

## URGENT CHALLENGES FOR OUSU AND THE UNIVERSITY

### EXECUTIVE SUMMARY

Oxford University Student Union represents students to the University. This paper describes OUSU's activities and their importance to the University's purposes, explains a number of urgent challenges facing the organisation, and proposes solutions to those challenges on which it asks the University to take decisions. Appendices referred to in the paper are to be found at the end of the paper.

### OUSU's Activities

OUSU's objects are to further the University's educational purposes by representing and promoting the interests of students. This is achieved by representation in decision-making, student support and common room support. Students Unions in the UK are increasingly involved in institutional governance and in improving the student experience.

### Urgent Challenges

OUSU is faced by a number of interlocking and very urgent challenges, all of which require resolution by the beginning of Trinity Term 2010 in order to ensure that OUSU is a going concern and can register at the end of the financial year on 31 July 2010. The challenges are:

- i) the process of incorporation and adopting Memorandum and Articles and the requirements of registration with the Charity Commission, including a realistic prospect of being a going concern;
- ii) a funding crisis and a funding model that does not match the activities of the organisation; and
- iii) the end of the lease on current premises, which are inaccessible to disabled students and ill-suited to OUSU's purposes.

### Proposed Solutions

- i) The University is asked to agree to the principle that all students should be members of the new incorporated OUSU, to ensure the student union is representative and democratic, and remains so. This is in line with the recommended model from the NUS and Charity Commission. This decision has a significant impact on the recurrent funding of OUSU: affiliation fees do not allow for such a structure.
- ii) The University is asked to agree that affiliation fees should be ended and that OUSU should be funded centrally by a block grant of income. This change would reflect OUSU's obligations under the 1994 Education Act to provide its benefits to all its members, and end the mismatch between OUSU's activities and its funding model. Full grant for 2010-11 will need to be ~£390k, as compared to £233k for the current year. This will facilitate the incorporation and registration of OUSU as a separate charity, and a going concern, whose members will be all students of the University.
- iii) The University is asked to agree to capital expenditure to facilitate OUSU's move from Thomas Hull House to new more accessible premises, including dilapidations costs on THH and start-up costs elsewhere.

### OUSU's ACTIVITIES

OUSU's objects are "to further the educational purposes of the University by representing and promoting the interests of the Student Membership". It achieves these purposes through representation of students at key decision-making bodies and working groups across the collegiate University, support and advocacy for students facing a range of issues, and training and support for common room officers. This is a range of distinctive activities that contribute to maintaining and improving the Oxford student experience, which the University, colleges and common rooms are not in a position to provide themselves.

If the University is to succeed in maintaining and improving the student experience as well as providing quality information, advice and guidance about what it can offer to prospective students, the views of current students need to be well-articulated and represented in University decision-making. A students union is the recognised means of achieving that outcome.

The trend in higher education is towards greater involvement for students unions. *Higher Ambitions*, the Government's higher education framework, focuses in Chapter Four on the student experience within the higher education sector as whole and specifically discusses a greater role for students unions in the QAA Institutional Audit process. It also refers to the 'signal importance' of the student voice in the Browne Review, and the positive contribution of students' unions 'to both student welfare and representation within institutional governance, enhancing the student experience'.

#### Representation

OUSU sabbatical officers represent students on a range of University committees, including University Council, Education Committee, General Purposes Committee, Planning and Resource Allocation Committee, Committee on Student Health and Welfare, Development Committee, Curators of University Libraries and Environment Panel.

OUSU increasingly represents students to Conference of Colleges, including on Senior Tutors' Committee, Graduate Committee, and on joint bodies such as the Joint Teaching and Student Funding Review Group and the Admissions Executive.

In addition to permanent committees, OUSU serves to represent students to ad hoc review committees and processes. This year, examples include reviews of: University complaints and appeals; College disciplinary procedures; graduation ceremonies; the fitness to study policy; sexual health provision; and undergraduate funding.

