

NATIONAL CONFERENCE n u s 2011

CD6

Accounts and Estimates to National Conference 2011

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national union of students

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Purpose of this document

This document reports back on the expenditure and income of NUS over 2009/10 and the proposed areas of expenditure in 2011/12. The estimates is a financial policy document that guides spending throughout the year.

What you need to do

Before National Conference: You should read through this document and, if you have questions, contact the person noted on each report via motions@nus.org.uk

For the estimates you can challenge the allocation of finances that is outlined on page 33

423 Such a motion will only be in order if it is composed of two parts:

- a) The positive reference back of a specified heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it increased by an amount specified for that heading;
- b) The negative reference back of a specific heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it reduced by an amount specified for that heading; the total of the amounts specified in (i) being the same as the total of the amounts specified in (ii).

So you would need to explain

- which heading you want more money to go to
- which heading you want this money to come from
- And the amount of money that you believe should be reallocated.

Challenges to the Estimates must be emailed to motions@nus.org.uk, (faxes or post cannot be accepted) by 5.00pm Wednesday 30th March 2011

At National Conference: Delegates will be asked to vote on each challenge received following a short debate. These challenges will amend the estimates. Then, conference will be invited to approve the estimates by voting on it. If you do not agree with what is in the report you should vote against.

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

**THE NATIONAL UNION OF STUDENTS OF
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FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

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**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

OFFICERS AND PROFESSIONAL ADVISERS

YEAR ENDED 30 JUNE 2010

Principal Address

4th Floor
184-192 Drummond Street
London
NW1 3HP

Auditors

RSM Tenon Audit Limited
Sumner House
St Thomas's Road
Chorley
Lancashire
PR7 1HP

Accountants

RSM Tenon Limited
Sumner House
St Thomas's Road
Chorley
Lancashire
PR7 1HP

Bankers

Co-operative Bank
Balloon Street
Manchester
M60 4EP

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM
TRUSTEE BOARD REPORT
30 JUNE 2010**

ACTIVITIES

The National Union of Students (“the Union or “NUS”) is a confederal association of students’ unions, guilds, junior common rooms and representative councils of students involved in post-sixteen education and training in the United Kingdom.

The primary aims and objects of the National Union are to:

- represent Students of the United Kingdom locally, nationally and internationally;
- promote and maintain the educational, social, cultural and general interests of Students;
- arrange services, goods, facilities and other benefits for Members of the National Union, for persons and organisations associated with the National Union, and for other Students and their organisations;
- promote the views of Students on problems in the educational system as a whole;
- promote the interests of Students in economic, social, youth and mature issues which have a direct effect on education or upon the status and welfare of Students within society;
- promote the views of Students upon those issues which have a direct bearing on the education or social rights of students of any country;
- maintain and promote co-operation with students and student organisations of other countries;
- discuss, comment and act upon current affairs which are of interest or importance to Students;
- Support causes which, in the opinion of the National Conference, merit the support of Students in general;
- Supporting prospective, current and past Students in seeking gainful employment; and
- Acting as a channel of communication between Members and external bodies

GOVERNANCE REFORM

The Union is governed by its Constitution as revised in January 2009.

In 2008-09 NUS completed one of the most extensive governance reforms in its history. Part of these reforms split the duties of the former National Executive Committee into a National Executive Council, which provides the political leadership of the organisation, and a Trustee Board.

The Trustee Board is responsible for the management and administration of the National Union and for carrying out the political direction of the National Executive Council in line with policy of the National Union as decided by the National Conference. As such, the Trustee Board is responsible for ensuring the financial health and sustainability of NUS, including preparation of this report.

In accordance with the Constitution, the National Executive Council comprises

- Fifteen Individual Members elected by the National Conference;
- National President, who shall be principally politically accountable for the finances of the National Union;
- Vice President Welfare;
- Vice President Higher Education;
- Vice President Further Education;
- Vice President Union Development;
- Vice President Society and Citizenship;
- President of NUS Scotland;
- President of NUS Wales;
- President of NUS-USI;
- An officer from each of the four Liberation Campaigns;

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- Two members appointed by and from each student section; and
- A member elected by and from each of the principal committees or conferences of the Zones, the Liberation Campaigns, Nations and NUS-USI;
- Non-voting representatives of Organisations in Association as decided by the National Executive Council

The Trustee Board comprises the National President (who is the Chair of the Trustee Board), four full-time NUS student officers, six elected student trustees and four external (non-student) lay trustees.

The following were members of the National Executive of the National Union of Students in 2009/2010;

President & Chair	Wes Streeting
Zones	Richard Budden & Beth Woodthorpe-Evans (Union Development); Aaron Porter & Charlie Leyland (Higher Education); Shane Chowen & Toni Pearce (Further Education) Susan Nash & Samantha Kennedy (Society & Citizenship); Ben Whittaker & Carley Aslett (Welfare)
Liberation	Bellavia Ribeiro-Addy & Naa-Anyima Quaye (Black Students); Daf Adley & Lucy Brookes (LGBT); Olivia Bailey & Estelle Hart (Womens); Adam Hyland & Karena Younson (Disabled Students)
Sections	Trevor Dallimore-Wright & Michael Duckworth (Mature & Part Time Students); Chris Jenkinson & Joy Elliot (Postgraduate Students) Saima Yousaf & Madalena Ngongola (International Students)
Nations	Katie Dalton & Llew Williams (NUS Wales) Liam Burns & Tom Spencer (NUS Scotland); Ciarnan Helferty and Shane Brogan (NUS-USI)
Block	John Peart, Natalie Tremlett, Fraser Nesbitt, Usman Ali, Alice Bouquet, Jak Codd, John Cox, James Haywood, Yemi Makinde, Ed Marsh, Tobin Webb, Liz Williams, Christina Yan Zhang, Eleanor Brown

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The following were members of the Trustee Board in 2009/2010:

Members:	Name
President & Chair	Wes Streeting
Officer Trustees	Richard Budden; Aaron Porter; Susan Nash; Daf Adley
Student Trustees	Sean Rillo Raczka, Daniel Randall, Emily Rowe, Amandla Thomas-Johnson, Rebecca Gorge, Martin Jopp
Lay Trustees	Jacqueline Davies, Kate Davies, Dame Karlene Davis, David Fletcher

VISION, MISSION AND VALUES

Vision

Our vision is of NUS as a pioneering, innovative and powerful campaigning organisation: the definitive national voice of students. We will fight barriers to education, empower students to shape both a quality learning experience and the world around them, supporting influential, democratic and well resourced students' unions.

NUS Mission

To make this vision a reality, NUS will:

- Promote, defend and extend the rights of students
- Develop and champion strong students' unions

NUS Values

To achieve our vision and mission we believe three core values are crucial:

- **Equality**
We believe there should be equality of opportunity for everyone to participate fully in a society that celebrates diversity.
- **Democracy**
Our policies and priorities must be student-led and students' union-focused through building open, transparent and accessible democratic structures that increase performance and strengthen accountability.
- **Collectivism**
Students and students' unions are more effective when they organise together locally, nationally and internationally: unity is our strength.

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Responsibilities of the Trustee Board

The Trustee Board is responsible for preparing the Trustee Board Report and the financial statements in accordance with applicable law and regulation. The Trustee Board have agreed to comply with the Companies Act 2006, as if it applied.

Company law requires the Trustee Board to prepare financial statements for each financial year. The Trustee Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustee Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state to affairs of the Union and the group and of the surplus or deficit of the group for that period. In preparing those financial statements, the Trustee Board has agreed to:

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and estimates that are reasonable and prudent;
- c. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Union will continue in business.

The Trustee Board is responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the Union's transactions and disclose with reasonable accuracy at any time the financial position of the Union and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006 as if they applied. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustee Board is responsible for the maintenance and integrity of the corporate and financial information included on the Union's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

REVIEW OF ACTIVITIES 2010/11

Campaigns and Strategy Directorate

The Campaigns and Strategy Directorate provides the research, evidence and strategy to deliver NUS' campaigning goals as directed by NUS' elected leadership. Its two policy teams and political strategy team support the work of the NUS Policy Zones, Liberation Campaigns and Student Sections.

