there remains a great potential for the Women's Officer to make a genuine difference to the women of Cambridge.

v. Financial Policy & Documents

The Financial Policy, which sets out the rules by which our money is spent, and the Supplementary Documents, which explain how to make purchases, have been revised with the intention of making them clearer, more realistic and therefore easier to implement. An example of the document *How to Make a Purchase* is reproduced below.