OUSU also represents students to local government, for example cooperating with the City Council on the new landlord accreditation scheme, and to national government, mainly via the NUS.

#### Student Advice Service

The Student Advice Service provides a free and confidential source of advice to students. It can be thought of as a sort of 'Citizens Advice Bureau for students' that also provides advocacy and representation for students in disciplinary hearings. It comprises four elected OUSU sabbatical officers and a permanent part-time student advisor.

Since July 2009, the Student Advice Service has helped more than 200 students. Approximately 40% of these involved sustained assistance with cases. The students who use the Service have issues including appealing the outcomes of examinations, problems around funding, to difficulties living in the private sector. The Service has also directly assisted, and advocated for, students in hearings before college disciplinary panels, the Conference of Colleges Appeals Tribunal and the Student Disciplinary Panel. The other 60% of student contacts have been information requests about a range of topics, including resits, seeing scripts and questions about provision for students with disabilities.

#### Common Room Support

OUSU provides support to Common Room officers in the forms of information, advice and training. In Michaelmas term, OUSU sabbaticals provided training sessions on advocacy, listening skills, student support during freshers week, team leadership and management, and negotiation. Further training is organised for Hilary term, and some sessions have been organised in conjunction with professional training providers including the National Union of Students and McKinsey.

Feedback on training sessions from participants has been almost universally positive, and has been described by participants as “top notch”, “really great and helpful – I have a lot more confidence for freshers’ week now” and “really useful and professional”.

OUSU sabbatical officers attend the regular meetings of both the JCR and MCR presidents committees to assist with and participate in debate and discussion. OUSU officers also provide briefings to Common Room officers – both individually and as groups – on issues which could affect them within the university. Since July 2009, OUSU sabbaticals held 160 individual meetings with Common Room officers and visited 30 Common Rooms to answer questions and hear concerns.

#### Other activities

OUSU collaborates with a wide range of partners both inside and outside the University. Among many others, these have included: Domestic Bursars on calculating living costs; the Disability Advisory Service on assisting students with Asperger’s Syndrome; and the City Council on its landlord accreditation scheme.

OUSU has several publications, including an Alternative Prospectus delivered to every school in the country, an International Students Guidebook for every new international student, the Oxford Handbook, and a Freshers Guide distributed to every new student.

OUSU has an active campaign to widen access to Oxford, Target Schools. Other campaigns include raising money for local charities (RAG), and on the environment (Environment and Ethics Committee) as well as six autonomous equal opportunity campaigns.<sup>1</sup> OUSU also collaborates with Varsity Events, an external provider of entertainment events, and with Oxford Brookes Student Union on providing a Safety Bus to ensure students’ safe travel home at night.

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<sup>1</sup>International Students, Women, LGBTQ, Mature Students, Campaign for Racial Awareness and Equality, Students With Disabilities.

### OUSU'S CURRENT CONSTITUTIONAL STRUCTURE

OUSU is currently an unincorporated association of the generality of students and a confederation of affiliated common rooms. Common rooms that choose to affiliate pay an annual fee, and total affiliation fees amount to ~£90k of OUSU's ~£365k income.

Under the 1994 Education Act, all students are members of their students union unless they personally choose to opt-out. As such, all Oxford students are members of OUSU and are entitled to receive OUSU services regardless of their common room's affiliation.

The OUSU Executive is directly elected by students and has a direct representative mandate. OUSU Council is the policy-making body that makes final decisions on OUSU matters and is composed of representatives of affiliated common rooms.<sup>2</sup> Other than the OUSU executive and representatives of the OUSU equal opportunity campaigns, only representatives of affiliated common rooms can vote in OUSU Council. This reflects the fact that those common rooms contribute to the funding of the organisation and disaffiliated common rooms do not.

### INCORPORATION AND CHARITABLE REGISTRATION

As a result of the 2006 Charity Act, and the abolition of the status of exempt charity, student unions across the UK are registering with the Charity Commission. Like other unions, OUSU needs to register as a charity. Prior to registration, it will incorporate as part of the process, because of the protection from liability which incorporation affords to future Trustees.