Education Funding

In this year, NUS' Priority Campaign on Education Funding reached new heights, setting the national agenda on the debate on fees and funding with a major electoral pledge, publishing a blueprint for funding, running a series of high profile town takeover events, as well as regular high profile media coverage and a raft of local action in unions supported by materials from NUS. 1500 prospective parliamentary candidates in the 2010 General Election signed up to a pledge against the raising the cap of higher education undergraduate fees in England across 96% of all UK constituencies – the most successful pledge of any campaigning organisation. This resulted in 158 MPs and every Liberal Democrat MP signing the pledge. 89% of higher education students' unions supported NUS' education funding policy.

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Externally-Funded Projects

The Directorate is responsible for a raft of externally funded projects with a student focus. This year we have worked with the Home Office to support a project in student crime prevention, with HEFCE to promote student engagement and the National Student Survey, and with the Government on a project on students and faith.

Diverse Campaigning

Specific campaign areas and projects go from strength to strength. This year we completed and launched a major project on assessment and feedback; launched a major consultation event on FE policy, and submitted a major piece of evidence into a Government postgraduate review.

Press Work

NUS generated nearly £1 million worth of media coverage for students in 2009/10.

Improving Students' Educational Experience

Thanks to our work to improve students' educational experience more than 50 students' unions have run drives to improve assessment feedback in their institution. 99% of higher education institutions had a response rate of more than half in the National Student Survey 2010.

Liberation

More than 2,000 people responded to the Hidden Marks Campaign raising awareness of women students who have been the victim of sexual violence receiving significant national coverage. Our Black Students Campaign, LGBT, Women's and Disabled students campaigns all continued to grow engaging more activists.

Membership Development Directorate

Charity registration for students' unions

Charity registration for students' unions commenced in Summer 2010. NUS were delighted that our model charity registration documents and guidance for students' unions were used in the House of Lords debate on the commencement orders for this part of the Charities Act as an example of good practice. Staff in our Membership Development Unit, Regions and Nations continue to support students' unions in ensuring they have good governance structures and are progressing towards registration.

Further Education work

NUS continues to support the development of students' unions in FE, providing information and resource documents, training and advice. We sourced funding to fully reviewed our FE Leadership training, with a new course developed, piloted and very well evaluated.

Training and Development

We delivered a well evaluated Officer Development Programme, with the focus being on our summer training programme to ensure new officers have the skills and knowledge they need to succeed. We delivered 6 residential training events for 490 delegates from 123 unions, with a good or above satisfaction rate of 82%, as well as our Regional and National teams delivering tailored 'in house' training to over 100 unions.

Students' Unions Elections

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Supporting students' union democracy remains an important area of NUS' work in our nations and regions. NUS directly supported over 100 students' unions by acting as returning officer or gave significant guidance on their elections, as well as providing advice and guidance on all aspects of elections and democratic processes.

Internationalising students' unions

Following a successful pilot the previous year, we rolled out our Internationalising Students' Unions project. We worked directly with 20 students' unions across the UK to help them to internationalise.

Degrees Cooler

We were delighted to secure over £500,000 for our two year *Degrees Cooler* project. This is a two year project to develop and role out five environmental projects within the HE sector, working with other student focused environmental organisations, all aimed at reducing the carbon footprint of students and staff at universities.

Business Services Directorate

Financial Performance and Systems

We are delighted to report a surplus of £77,831 for 2009/10.

During the course of the year a Value for Money study took place on the NUS Finance Department and found several significant deficiencies in the operations of the Finance function at NUS HQ stretching back many years. The conclusions of the study were to close down this function and transfer the financial operations and production of the accounts to the NUS Services Finance department in Macclesfield.

The deficiencies identified reflect that during the production of the 2009/10 accounts by the new team numerous errors were discovered relating to previous years which had not been picked up by the previous auditors. Our new auditors Tenon have advised that the appropriate way of dealing with these was to adjust the previous year 2008/09 which is now restated as a loss of £808,605, mainly due to bad and doubtful debts that should have been previously written off, and provision of grants deferred income.

We are confident the new department, systems and procedures are already reaping rewards which a considerably improved service with particular improvements in management information and credit control. This is in part reflected in the considerable improvement in our cash position (an increase of c. £638k).

We also moved to the Co-operative Bank in 2009-10 fulfilling a mandate to move to an ethical banking provider.

Governance

2009-10 was the first year of the new NUS Trustee Board providing additional scrutiny and support to NUS. NUS won a Third Sector Award for Trustee Board of the Year following considerable work done on improvements to organisational governance over the past three years.

National Conference 2010

In April 2010 NUS Conference moved from Blackpool for the first time in 24 years to the stunning Sage Conference Centre at NewcastleGateshead. 91% of delegates said they would recommend attending conference to others and the three party leaders addressed NUS for the first time ever.

NUS HQ Office Move

In May 2010 NUS HQ moved to new offices in Drummond Street, London, The move was smooth and came in under budget and on time.

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Surfing the Wave and the 2011-14 Strategic Plan

In April 2010 NUS published a major strategic review outlining a new direction for NUS over the next five years – *Surfing the Wave*. This is now being converted in to a new Strategic Plan for 2011-14.

Marketing and Communications

The MarComs strategy approved by the board in August 2009 had seven key strategic objectives. Positive progress has been made on all of these strategic objectives.

7 million voices

Creating a national database of students remains a core target for NUS which is set out in the 2010/11 operating plan. Last year we also set targets to grow the existing NUS database and the numbers of student registered to receive e-news. The target was to increase the current student database to 500K, with 130K registered to receive e-news. The team managed to grow the database to 696K with a total of 185K registered to receive e-mails.

Enhanced digital presence

Positive progress has also been made enhancing the NUS website. A refresh was carried out of nus.org.uk and the team worked hard to improve the content of the site including launching a student lifestyle section.

Key audience research

The annual perception survey of NUS from union staff and officer holders was completed which demonstrated a significant improvement in their perception of NUS.

Brand alignment

The brand alignment project forms a key delivery of 2010/11 operational plan and will incorporate the “Journey” project to assess how students progress on a journey to become activists /active citizens.

A single communications team

A comprehensive restructure of the comms and marketing teams has now been completed in accordance with the strategy approved by the previous board. This includes the recruitment of a new Head of Communication that will combine both the NUS and NUS Services team into a single unit.

Increasing income

There were a number of positive achievements in 2009/10 for the marketing team. The total volume of Extra cards sold increased by 15% to 361K and total profit generated to NUS was £740K. 30% of the cards sold included ‘lifestyle’ upgrades including ISIC upgrades.

The numbers of new school accounts were increased to over 2500 and we signed a significant new affinity deal with Home Learning worth an additional 16,000 card sales. Card satisfaction levels amongst students remain very high with 90% claiming they would buy the card again and 70% scoring the card with 10/10 for satisfaction.

Becoming the students’ union champion

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The relaunch of Trading New magazine to Spotlight has, particularly under the new editor, been very positively received. The launch of NUS Connect on time and within budget has been a major success for the collaborative agenda. Thanks to the full support of the cross organisational project team the site has created a hub for both union staff and officer holder to access information.

The refresh of the point of sale material for unions' commercial outlets also for the first time included the NUS logo and political messages. Subsequent work is looking at how through collaboration NUS Service literature can further support NUS campaign activity.

NUS Awards saw an increase in applications (to over 350 submissions), media coverage and attendees to the ceremony.

Nations

NUS Scotland

NUS Scotland secured an extra £11m for the student support system in Scotland. The Scottish Government also adopted NUS Scotland's student hardship proposal which puts an extra £622 in to the pockets of the poorest students.

NUS Wales

NUS Wales secured an extra £600 maintenance grant for the poorest students as well as winning an increase to the Assembly Learning Grant from £2,900 to £5,000 for the poorest Welsh domiciled students in higher education.

NUS-USI

This year continued its unique partnership with the Union of Students in Ireland to support an office in Northern Ireland.

RISKS AND UNCERTAINTIES

As part of the annual business planning process, the major strategic and operational risks that NUS faces and the ways in which they are being monitored, managed and mitigated, were assessed by the Trustee Board and the Audit, Risk and Remuneration Committee.

The Trustee Board monitors the performance of NUS using a variety of Key Performance Indicators to ensure that the organisation is achieving at least the planned level of income and operating profit whilst maximising cash flow by efficient financial management.