The process of incorporation involves the adoption of a Memorandum and Articles of Association, which define the fundamental features of the new charity, including the membership, the composition of the Trustee Board and the role of OUSU Council. There are a number of important decisions to be taken but the principle question that arises as a result of incorporation, regards the membership of the company.

The 1994 Education Act says that all students are members of their student union unless they individually opt-out. The recommended model governing documents from the National Union of Students and the Charity Commission suggest that all students should be the members of their student union, the newly incorporated company. That membership structure clearly defines who the beneficiaries of the charity are and makes explicit that the union is representative of all students, who have a say in the running of the company. This provides helpful clarity for the trustees of the new charity when considering their role and responsibilities.

**It is proposed that the membership of the newly incorporated student union should be all students of the University. A decision needs to be taken by the University as to whether it supports the principle that all students should be members of their student union.**

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<sup>2</sup> Affiliated Junior Common Rooms have three votes, affiliated Middle Common Rooms have two votes.

**The alternative model is that representatives of affiliated common rooms are company members. The major risk with this model is that OUSU stops being representative of students.**

The existing funding model, where a significant proportion of OUSU's revenue comes from Common Room affiliation fees, indicates that the members of the new company should be only representatives of affiliated Common Rooms. If OUSU is forced to incorporate with this structure, it will only exacerbate the circumstances referred to below with regard to disaffiliation. Should a threshold number of common rooms disaffiliate, legitimate questions could be asked about the extent to which the charity is representative and at that point the University runs the risk of failing to maintain a representative and democratic student union, and therefore to meet its obligations under the 1994 Education Act.

The date when formerly exempt charities should commence registering or would be able to state their intended date of registration to the Charity Commission is currently expected to be in early 2010. The best time for OUSU to incorporate and then register as a charity is at the end of a financial year to prevent the occurrence of part year accounts, which need to have a greater level of both interpretation and explanation, and increase the administrative burden on a small organisation.

In order to successfully complete the registration process by the intended date of 31 July 2010, it is essential to have an answer to the question of the membership of OUSU. Successful registration is also fundamentally dependent on a funding model that resolves the questions about OUSU's funding and makes the new incorporated students union a going concern.

### **FUNDING CRISIS**

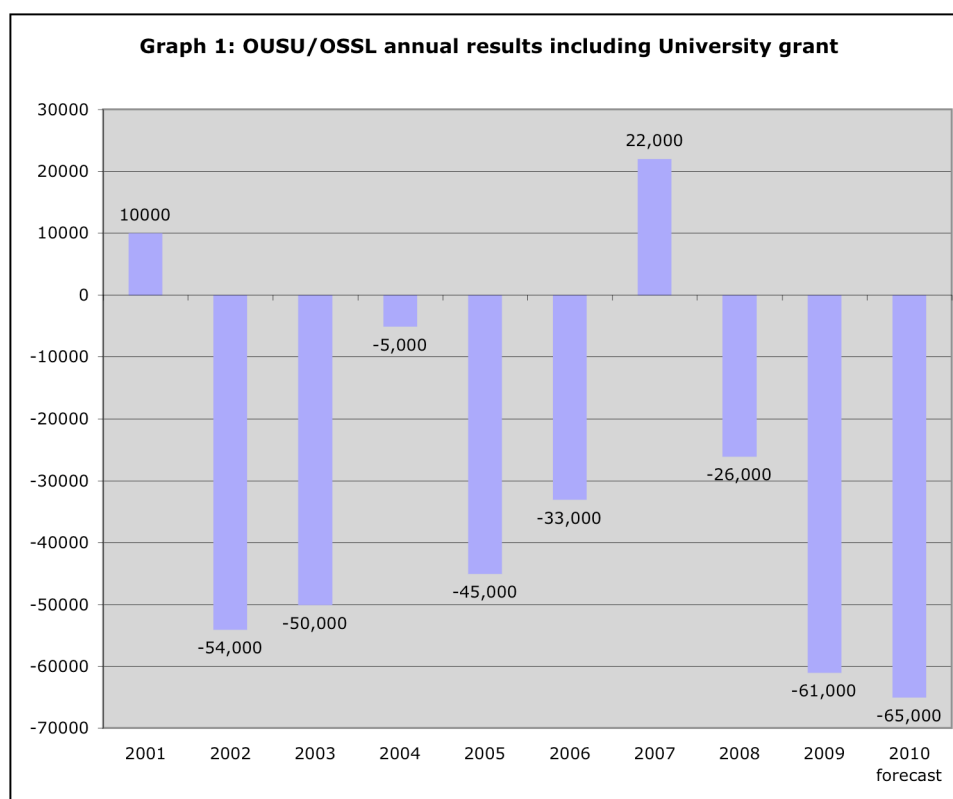
Over the past decade OUSU has shown regular deficits in its annual accounts of up to £60k, from an organisational income of around £400k. The projected deficit for 2009-10 is £66k. See graph 1 and Annex B.<sup>3</sup> These have rarely been shown during the year, often as a result of poor forecasting, and have disguised the fact that OUSU is not funded to support its current operational structure. It is clearly impossible for OUSU to continue in this way for any realistic period of time. The affiliation fees funding model does not match the activities the organisation is expected to deliver to its members. These activities have been endorsed repeatedly by OUSU's members in recent years. 2007 saw a referendum on the position of the Vice-President (Women), which concluded with over 70% of voters supporting the continuation of the role. A referendum in the same year abolished the former position of Vice-President (Finance). 2008 saw a review which recommended the current role and shape of the Student Advice Service. OUSU's current staffing structure was most recently endorsed unanimously by OUSU Council in Hilary Term 2009.

In addition to a structural shortfall in funding, part of OUSU's financial difficulties can be attributed to a number of Common Rooms, mainly MCRs, disaffiliating from OUSU. The main difficulty in explaining to Common Rooms why they should continue to pay to affiliate is that they are aware that they will not, in reality, lose any services as OUSU is committed to representing and promoting the interests of all students. Students from disaffiliated common rooms remain members of their student union and continue to

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<sup>3</sup> Information on surpluses in 2001 and 2007 to follow in amended paper.

receive services just as do students in affiliated common rooms. The model of affiliation fees just does not match OUSU's activities and who receives its services. A new funding model is needed.



The process of incorporation and registration with the Charity Commission provides an opportunity to put OUSU's funding on a sustainable footing, and ensure that the way the students union is funded follows from its responsibilities to its members.

If the University supports the principle that all students should be members of their student union, then it needs to decide if it will support the funding model that follows from that principle. It is proposed that a central grant from the University to ensure services for all students is just such a funding model.

OUSU will not be able to register under current circumstances. A resolution of the funding problems of the organisation is necessary for successful incorporation and registration with the Charity Commission.

#### MANAGEMENT ACTION ON FINANCES

OUSU recognises that it currently has a structural deficit that is unlikely to be bridged solely by management action, without damaging the current activities of the organisation. However, a series of actions have been undertaken to reduce costs and increase income in the current budget year. These can be found in Annex C.

### PREMISES

The lease on OUSU's current premises expires in March 2010 and options are being explored with the University Estates Department.

The current premises located at Thomas Hull House, New Inn Hall Street, have been occupied by OUSU since 2002. They are comparatively expensive and ill suited for OUSU's purposes. Students with wheelchairs cannot access the building independently, and it is very unlikely that the building can be successfully modified to accommodate disabled access. A significant part of the space is currently unusable owing to the internal layout of the building, which is also highly inefficient in its energy use.

OUSU spends an excessive proportion of its income on costs associated with its premises. Most charities would be criticised for spending such a large proportion of their income on premises.