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30 JUNE 2010**

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The Trustees who were in post on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as a Trustee Board in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

By order of the Trustee Board

Aaron Porter

A handwritten signature in black ink, appearing to read 'A Porter', is written over a light grey rectangular background.

President and Chair of the Trustee Board

**THE NATIONAL UNION OF STUDENTS OF
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30 JUNE 2010**

In so far as the trustees, individually, are aware:

- there is no relevant audit information of which the auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

RSM Tenon Audit Limited were appointed as auditors during the year.

Signed by order of the Trustee Board

A handwritten signature in black ink, appearing to read 'J. Porter', is written over a light grey rectangular background.

President and Chair of Trustee Board

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

YEAR ENDED 30 JUNE 2010

We have audited the Group and Union's financial statements on pages 14 to 29 for the year ended 30 June 2010. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the Union's Trustee Board, as a body, in accordance with the terms of our engagement letter. Our audit work has been undertaken so that we might state to the Union's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Union and the Union's Trustee Board as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Trustee's Board Responsibilities Statement set out on page 5, the Trustee Board are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Our responsibility is to audit the financial statements in accordance with the terms of our engagement and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Group's and Union's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustee Board; and the overall presentation of the financial statements.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Union's affairs as at 30 June 2010 and of the Group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the non-statutory financial statements are prepared is consistent with the financial statements.

**THE NATIONAL UNION OF STUDENTS OF
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE NATIONAL UNION OF STUDENTS OF
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YEAR ENDED 30 JUNE 2010

Matters on which we are required to report by exception

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

1. adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
2. the financial statements are not in agreement with the accounting records and returns; or
3. certain disclosures of Trustee Board member's remuneration specified by law are not made; or
4. we have not received all the information and explanations we require for our audit.

Christopher Moss, Senior Statutory Auditor
For and on behalf of

RSM Tenon Audit Limited
Statutory Auditor
Sumner House
St Thomas's Road
Chorley
Lancashire
PR7 1HP

**THE NATIONAL UNION OF STUDENTS OF
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CONSOLIDATED PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2010

	Notes	2010 £	<i>As restated 2009 £</i>
Turnover	2	9,186,914	7,376,983
Operating costs			
Strategic Development		186,017	207,599
Business Services		2,566,966	2,422,995
Membership Development		1,832,401	1,456,786
Campaigns and Communications		2,350,441	2,066,455
Scotland		660,693	573,095
Wales		381,321	315,557
NUS/USI		251,365	274,352
NEC		304,529	306,559
Support Costs		-	59,293
NUS Extra		1,563,904	448,698
Total operating costs		<u>10,097,637</u>	<u>9,131,389</u>
Operating deficit	3	(910,723)	(1,754,406)
Share of Associates operating profit/(loss)		35,385	(9,175)
Rent received from fixed asset investment		166,726	137,500
Dividend received from fixed asset investment		792,429	792,429
Bank interest receivable – group		4,521	21,770
Interest receivable – associated undertaking		2,203	11,972
		<u>90,541</u>	<u>(799,910)</u>
Interest payable	4	(7,515)	(312)
Group		(1,018)	(1,421)
Associate			
Surplus/(deficit) on ordinary activities before taxation		<u>82,008</u>	<u>(801,643)</u>
Taxation (to be finalised)	6	(4,177)	(6,962)
		<u>-</u>	<u>-</u>
Surplus/(deficit) for year after taxation		<u>77,831</u>	<u>(808,605)</u>

The notes on pages 18 to 29 form part of these financial statements

THE NATIONAL UNION OF STUDENTS OF
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STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

YEAR ENDED 30 JUNE 2010

	2010	<i>2009</i> <i>(restated)</i>
	£	£
Profit for the financial year	77,831	25,782
Total recognised gains and losses relating to the year	77,831	25,782
Prior year adjustment (see note 18)	0	(834387)
Total gains and losses recognised since the last annual report	77,831	(808,605)

The notes on pages 18 to 29 form part of these financial statements

**THE NATIONAL UNION OF STUDENTS OF
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CONSOLIDATED BALANCE SHEET
AS AT 30 JUNE 2010**

	Notes	GROUP		UNION	
		2010 £	As restated 2009 £	2010 £	As restated 2009 £
Fixed assets					
Tangible assets	7	3,590,352	3,672,874	3,205,758	3,320,688
Investments	8	13,207,144	13,207,144	13,327,146	13,327,146
Interest in associated undertaking	9	228,609	196,216	-	-
		<u>17,026,105</u>	<u>17,076,234</u>	<u>16,532,904</u>	<u>16,647,834</u>
Current assets					
Debtors due within one year	10	1,255,366	1,984,584	1,215,354	1,730,554
Cash at bank		1,643,166	1,004,507	1,468,818	929,140
		<u>2,898,526</u>	<u>2,989,091</u>	<u>2,684,172</u>	<u>2,659,694</u>
Creditors:					
Amounts falling due within one year	11	(1,946,558)	(2,165,083)	(2,647,403)	(2,930,865)
		<u>951,968</u>	<u>824,008</u>	<u>367,698</u>	<u>(271,171)</u>
Net current assets/(liabilities)					
		<u>17,978,072</u>	<u>17,900,242</u>	<u>16,569,672</u>	<u>16,376,663</u>
Total assets less current liabilities					
		<u>17,978,072</u>	<u>17,900,242</u>	<u>16,569,672</u>	<u>16,376,663</u>
Capital and reserves					
General fund	13	15,342,281	15,264,451	13,933,881	13,740,872
Premises revaluation reserve	13	2,635,791	2,635,791	2,635,791	2,635,791
		<u>17,978,072</u>	<u>17,900,242</u>	<u>16,569,672</u>	<u>16,376,663</u>
Total funds					
		<u>17,978,072</u>	<u>17,900,242</u>	<u>16,569,672</u>	<u>16,376,663</u>

These financial statements on pages 14 to 16 were approved and authorised for issue by the Trustee Board on and signed on its behalf by:



President
Chair of Audit, Risk and Remuneration
Chief Executive

The notes on pages 18 to 29 form part of these financial statements

**THE NATIONAL UNION OF STUDENTS OF
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CASH FLOW STATEMENT

AS AT 30 JUNE 2010

	Notes	2010	2009
		£	£
Net cash outflow from operating activities	17	(1,308,772)	(1,126,832)
Returns on investments and servicing of finance			
Dividend received		792,429	792,429
Rent receivable		166,726	137,500
Interest received		8,553	21,770
Interest paid		6,724	(312)
		974,432	951,387
Taxation paid		TBA	(24,062)
Capital expenditure			
Purchase of tangible fixed assets		(179,415)	(149,865)
Increase/(decrease) in cash	17	638,659	(349,372)

The notes on pages 18 to 29 form part of these financial statements

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules, modified by the revaluation of certain freehold property.

Depreciation

Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost or valuation less any residual value over their expected useful lives.

The following rates of depreciation have been used:

Freehold land	-	Nil
Freehold buildings	-	2% per annum on cost or revalued amount
Furniture and fittings	-	20% per annum on written down amount
Computer equipment	-	25%-33% per annum on cost

No depreciation is charged in respect of 3/4 Endsleigh Street as these premises are subject to periodic revaluation in accordance with the standard accounting practice relating to investment properties.

Property which is primarily used for the principal activities of the National Union of Students is maintained at cost.

Basis of consolidation

The consolidated financial statements incorporate those of NUS and all of its subsidiary undertakings for the year. Subsidiaries are consolidated using the acquisition method. Associate companies are consolidated on the equity basis using audited financial statements of the associated company for periods ending within three months of 30 June. The balance sheet date of NUS Services Limited is 30 April.

Investments in associates

An associate is an entity over which the Group is in a position to exercise significant influence, but not control or joint control, through participation in the financial and operating policy decisions of the investee. The balance sheet date of NUS Services Limited is 30 April.

Investment in subsidiaries

The Union's investment in its subsidiary companies is stated at cost. The balance sheet date of NUS Holdings Limited is 30 June.

Net current assets

Current assets are expected to be realised and current liabilities are due and payable each within twelve months of the balance sheet date

Expenses

Expenses are included in the Income and Expenditure Account as incurred.

Operating leases

Assets leased to third parties have been capitalised and treated as investment property. Operating lease costs are charged to the Income and expenditure account as they are incurred.