Given that the University is asking that all departments consider their budgets for the forthcoming period, OUSU would place a higher priority on maintaining services to students than on premises costs. We would wish to have lower cost premises, which are well located and better meet the organisation's needs. Possible new premises on George Street would cost less to rent than Thomas Hull House currently does.

### MEMORANDUM OF UNDERSTANDING

The relationship between the University and the newly incorporated, registered OUSU will be laid down in detail in a Memorandum of Understanding, covering, *inter alia*, constitutional, governance and funding arrangements. The Memorandum will be agreed by both sides and will set the terms of the relationship between the two organisations on a range of areas of cooperation.

### CONCLUSION AND RECOMMENDATIONS

A solution to these urgent challenges is imperative. It is essential that OUSU is a going concern at the point of incorporation and registration as a charity, something that is not possible under the status quo.

The process of registration and changing status of the organisation provides opportunities for OUSU to gain a stable and sustainable funding model and a suitable governance structure. This is a unique opportunity to give the students union a fresh start and make a break with the uncertainty and instability that has characterised the last few years. OUSU is conducting a strategic review of its current arrangements to clarify its priorities and to seek to improve how it meets student needs as it becomes an independent charity. See Annexes D and E.

It also provides an opportunity for the University to reconsider how it manages the relationship with the students union. OUSU would welcome a continued discussion on this issue with the Joint Committee, Education Committee, and officers of the University.

### *Recommended Proposals for approval*

Successful incorporation and registration with the Commission requires the University to take a decision on the membership of the newly incorporated charity.

i) The University is asked to agree to the principle that all students should be members, to ensure the student union is representative and democratic and remains so. This is in line with the recommended model from the NUS and Charity Commission. This decision has a significant impact on the recurrent funding of OUSU: affiliation fees do not allow for such a structure.

ii) The University is asked to agree that affiliation fees should be ended and that OUSU should be funded centrally by a block grant of income. This would reflect the obligations placed on OUSU by the 1994 Education Act to provide its benefits to all its members, which it currently fulfils but at the cost of recurrent deficits. Full grant for 2010-11 will need to be ~£390k, as compared to £233k for the current year. Consolidated income and expenditure accounts 08/09-10/11, on the current fees model and on the full grant model for 10/11, are in Annex F.

*Detailed breakdown of grant requests to follow here.*

This will facilitate the incorporation and registration of OUSU as a separate charity, whose members will be all students of the University.

iii) The University is asked to agree to capital expenditure to facilitate OUSU's move from Thomas Hull House to new premises, including dilapidations costs on THH and start-up costs elsewhere.

*Detailed costs of move to follow here.*

For further information, contact Stefan Baskerville ([president@ousu.org](mailto:president@ousu.org) or 01865 288 459).

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## ANNEX A: OUSU GOVERNANCE ARRANGEMENTS

The 1994 Education Act places a duty on the University to provide a students union and in particular requires University Council, as the executive governing body of the University, to 'take such steps as are reasonably practicable to secure that any students' union for students at the establishment operates in a fair and democratic manner and is accountable for its finances'.<sup>4</sup> There are other specific requirements which include ensuring OUSU has a written constitution, satisfying itself that elections are fairly and properly conducted, and that appropriate arrangements should exist for the approval of the union's budget and the monitoring of its expenditure by the governing body.

The OUSU constitution requires OUSU to prepare a draft budget for the coming financial year and it is usual practice to produce an amended budget for the current financial year. The constitution also requires OUSU to publish audited accounts for the previous financial year. The draft budget is submitted to University Council for approval, following detailed examination by its Joint Committee with Student Members. The audited accounts are submitted to Council for information, again, following examination by the Joint Committee with Student Members.

OUSU operations are monitored by University Council through its Joint Committee with Student Members. The Joint Committee reports directly to Council and is responsible for receiving on behalf of Council all reports, budget estimates, constitutional amendments, and other business, and makes recommendations to Council concerning OUSU matters.