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

1. ACCOUNTING POLICIES (continued)

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in period in which timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantially enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Pensions

The Union participates in the Students' Union Superannuation Scheme, a defined benefit scheme which is externally funded and contracted out of the State Second Pension. The fund is valued at least every three years by a professionally qualified independent actuary with the rates of contribution payable being determined by the trustees on the advice of the actuary. The scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Union. Under the terms of FRS17, in these circumstances contributions are accounted for as if the scheme were a defined contribution scheme based on actual contributions paid through the year.

Turnover

Turnover represents the value of services provided to members and non members within the student sector, net of value added tax.

2. TURNOVER AND NET DEFICIT BEFORE TAXATION

The group's turnover and net deficit before taxation were all derived from its principal activity of providing a national voice for and provision of services to affiliated students' unions throughout the United Kingdom. Income was received in the following manner:

	2010	2009
	£	£
Membership income	3,719,386	3,673,604
NUS extra card sales	2,230,957	1,761,607
Other income	2,818,681	1,569,936
NUS USI other income	20,000	5,000
Commissions receivable	397,890	366,836
	<u>9,186,914</u>	<u>7,376,983</u>

**THE NATIONAL UNION OF STUDENTS OF
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NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

3. OPERATING DEFICIT

	2010	<i>2009</i>
	£	£
Operating deficit is stated after charging:		
Depreciation of tangible fixed assets:		
Charge for the year:		
Owned	243,248	199,205
Operating lease rentals:		
Plant and machinery	47,443	46,320
Land and buildings	120,112	192,921
Auditors' remuneration	10,180	44,741
	280,963	<i>283,187</i>

4. INTEREST PAYABLE

	2010	<i>2009</i>
	£	£
On bank loans and overdrafts and other charges	8,533	1,733
	8,533	<i>1,733</i>

5. EMPLOYEES

The monthly average number of persons (including Union Executives) employed by the group during the year was:

	2010	<i>2009</i>
	No	<i>No</i>
Office and management	114	102
	114	<i>102</i>

Staff costs for the above persons:

	2010	<i>2009</i>
	£	£
Wages and salaries	3,257,526	2,820,768
Social security costs	301,494	261,992
Other pension costs	186,094	159,427
	3,745,114	<i>3,242,187</i>

Union Executives remuneration

	2010	<i>2009</i>
	£	£
Honoraria and allowances	427,992	410,425
Social security costs	33,587	32,964
	461,579	<i>443,389</i>

No pension costs were paid on behalf of the Union Executives.

**THE NATIONAL UNION OF STUDENTS OF
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NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

6. TAXATION

The provision for corporation tax in these financial statements is computed as follows:

	2010	2009
	£	£
Current tax:		
Provision for corporation tax on current year's results 21% (2009: 21%)	TBA	28,265
Under/(over) provision in previous year	TBA	(26,177)
Share of associate tax charge	4,177	4,874
	TBA	6,962
Deferred tax		
Charge for the year	TBA	-
	TBA	6,962
	2010	2009
	£	£
Factors affecting the tax charge for the period:		
The tax assessed for the period is higher than the rate of corporation tax for smaller entities in the UK 21% (2008: standard rate of 30%)		
Surplus/(deficit) on ordinary activities before tax	TBA	32,744
Surplus/(deficit) on ordinary activities multiplied by rate of corporation tax for smaller entities in the UK – 21% (2008: standard rate of 29.5%)		6,876
Expenses not deductible for tax purposes		188,399
Income not taxable		(166,410)
Depreciation in excess of capital allowances		7,615
Adjustment to tax charge in respect of prior periods		(29,518)
Current tax charge	TBA	6,962

**THE NATIONAL UNION OF STUDENTS OF
THE UNITED KINGDOM**

NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

7. FIXED ASSETS

Group	Short Leasehold Improvements £	Freehold Property £	Computer Equipment and Furniture £	Total £
Cost or valuation				
At 1 July 2009	199,650	3,392,159	836,585	4,428,394
Additions	6,739	-	172,676	179,415
Disposals	(199,650)	-	(27,674)	(227,324)
At 30 June 2010	<u>6,739</u>	<u>3,392,159</u>	<u>981,587</u>	<u>4,380,485</u>
Depreciation				
At 1 July 2009	199,650	47,101	508,770	755,521
Charge for year	140	4,843	238,265	243,248
Disposals	(199,650)	-	(8,986)	(208,636)
At 30 June 2010	<u>140</u>	<u>51,943</u>	<u>738,049</u>	<u>790,132</u>
Net book amount				
At 30 June 2010	<u>-</u>	<u>3,340,216</u>	<u>243,538</u>	<u>3,590,353</u>
<i>At 1 July 2009</i>	<u>-</u>	<u>3,345,059</u>	<u>327,815</u>	<u>3,672,874</u>
Cost or revaluation at 30 June 2010 is represented by:				
Cost	6,739	392,159	981,587	1,373,745
Valuation	-	3,000,000	-	3,000,000
	<u>6,739</u>	<u>3,392,159</u>	<u>981,587</u>	<u>4,380,485</u>
			2010	2009
			£	£
On an historical cost basis freehold land and buildings would be included at:				
Cost			<u>756,368</u>	<u>756,368</u>
Aggregate depreciation			<u>51,944</u>	<u>47,101</u>

**THE NATIONAL UNION OF STUDENTS OF
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NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

7. FIXED ASSETS (continued)

Union	Freehold Property £	Computer Equipment and Furniture £	Total £
Cost or valuation			
At 1 July 2009	3,000,000	699,649	3,699,649
Additions	-	134,092	134,092
Disposals	-	(27,674)	(27,674)
At 30 June 2010	<u>3,000,000</u>	<u>806,067</u>	<u>3,806,067</u>
Depreciation			
At 1 July 2009	-	378,961	378,961
Charge for year	-	230,334	230,334
Disposals	-	(8,986)	(8,986)
At 30 June 2010	<u>-</u>	<u>600,309</u>	<u>600,309</u>
Net book amount			
At 30 June 2010	<u>3,000,000</u>	<u>205,758</u>	<u>3,205,758</u>
<i>At 1 July 2009</i>	<u>3,000,000</u>	<u>320,688</u>	<u>3,320,688</u>
Cost or revaluation at 30 June 2010 is represented by:			
Cost	-	806,067	806,067
Valuation	<u>3,000,000</u>	<u>-</u>	<u>3,000,000</u>
	<u>3,000,000</u>	<u>806,067</u>	<u>3,806,067</u>

Included in freehold property is a premises at 3-4 Endsleigh Street, which has been treated as an investment property since May 1983. A further revaluation of Endsleigh Street was carried out on an open market basis by Messrs. Drivers Jonas, surveyors, as at 30 June 2006 in the sum of £3 million. The surplus thereon is included in the Premises Revaluation Reserve.

No provision has been made for taxation of £TBA (2009: £475,000) which could arise if 3-4 Endsleigh Street was sold at the revalued amount, since the Union has no present intention of disposing the property.

The Union's fixed assets as stated above include the following amounts relating to assets being leased to third parties under operating leases:

	£
Valuation at 1 July 2009	3,000,000
Depreciation charge for the year	<u>-</u>
Net book amount at 30 June 2010	<u>3,000,000</u>

**THE NATIONAL UNION OF STUDENTS OF
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NOTES TO THE FINANCIAL STATEMENTS

AS AT 30 JUNE 2010

7. FIXED ASSETS (continued)

	2010	<i>2009</i>
	£	£
On an historical cost basis freehold land and buildings would be included at:		
Cost	<u>364,209</u>	<u>364,209</u>
Aggregate depreciation	<u>-</u>	<u>-</u>

8. INVESTMENTS

Group	Class of share holding	2010	<i>2009</i>
		Cost	<i>Cost</i>
		£	£
Unit trusts		1	1
Endsleigh Limited	Preference	13,207,143	13,207,143
		<u>13,207,144</u>	<u>13,207,144</u>
At 30 June 2010 and 2009			

Union	Year End	Class of holding	Proportion held	Nature of business
NUS Holdings Ltd	30 June	Ordinary	100%	Provision of services in the student sector
NUS Communications Ltd	30 June	Ordinary	100%	Dormant
NUS Marketing Ltd	30 June	Ordinary	100%	Dormant
NUS Services Ltd	30 April	Ordinary	25%	Provision of services in the student sector

NUS Communications Limited and NUS Marketing Limited were held through NUS Services Limited but were dissolved on 8 August 2010.

	2010	<i>2009</i>
	£	£
Unit trusts	1	1
NUS Holdings Limited	120,002	120,002
Endsleigh Limited preference shares	<u>13,207,143</u>	<u>13,207,143</u>
	<u>13,327,146</u>	<u>13,327,146</u>

9. INTEREST IN ASSOCIATED UNDERTAKING

At 30 June 2010 the group had an investment in the following associated company, incorporated in England, which was held through NUS Holdings Limited.

		Class of share	Nature of Business
NUS Services Ltd	25% owned	Ordinary	Provision of services in the student sector
Value of investment:			
Brought forward at 1 July 2009			199,714
Share of undistributed profit/(loss) after tax of associated undertaking			<u>32,393</u>
Carried forward at 30 June 2010			<u><u>232,107</u></u>

Additional information on associate

	2010		2009	
	£	£	£	£
Share of turnover of associate		<u>1,110,311</u>		<u>1,084,183</u>
Share of profit before tax of associate		<u>36,570</u>		<u>499</u>
Share of profit/(loss) after tax of associate		<u>32,393</u>		<u>(1,718)</u>
Share of cost of share redemption		<u>(40)</u>		<u>(1,780)</u>
Share of fixed assets	50,280		84,205	
Share of current assets	<u>1,139,899</u>		<u>1,006,345</u>	
		1,190,179		1,090,550
Share of liabilities		(961,550)		(894,334)
Share of net assets		<u><u>228,629</u></u>		<u><u>196,216</u></u>

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10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Union	
	2010 £	2009 £	2010 £	2009 £
Constituent members	38,707	814,405	38,707	814,405
Other debtors	419,562	517,786	382,800	321,408
Prepayments and accrued income	682,466	643,620	679,222	594,741
Corporation tax	-	8,773	-	-
Associated and subsidiary companies	114,625	-	114,625	-
	<u>1,255,360</u>	<u>1,984,584</u>	<u>1,215,354</u>	<u>1,730,554</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Union	
	2010 £	2009 £	2010 £	2009 £
Associated and subsidiary companies	-	11,730	689,746	777,512
Other creditors	832,967	1,390,137	636,833	969,119
Corporation Tax	TBA	36,825	TBA	36,825
Other taxation and social security	(12,897)	108,188	7,151	108,188
Accruals and deferred income	1,126,487	618,203	1,125,619	618,203
	<u>1,946,557</u>	<u>2,165,083</u>	<u>2,459,349</u>	<u>2,509,847</u>

12. DEFERRED TAX

No provision has been made in the financial statements for the deferred tax asset due to the uncertainty over the timescale in which it can be utilised.

The potential deferred tax asset at a tax rate of 29% is as follows:

	2010 £	2009 £
Losses available to carry forward and set against future rental income	TBA	11,613
Excess of depreciation over capital allowances	TBA	8,706
	<u>TBA</u>	<u>20,319</u>

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13. FUNDS AND RESERVES - GROUP

	General Fund £	Premises Revaluation Reserve £	Total £
Balance brought forward – 1 July 2009 (Restated)	15,264,450	2,635,791	17,900,241
Surplus for the year	77,831	-	77,831
Balance carried forward – 30 June 2010	15,342,281	2,635,791	17,978,072

UNION

	General Fund £	Premises Revaluation Reserve £	Total £
Balance brought forward – 1 July 2009 (Restated)	13,740,872	2,635,791	16,376,663
Surplus for the year	193,009	-	193,009
Balance carried forward – 30 June 2010	13,933,881	2,635,791	16,569,672

The Union is exempt from publishing a profit and loss account.

14. OPERATING LEASES

Financial commitments under non cancellable operating leases will result in the following payments falling due within one year of the balance sheet date:

	Group			
	2010		2009	
LEASES EXPIRING IN:-	Land and buildings £	Other £	Land and buildings £	Other £
Less than one year	20,000	-	22,424	17,000
Two to five years	70,983	277,589	170,497	17,000
After five years	345,312	-	-	-
	436,295	277,589	192,921	34,000

	Union			
	2010		2009	
LEASES EXPIRING IN:-	Land and buildings £	Other £	Land and buildings £	Other £
Less than one year	-	-	22,424	17,000
Two to five years	8,400	107,183	178,962	17,000
After five years	-	-	30,000	-
	8,400	107,183	231,386	34,000

15. PENSIONS

The Union participates in the Students' Union Superannuation Scheme, which is a defined benefit scheme whose membership consists of employees of students' unions and related bodies throughout the country. Benefits in respect of service up to 30 September 2003 accrued on a "final salary" basis, with benefits in respect of service from 1 October 2003 onwards, accruing on a Career Average Revalued Earnings (CARE) basis.

The most recent valuation of the scheme was carried out as at 1 October 2007 and showed that the market value of scheme's assets was £56,318,000 with these assets representing 69% of the benefits that had accrued to

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members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £24,901,000.

The assumptions which have the most significant effect upon the results of those valuations are those relating to the rate of return on investments and the rates of increase in salaries and pensions.

The following assumptions applied at 1 October 2007:-

- The investment return would be 7.3% per annum before retirement and 5.3% per annum after retirement
- Salaries would increase at 5.2% per annum, equivalent to 2% per annum above inflation. Pensions accruing on the CARE basis would revalue at 3.2% per annum.
- Present and future pensions would increase at rates specified by scheme rules with appropriate assumptions where these are dependent on inflation.

The 2007 valuation recommended a contribution requirement expressed in two parts: a rate of 17.3% of Earnings (with higher rates in certain circumstances) paying for future accrual, with additional monthly contributions expressed in monetary terms intended to clear the ongoing funding deficit over a period of 15 years. These rates applied with effect from 1 October 2008 and will be reviewed following completion of the next valuation due with an effective date of 1 October 2010. Surpluses or deficits which arise at future valuations will also impact on the Union's future contribution commitment. In addition to the above contributions, the Union also pays its share of the scheme's levy to the Pension Protection Fund.

The contribution rate (excluding deficit contributions) for the period from 1 October 2009 to 31 July 2010 applicable to the National Union of Students for the majority of member is 8.5% of Earnings for members and 9.05% of Earnings for the Union (17.3%/17.55% in aggregate).

Prior to 1 October 2008, the contribution rates were based on the results of the 2004 actuarial valuation; a rate of 15.7% of Earnings (with higher rates in certain circumstances) paying for future accrual, with additional monthly contributions expressed in monetary terms in respect of the deficit.

The contributions paid into the scheme by the Union in respect of eligible employees for the year ended 31 July 2010 amounted to £177,813 (2009: £159,427), including deficit contributions.

There were no accruals or prepayments or outstanding contributions at 30 June 2010 (30 June 2009: £nil).

16. RELATED PARTY TRANSACTIONS

During the year the group earned commission amounting to £397,890 (2009: £366,836) from Endsleigh Limited in which the group held an investment. Of this amount £Nil was unpaid and is included in debtors (2009: £5,641).

The Union has taken advantage of the exemptions conferred by Financial Reporting Standard No 8 from the requirement to make disclosures concerning transactions with other group entities which are wholly owned subsidiaries.

17. CASH FLOWS

	2010	2009
	£	£
a Reconciliation of operating deficit to net cash outflow from operating activities		

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Operating surplus/(deficit) for the year	(811,419)	(920,019)
Depreciation and amortisation charges	243,248	199,205
Increase in debtors	(40,006)	(828,876)
(Decrease)/increase in creditors	<u>(700,545)</u>	<u>422,858</u>
Net cash outflow from operating activities	<u>(1,308,722)</u>	<u>(1,126,832)</u>

b Reconciliation of net cash flow to movement in net debt

(Decrease)/increase in cash in the year	<u>638,659</u>	<u>(349,372)</u>
Change in net (debt) funds	<u>638,659</u>	<u>(349,372)</u>
Net funds at 1 July 2009	<u>1,004,507</u>	<u>1,353,879</u>
Net funds at 30 June 2010	<u>1,643,166</u>	<u>1,004,507</u>

ANALYSIS OF CHANGES IN NET DEBT

	At 1 July 2009 £	Cash flows £	Other non-cash Changes £	At 30 June 2010 £
Cash in hand, at bank	<u>1,004,507</u>	<u>638,659</u>	-	<u>1,643,166</u>
Net funds	<u>1,004,507</u>	<u>638,659</u>	-	<u>1,643,166</u>

18. PRIOR YEAR ADJUSTMENT

At the end of the financial year, the financial administration and processing for the NUS was transferred to NUS Services in Macclesfield and the year end accounts were produced by this organisation.