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<sup>4</sup> University Code of Practice on OUSU, Essential Information for Students, Proctors and Assessor's Memorandum

**ANNEX B: BACKGROUND TO OUSU FINANCIAL ISSUES**

There is a history of financial issues associated with OUSU, with deficits of £50k as far back as 2002.

After serious problems with financial management in 2004-5, the University commissioned a report on OUSU's financial administration. In May 2007, a key change was made when OUSU voted to end the elected position of Vice President (Finance) and replace it with a permanent non-elected staff member responsible for financial management and strategic planning.

In June 2007, the Joint Committee of Council with Student Members recommended a greater block grant from the University as a means of funding OUSU, rather than a combination of specific grants and affiliation fees. That recommendation was rejected by General Purposes Committee and University Council, which asked for a rethink of the funding model.

Accordingly, a JCC Working Group was set up to consider OUSU funding and proposed a hybrid solution involving funding from the University, colleges and common rooms. That proposal stalled at Estates Bursars Committee in Trinity Term 2009, due to opposition from some bursars and from some common rooms who perceived that they would have to pay twice over (once in affiliation fee, once in budget reduction as colleges reduced common room budgets to pay for the college contribution).

Insufficient OUSU finances have been an annual topic of discussion since at least 2004. The reforecast budget for the current financial year estimates a deficit of £65k.

### ANNEX C: MANAGEMENT ACTION ON FINANCES 2009-10

OUSU is committed to making savings on costs and finding increases in income where possible. However, OUSU is a democratic organisation in which the possibility for executive management action to cut expenditure is limited, without prior debate and agreement from members. This is particularly true as over 70% of OUSU's spending is made up of salaries and premises costs. OUSU is hoping to move into cheaper premises, and cutting spending on salaries, of either the sabbatical team or permanent staff, would entail democratic debate amongst the membership. If OUSU were to remove budgets for all its current activities, including all publicity, all campaigning, all training for the Student Advice Service, and the publication of the Alternative Prospectus and the Survival Guide, less than £18k would be saved, which comprises less than 30% of the projected deficit for the current year. Of that £18k, £12k is spent on the Alternative Prospectus and the Survival Guide. The discretionary spending of the organisation is not of sufficient scale to allow cuts in spending to solve the deficit.

Management action can be taken on OSSL activities and we have made significant efforts this year to cut costs and increase income. All printing contracts have now been offered to multiple printers rather than only an historic partner, and this has reduced costs by around 20%. A number of publications were affected in the summer by this process and a renegotiation of the costs of printing The Oxford Student have led to a substantial reduction, if the price can be maintained in a full year. Annual saving in this area will be £10k.

New arrangements in selling advertising, including the appointment of a permanent advertising coordinator who can build relationships with advertisers over longer than a 12 month period, has stabilised income. Anecdotal feedback from other unions has shown a marked downturn as a result of the poor economic climate.

In the past OUSU officers have presented OSSL (Oxford Student Services Ltd) as a company providing substantial commercial income and the income as a primary reason for its existence. Whilst OSSL does generate a surplus each year, it primarily exists to minimise the tax burden incurred by OUSU on a number of its activities that generate financial surpluses, but which are carried out because they are services to students.

**ANNEX D: STRATEGIC REVIEW GROUP MOTION, OUSU COUNCIL, MT09.**

## Council notes:

1. The persistent funding problems faced by OUSU over the past few years. It is noted that the underlying deficit over the past two years is in excess of £40,000 per annum, and that there are a range of reasons for such a deficit.
2. That OUSU will need to register with the Charity Commission in approximately the next 12 months, and that it will be incorporating as a company before then, involving the adoption of a Memorandum and Articles.
3. That those legal changes and the consequent formalisation of the relationship with the University provide for an opportunity to review OUSU's activities and funding model, to ensure OUSU is doing the best it can to support and improve students' experience at Oxford.