It became apparent during this process that there were a number of adjustments required which related to the year ended 30th June 2009 and prior years and after consultation and agreement with the auditors a prior year adjustment of £834,387 has been made in these accounts.

The largest single element of this adjustment is £210,509 which relates to grant funding which was received in that year but for which expenditure was incurred in the current year and for which provision should have been made in the 2009 accounts. The balance of the adjustment (£623,878) relates to a number of debtors which were not recoverable, the largest of which was £106,677 in respect of unpaid affiliation fees for the financial years 2007-08 and 2008-09 for which no provision had been made in the 2009 accounts.

National Conference | Estimates

Introduction to the Estimates

This Document

The 2011/12 Estimates have been constructed to reflect the internal departmental structure of NUS, which comprises core service areas: Zones, Liberation & Sections; Policy & Delivery Units; NUS' new Charity; Communications; Strategic Development and Business Services. Nations and Governance costs are also shown separately.

The figures presented in this document, a summary of estimated income and expenditure, are a transparent and prudent analysis of the financial resources to be committed by NUS to meet its core political priorities for the year ahead. Following Conference it will be supported by more detailed internal budgets prepared by the NUS Trustee Board to ensure ongoing and robust monitoring of the effective use of these resources.

Regular updates on progress against these estimates will be presented to the National Executive Council and Trustee Board.

The Financial Context

It should be noted that for over ten years NUS produced a deficit at the end of each year, considerably depleting our reserves. Last year's Estimates forecasted a consolidated breakeven position for 2009/10, whilst the final result was a surplus of £77,831 before tax.

During the course of the year a Value for Money study over Finance found several significant deficiencies in the operations of the Finance function at NUS HQ; the conclusions of the study were to close down this function and transfer the financial operations and production of the accounts to the NUS Services Finance team in Macclesfield.

The deficiencies identified reflect that during the production of the 2009/10 accounts by the new team numerous errors were discovered in previous years which had not been picked up by the previous auditors. Our new auditors Tenon advised that the appropriate way of dealing with these was to adjust the previous year 2008/09 which was restated as a loss of £808,605, mainly due to bad and doubtful debts that should have been previously written off, and provision of grants deferred income. More detail is in CD6a.

This year's budget and forecast

Last year Conference approved a £10,000 surplus budget for the 2010/11 financial year. Management accounts to date indicate that we are on track, and senior management have been tasked to achieve a breakeven position. Considerable work has gone in to maximising our impact on students' unions, increasing transparency, with a substantial focus on improving organisational effectiveness via a series of value for money studies across several functions and operations.

For the year ahead (2011/12) we estimate a £23,000 surplus following a detailed organisational restructure, including the development of a new Charity. Detail on this is in the Trustee Board report to Conference.

The estimates for 2011/12

The following is a summary of the key components of the 2011/12 estimates.

Income

Affiliation fees | Whilst a comprehensive review of Affiliation fees is underway with a view to proposing a more effective, simpler, fairer, and appropriate methodology for 2012/13, this year we are proposing at least a freeze on affiliation fees for all unions with increased provision for hardship. We will thus reduce the "take" on fees by almost £100,000. More detail is in the Trustee Board report to this Conference.

NUS Extra | In the current year NUS Extra card sales have increased by 18% over 2009/10, and the net contribution is forecast to be on budget. As a result of the continuing increased marketing activities, the 2011/12 Estimates are based on an increase in NUS Extra income of £103k on 2010-11, based on a forecast 10% sales growth. In addition a restructure of the costs share on the project with NUS Services will deliver additional income.

Business Development | Following appointments of new positions relating to commercial development and sponsorship at NUS Services, a growth of £24k is forecast for the year.

Investment Income | Endsleigh investment and affinity income remains unchanged. These sums have not been affected by the recession. Investment income is a financial return on the preference shares which NUS holds in the company; affinity income is effectively a sponsorship deal between NUS and Endsleigh.

Rental Income | Our tenant at a property owned by NUS in Endsleigh Street in London is exercising a break clause of its lease which will result in this lease terminating at the end of September 2011. We have allowed a lead-in time to market the property, providing for a rent void.

Expenditure

This report is being written taking into account the impact of the decisions over an organisational restructure to help ensure that NUS is fit for purpose to deliver the 2011-14 Strategic Plan. Those decisions are still subject to consultation with staff at the time of writing.

Activity Costs | The core assumption is that these are to remain at the 2010/11 budget levels unless otherwise stated below. Expenses are similarly forecast to remain in line with the current year.

Staffing Costs | The total staffing budget provides for a 2.0% cost of living increase on the current year's salaries in pay awards, an allowance for annual increments to qualifying staff, and associated increases in employers' national insurance. The estimates assume no increase in the number of permanent staff employed except where this would be covered by additional corporate sponsorship or statutory funding, and from savings made as a result of the value for money studies, the total expenditure increase has been limited to £100k.

Pensions | The pension deficit contributions are to increase in 2011/12, which amounts to an additional £88k over the current year.

Other Expenditure | Business rates are expected to increase by 5% and utilities by 10%, reflecting increased costs of £5k.

Irrecoverable VAT | It is assumed that the formation of a VAT group between NUS and NUS Services will take place no earlier than July 2012, so no savings are forecast to materialise in 2011/12. With the VAT rate increasing to 20% as of January 2011, an additional £2k has been included in the estimates.

Our **cash reserves** remain low for an organisation of our size and we have a significant pension liability, so must ensure we are producing operating surpluses to replenish our cash reserves that were depleted over the past ten years. It is anticipated that future reductions and/or growth in income in 2011/12 and 2012/13 will improve this position. The collaborative work with NUS Services will be increased to eliminate duplication and inefficiencies.

Risk Areas

Senior Managers have been tasked with finding ways of mitigating risk areas by identifying new (and realistic) income or reviewing other budgets before the new financial year begins. Following National Conference detailed internal budgets will be produced and reviewed by the NEC and Trustee Board.

National Conference | Estimates

Layout

The main body of the estimates details areas of income and expenditure and may be challenged by delegates to Conference using the methods detailed within this paper.

The Appendices provide the detailed cost heading analysis of income and expenditure, which support the headline figures reported. The cost headings (cost centres) are revised to reflect restructured services and are presented in a standard format throughout this document. Most cost headings (or “centres”) include these three sections:

Staff/Officer Costs

Salaries, Tax and National Insurance, Training and other staffing or officer costs.

Activity Costs

This includes:

- **Travel, Accommodation & Expenses** | All travel and accommodation expenses incurred in this cost centre including cars and incidental expenses for staff, officers and volunteers.
- **Property & Equipment Costs** | Any physical costs including annual equipment costs, venues, telephony, and rental.
- **Communications** | Includes publicity, campaign costs, speakers' expenses, photocopying & training material, printing, stationery, postage, subscriptions/publications and software development.
- **Admin** | Includes bank charges, depreciation, and health and safety costs.

Income

This includes all restricted income in this area and explanations are given in the notes. Appendix C details the combined costs, including overheads and revenue for NUS Extra.

Additional Assumptions and Notes

The figures appearing under the section ‘Staff/Officer Costs’ reflect the employer’s contribution of NI and Tax and allocation to the Students’ Union Superannuation Scheme (SUSS). Pension take up is assumed to be no different from the current year.

Any change to the financial information contained within this document will be properly managed to ensure that the National Union continues to deliver quality services expected by our valued membership.

As was the case last year, **externally funded projects** do not appear in the Estimates. In principle this is right because National Conference is not in a position to reduce expenditure or increase income on what are restricted project funds. This approach also ensures accuracy in the phasing of income. A realistic contribution to central costs from externally funded projects has been inserted into business income.

Where income is gathered for specific purposes (e.g. delegation fees) the estimates contain the **net contribution** figure rather than estimates for both income and expenditure. This is to ensure clarity and transparency over what is spent or subsidised from unrestricted funds. For example- the HE Summer Training Programme will be shown at £0 because we budget for it to break even (where income is the same as direct costs related to deliver that activity).

THE ESTIMATES 2011/12

The '**Estimates Section**' details the estimates for NUS for 2011/12. This is the summary section but background and detail on the numbers in this section can be found in the appendices of this document.

The '**Estimates Section**' is subject to the following procedures at National Conference.

Extract from the Constitution:

Any students' union wishing to propose changes to the Estimates must do so under the rules set down under clause 420 of the NUS Rules

Estimates

421 Following agreement between the National Executive Council and the Trustee Board, estimates of income and expenditure in the year ahead will be presented to the Annual National Conference by the President after being circulated to all Constituent Members and National Committees.

422 Constituent Members may table motions to refer back the Estimates or part of them.

423 Such a motion will only be in order if it is composed of two parts:

- a) The positive reference back of a specified heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it increased by an amount specified for that heading;
- b) The negative reference back of a specific heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it reduced by an amount specified for that heading; the total of the amounts specified

in (i) being the same as the total of the amounts specified in (ii).

424 The President will reply in writing to all Constituent Members tabling motions of reference back of the Estimates or part of them, indicating the implications if such a reference back is passed by the National Conference

425 Questions on the Estimates may be asked from the floor of the National Conference. Priority on the asking of such questions will be given to Constituent Members, which have tabled motions on reference back.

426 If 100 delegates wish to discuss a motion of reference back it will be moved. The President will reply and the National Conference will immediately vote on the motion.

427 The guillotine will not apply to discussion of motions of reference back of the Estimates.

Questions on the Estimates should be made to Aaron Porter, NUS National President, by email to motions@nus.org.uk

Challenges to the Estimates must be emailed to motions@nus.org.uk, (faxes or post cannot be accepted) by 5.00pm Wednesday 30th March.

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NUS Estimates 2011/12

1. Zones, Liberation & Sections		
	10/11 BUDGET	11/12 ESTIMATE
Higher Education Zone	£40,512	£25,386
Further Education Zone	£40,537	£25,386
Welfare Zone	£40,262	£25,386
Society & Citizenship Zone	£39,862	£25,386
Union Development Zone	£40,137	£25,386
Priority Campaign	£77,500	£77,500
National Demo	£50,000	£0
Womens Campaign	£41,962	£25,386
Black Students Campaign	£42,288	£25,386
Disabled Students	£42,262	£25,386
LGBT	£42,262	£25,386
International Students	£37,262	£25,386
Mature & Part Time	£4,000	£0
Postgraduate	£6,000	£0
Camp Development		£50,000
Allocation Pot		£172,074
TOTAL	£544,846	£553,434
2. Governance		
	10/11 BUDGET	11/12 ESTIMATE
Democracy	£95,865	£60,404
National Conference	£170,000	£170,000
National Executive Council	£54,762	£54,865
Liberation Conferences	£100,000	£100,000
Zone Conferences	£0	£0
TOTAL	£420,627	£385,269
3. Research Policy & Political Strategy		
	10/11 BUDGET	11/12 ESTIMATE
Political Strategy Unit	£335,499	
Education & Quality Unit	£149,424	
Social Policy Unit	£184,990	
Management & Overhead	£78,259	
TOTAL	£748,172	£0
4. Membership Development		
	10/11 BUDGET	11/12 ESTIMATE
Membership Dvpment Unit	£156,148	
Staff Development Unit	£53,866	
FE Learner Voice	-£15,144	
Management & Overhead	£90,947	
Officer Development Prog	-£621	
North Midlands & East	£334,471	
South & London	£338,473	
TOTAL	£958,140	£0
5. Policy & Delivery Units		
	10/11 BUDGET	11/12 ESTIMATE
Political Strategy Unit		£326,506
Higher Education Unit		£274,269
Further Education Unit		£244,531
Social Policy Unit		£164,959
Democracy & Governance		£329,637
Officer Development Prog		£0
Management & Overhead		£84,247
TOTALS	£0	£1,424,149

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6. NUS Charitable Services Limited		
	10/11 BUDGET	11/12 ESTIMATE
Staff Development Unit		£35,800
Charity Services		£235,198
TOTALS	£0	£270,998
7. Strategic Development		
	10/11 BUDGET	11/12 ESTIMATE
Strategic Development Unit		£291,929
TOTALS		£291,929
8. Business Services & Resources		
	10/11 BUDGET	11/12 ESTIMATE
IT Collaborations	£224,704	£267,638
Events & Conferencing Unit	£249,101	£112,088
Finance	£465,326	£479,619
Fundraising	£49,406	£0
NUSHQ	£477,632	£573,831
Human Resources	£150,474	£148,243
Office Costs	£40,790	£40,790
IT	£156,108	£156,108
Management & Overhead	£33,950	£0
Strategic Development	£236,122	£0
Staff Meetings	£20,000	£0
TOTAL	£2,103,613	£1,778,317
9. Communications & Marketing		
	10/11 BUDGET	11/12 ESTIMATE
Communications	£258,286	£237,611
Marketing	£2,961	£2,961
TOTAL	£261,247	£240,572
10. Nations		
	10/11 BUDGET	11/12 ESTIMATE
SCOTLAND	£457,833	£458,527
WALES	£380,414	£364,915
NUSUSI	£16,000	£16,320
Nations Support		£62,250
TOTAL	£854,247	£902,012
11. Unrestricted Income		
	10/11 BUDGET	11/12 ESTIMATE
NUS Extra	(£673,056)	(£947,377)
Graduate Card	£0	£0
Affiliation Fees	(£3,775,442)	(£3,681,545)
Other Core Income	(£1,472,473)	(£1,371,543)
Projects Income	(£71,488)	£0
TOTAL	(£5,992,459)	(£6,000,465)
12. Contingency & Provisions		
	10/11 BUDGET	11/12 ESTIMATE
Contingency	£75,000	£50,000
Pension Deficit Provision		£80,000
TOTAL	£75,000	£130,000
	0910 NET	1011 NET
(Surplus)/Deficit	(£26,567)	(£23,785)

Note items in (brackets) represent *income* areas

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APPENDICES

1 | ZONES, LIBERATION & SECTIONS

In this section you will find costs relating to NUS' range of campaigns and programmes and some costs relating to relevant full time officers. A detailed explanation of what each area covers is given below each subsection. Most activity costs in 2011/12 are to be allocated following National Conference based on an assessment of mandates from Conferences, Election manifestos and a test for membership benefit, hence the "pot" detailed below.

ZONES	Budget 10/11	Estimate 11/12
Salary/Officer Costs	126,310	126,390
Activity Costs	75,000	0
Total	201,310	126,390

Zones: This area includes the honorarium for the Vice Presidents of each of the five Zones (Further Education, Higher Education, Welfare, Union Development and Society & Citizenship). The reason that there *appears* to have been a budget cut is in fact because for the 2011-12 Estimates activity costs for this area has been stripped out and placed in a 'zones, liberation and student sections' 'pot' which will be allocated by the NEC post-Conference based on democratic mandates (see below). Zone Conferences are budgeted to break even. This area does not include the cost of staffing support which is included in HQ Policy & Delivery Units in Section 5.

Liberation	Budget 10/11	Estimate 11/12
Salary/Officer Costs	101,048	101,544
Activity Costs	67,726	0
TOTAL	168,774	101,544

Liberation: NUS runs a range of politically autonomous campaigns centred around tackling discrimination and the rights of particular groups of students. This area includes the salary costs for the Liberation Officers. The reason that there *appears* to have been a budget cut is in fact because for the 2011-12 Estimates activity costs for this area has been stripped out and placed in a 'zones, liberation and student sections' 'pot' which will be allocated by the NEC post-Conference based on democratic mandates (see below). Costs for their committees, network days and campaigns in 2011/12 are allocated from the 'pot' below. Liberation Conferences are covered in the Governance section. It does not include the cost of Liberation staffing support which is included in HQ Policy & Delivery Units in Section 5.