## Council further notes:

1. That OUSU does not offer a full range of services in comparison with other Student Unions, particularly in the area of training, student development and student leadership.

## Council believes:

1. That current financial arrangements are unstable and insufficient for OUSU's activities.
2. That a review of OUSU's activities would assist in the process of developing a more stable and suitable funding model.
3. That the University should be invited to contribute to a discussion on how OUSU can support and improve the student experience at Oxford.

## Council resolves:

1. To set up a Strategic Review Group with the following remit:  
'To investigate in collaboration with students, the University and the Conference of Colleges the role for OUSU and the range of activities in which OUSU should engage, in improving the student experience at Oxford.'
2. To report to Council by 5th week of Hilary Term with initial recommendations as to the role and scope of activities in which OUSU should be engaged.'
3. The Group shall have the following composition:
  - President (ex officio)
  - General Manager (ex officio)
  - Two members of the OUSU Executive, elected in Executive
  - Two members of OUSU Council, elected in Council
  - President-Elect (ex officio)

In undertaking this review the Group should fully consult with:

- All Common Rooms
- Individual students
- Members of the OUSU Executive
- Members and chairs of the OUSU Campaigns
- Student societies
- Any other persons it considers relevant

### ANNEX E: FUTURE DEVELOPMENT

OUSU is conducting a strategic review to examine how OUSU delivers services to both students and Common Rooms, to clarify priorities, and to seek to identify ways in which OUSU activities and services can be improved. Another feature of the strategic review will be to look at how a number of OUSU's functions could be more effectively carried out in partnership with more developed Common Rooms.

The group is conducting a consultative exercise, which has involved surveying the whole student population (1100 responses), as well as holding meetings with key interested groups within both the student cohort (including current and former Common Room presidents and officers) and the University.

At present the key areas are:

- Representing students and how it can be more effective with better feedback.
- Development of Common Rooms and their services.
- Measuring of the effectiveness of services.
- Reviewing the effectiveness of the current spending arrangements
- Investigating how OUSU and Common Rooms can improve the student experience at Oxford.

The group would welcome any constructive engagement and direction from the University in areas that it should address.

It is clear that the pattern of expenditure in OUSU is vastly different from other UK students unions. Many of the welcome developments that have taken place in other student unions have not been considered in Oxford owing to the lack of a budget to travel to meetings and conferences with other similar organisations. These developments have included: better training and induction of officers, a greater priority to surveying student opinion through market research, measuring the quality of representation and also focusing on relationship management with both institutions and the community.

OUSU will be constructing a strategic plan based on the conclusions of the strategic review, which will make interim recommendations to OUSU Council in 5<sup>th</sup> week HT 2010.

**ANNEX F: OUSU CONSOLIDATED INCOME & EXPENDITURE 08/09 - 10/11**

	<b>2008/9 Actual (restated)</b>	<b>2009/10 Budget</b>	<b>2009/10 End Year Forecast</b>	<b>2010/11 Budget with fees and same grant</b>	<b>2010/11 Budget with no fees and and increased grant</b>
<b>Income</b>					
College Affiliation Fees	98450	91857	92000	93000	0
Grant Income <sup>1</sup>	168593	226915	194571	196507	390762
Grant allocated to OSSL <sup>2</sup>	34865		25250	25500	0
Income from OSSL <sup>3</sup>	4716	80000	28680	38400	38400
Bank Interest	1193	1500	200	850	850
NUS Income	12315	11000	11000	11000	1000
Other Income	441	800	400	400	400
Community Grant	9944		14000		
<b>Total Income</b>	<b>330517</b>	<b>412072</b>	<b>366101</b>	<b>365657</b>	<b>431412</b>
<b>Direct Costs</b>					
Committees and campaigning	3325	2625	3175	3825	3825
Safety Bus	10000	10000	10000	10000	10000
Target schools	1360	3120	5000	5000	5000
Student Advice Service	271	500	500	500	500
Elections	1654	1650	2650	2650	2650
Publicity	395	2000	2000	2000	2000
OUSU Publications	120	12000	12000	12000	12000
Officer Training			180	3710	3710
Staff Training			0	0	0
Conference attendance			905	1235	1235
NUS Expenditure	11286	10000	10637	10375	10375
<b>Total Direct Costs</b>	<b>28411</b>	<b>41895</b>	<b>47047</b>	<b>51295</b>	<b>51295</b>
<b>Admin Expenses</b>					
Elected Officers	120580	119680	121182	121787	121787
Office Staff	90687	82400	83400	85212	85212
Building Costs	120585	129095	129095	132968	132968
Insurance	5619	6071	6000	6300	6300
General Office	6657	5857	5857	6000	6000
Equipment, Lease & Maintenance	3275	4227	4227	4500	4500
Accountancy Services	0	10000	10000	10000	10000
Professional Charges- Audit/Legal fees	8457	8416	16000	9000	9000
Bank Charges	107	127	150	150	150
Depreciation	3566	4194	4100	4200	4200
<b>Total Admin Expenses</b>	<b>359533</b>	<b>370067</b>	<b>380011</b>	<b>380117</b>	<b>380117</b>
<b>Net Profit/(loss)</b>	<b>-57427</b>	<b>110</b>	<b>-60957</b>	<b>-65755</b>	<b>0</b>

**Notes**

<sup>1</sup>The grant figure for 2010-11 includes the grants that will be allocated to OSSL.

<sup>2</sup> There is no grant allocated to OSSL in 2010-11 purely for presentational purposes, to indicate the value of the grant required from the University to balance the

<sup>3</sup>The 2009-10 Budget figure was a vast overestimate of what OSSL could make. It was essentially used to balance the budget, rather than a realistic estimated

**ANNEX G: TIMETABLE**

As is emphasised in the paper itself, there is a need for urgency in resolving the issues faced by OUSU. Comments from students on the issues and recommended proposals in the paper would be appreciated. There will be a meeting for interested students at 10am on Friday 22<sup>nd</sup> January in the OUSU building at which OUSU sabbatical officers will be available to explain points arising from the paper and hear feedback.

Consultation will close at 5pm on Wednesday 27<sup>th</sup> January, in order that the paper can be amended if necessary, prior to formal submission to the OUSU Council agenda in 2<sup>nd</sup> week, for discussion and a vote in 3<sup>rd</sup> week. If the vote goes in favour, the paper will be discussed at Joint Committee of Council with Student Members on Thursday of 3<sup>rd</sup> week. It will be for the Committee to decide where it sends the paper after that, if it supports the proposals.

Please also note that the paper will be submitted to Education Committee on Friday 22<sup>nd</sup> January in order that it can be the subject of initial discussion in 2<sup>nd</sup> week. Education Committee will be made aware at that time that the paper is at a consultation stage and that OUSU Council will be formally voting on the proposals in 3<sup>rd</sup> week.

This is the timetable for consultation and path of the paper to JCC (Joint Committee of Council with Student Members):

**Wednesday 20<sup>th</sup> Jan** – Report to OUSU Council and consultation launched. Paper distributed electronically to OUSU Council email list and posted on OUSU website.

**Friday 22<sup>nd</sup> Jan** – 10am Consultative and Explanatory meeting for interested students.

**Friday 22<sup>nd</sup> Jan** – submit to Education Committee for initial discussion and circulate draft to JCC Senior Members for initial comment.

**Wednesday 27<sup>th</sup> Jan** – consultation closes at 5pm. Amend draft in light of feedback and submit amended paper to JCC agenda.

**Thursday 28<sup>th</sup> Jan** – submit amended paper to OUSU Council agenda with accompanying alternative budget.

**Wednesday 3<sup>rd</sup> Feb** – discussion and vote on final paper and accompanying alternative budget at OUSU Council.

**Thursday 4<sup>th</sup> Feb** – dependent on outcome of OUSU Council, discuss paper at JCC.