Sections	Budget 10/11	Estimate 11/12
Salary/Officer Costs	25,262	25,386
Activity Costs	22,000	0
TOTAL	47,262	25,386

Sections: NUS runs a range of student sections centred around particular groups of students. This area includes the salary cost for the Full Time International Students Officer. The reason that there *appears* to have been a budget cut is in fact because for the 2011-12 Estimates activity costs for this area has been stripped out and placed in a 'zones, liberation and student sections' 'pot' which will be allocated by the NEC post-Conference based on democratic mandates (see below). Costs for their committees, network days and campaigns in 2011/12 are allocated from the pot below. Their Conferences are budgeted to breakeven. This does not include the cost of staffing support which is included in HQ Policy & Delivery Units in Section 5.

Zones, Sections, Liberation 'Pot'	Budget 10/11	Estimate 11/12
Activity Costs	(See above)	162,074
Contingency funds	0	10,000
Total		172,074

Zones, Sections and Liberation Pot Allocation: From this 'pot' the Zones, Liberation Campaigns and Student Sections will bid for an allocation after National Conference, based on democratic mandates, the priorities you set for campaigning and work programmes and a test to ensure these activities benefit students' unions. A contingency fund has been included.

Priority Campaigns Fund	Budget 10/11	Estimate 11/12
NEC & Staff Costs		
Travel and Campaign Activity	73,500	77,500
Campaign/Activism development	50,000	50,000
Total	123,500	127,500

Priority Campaigns Fund: This "Priority campaigns fund" is the key campaign budget for the year and is allocated to the campaign(s) chosen as a priority by the NEC. This year this anticipates all expenditure on Education Funding related activity. In 2011/12 the priority campaign fund is likely to be used to fund activity across NUS UK, Scotland, Wales and Northern Ireland to secure fairer student funding. It is anticipated here that funding previously used for the National Demonstration will be spent in 2011/12 on a **mixture of local activist development, campaigning effectiveness and protest** - the precise mix of which will be determined after Conference.

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Summary of allocation

ZONES, LIB & SECTIONS	Budget 10/11	Estimate 11/12
Zones	201,310	126,390
Liberation	168,774	101,544
Sections	51,262	25,386
Zones, Sections, Liberation Pot	0	172,074
Priority Campaign	123,500	127,500
Total Zones Liberation & Sections	544,846	553,434

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2 | GOVERNANCE

Section 2 includes costs relating to NUS' central governance and democratic structures. A detailed explanation of what each area covers is given below each subsection.

Nat Exec Council	Budget 10/11	Estimate 11/12
NEC Meetings	5,500	5,500
NEC Committees	2,500	2,500
Training & Development	2,500	2,500
Block of 15 Expenses	11,500	11,500
Visits	7,500	7,500
National President Honorarium	25,262	25,365
TOTALS	54,762	54,865

Nat Exec Council: Inside this area are all of the costs relating meetings of the NEC, its committees, travel and expenses for the "Block" members. There is also provision in here for a fund to carry out visits to Freshers' Fairs and a fund for the training and development of NUS' Full Time Officers.

National Conference	Budget 10/11	Estimate 11/12
Contribution to costs	170,000	170,000
TOTAL	170,000	170,000

National Conference: This area contains all of the costs and income associated with NUS' National Conference, along with some costs that relate to the Democratic Procedures Committee and their meetings. It also houses the budget for Elections and the Chief Returning Officer. This is a netted off contribution figure and thus assumes considerable income from sponsorship and stalls.

Liberation Conferences	Budget 10/11	Estimate 11/12
Contribution to costs	100,000	100,000
TOTAL	100,000	100,000

Liberation Conferences: This area includes all costs and income relating to the conferences of Liberation campaigns. This is a netted off contribution figure and thus assumes considerable income from delegate income, sponsorship and stalls.

Central Governance and Board	Budget 10/11	Estimate 11/12
External Affairs	18,000	18,000
Safeguarding	2,000	2,000
Access	15,404	15,404
Trustee Board	6,500	6,500
Committees Training	4,500	4,500
Affiliations Campaigns	2,500	2,500
Groups and Networks	500	500
Expenses for Volunteers	10,000	10,000
TOTALS	£59,404	£59,404

Central Governance and Board: This area contains a range of functions- safeguarding, a fund for access, trustee board costs, committees training, affiliations campaigns, external affairs and groups and networks. An allocation has been made here to cover the introduction of out of pocket expenses for volunteers.

Democratic Services Unit	Budget 10/11	Estimate 11/12
Staff Costs	35,461	
Activity Costs	1,000	
TOTALS	36,461	0

Democratic Services Unit: This unit housed staff support for NUS' central unit supporting NUS Governance. These have now moved to HQ Policy & Delivery Units in Section 5.

Summary of allocation

National Conference 2011 | Accounts & Estimates

GOVERNANCE	Budget 10/11	Estimate 11/12
Nat Exec Council	54,762	54,865
National Conference	170,000	170,000
Liberation Conferences	100,000	100,000
Central Governance and Board	59,404	60,404
Democratic Services Unit	36,461	0
TOTAL GOVERNANCE	420,627	385,269

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3 | RESEARCH, POLICY AND POLITICAL STRATEGY

This section formerly detailed spend on NUS' Political Strategy Unit, Social Policy Unit and Education & Quality Unit. This area has now been restructured and future costs are now included in HQ Policy & Delivery Units in Section X.

Political Strategy Unit	Budget 10/11	Estimate 11/12
Staff Costs	266,218	N/A
Activity Costs	42,577	N/A
TOTALS	335,499	N/A

Political Strategy Unit: This area housed our campaigns and political strategy staff, as well as the Press Office and Public Affairs unit. Included here were a range of fixed costs including subscriptions and publications related to press and public affairs. Costs relating to Parliamentary lobbying and receptions were also included here.

Not included but run from this area:

- Student Inter-Faith Project (Funding from BIS)

Education & Quality	Budget 10/11	Estimate 11/12
Staff Costs	140,098	N/A
Activity Costs	9,326	N/A
TOTALS	149,424	N/A

Education & Quality: This unit included staff support for research and policy in all areas of Further and Higher Education.

Not included but run from this area:

- FE Learner Views Survey Project (Funding from LSC)
- FE Course Reps Project (Funding from LSIS)
- HE Student Engagement Project (Funding from HEFCE)
- HE NSS/Student Feedback Project (Funding from HEFCE)
- FE Learner Research Project (Funding from LSIS)

Social Policy Unit	Budget 10/11	Estimate 11/12
Staff Costs	175,421	N/A
Activity Costs	9,569	N/A
TOTALS	184,990	N/A

Social Policy Unit: The Social Policy Unit housed research and policy staff support for Welfare, including areas like Accommodation, Student Funding and Student Health, as well as staff support for all four of NUS' liberation campaigns.

Not included but run from this area:

- Student Crime Project (Funding from the Home Office)
- Student Alcohol Project (Funding from DrinkAware)

Management & Overhead	Budget 10/11	Estimate 11/12
Staff Costs	63,993	N/A
Other Costs	14,326	N/A
TOTALS	78,319	N/A

Management & Overhead: This area included central management costs and overhead of the Campaigns and Strategy Directorate.

Summary

RESEARCH, POLICY AND POLITICAL STRATEGY	Budget 10/11	Estimate 11/12
Political Strategy Unit	335,499	N/A
Education & Quality	149,424	N/A
Social Policy Unit	184,990	N/A
Management & Overhead	78,319	N/A
TOTAL RSCH, POLICY, POL STRAT	748,172	N/A

4 | MEMBERSHIP DEVELOPMENT

This section formerly detailed spend on NUS' Membership Development Directorate (including regions and the HQ Member Development Unit), now restructured and future costs are now included in HQ Policy & Delivery Units in Section 5.

Member Development Unit	Budget 10/11	Estimate 11/12
Staff Costs	142,279	N/A
Activity Costs	49,470	N/A
Income	(35,871)	N/A
TOTALS	156,148	N/A

Member Development Unit: This included staff support for areas of work such as Union Governance, Volunteering, Officer Development, FE Learner Voice and Activism support. It also included income and costs relating to the core FE and HE Officer Training Programmes as well as the direct costs of L&D Staffing support. It reflected an overall approach of charges for training courses only covering core costs.

Not included but run from this area:

- Students' Union Environmental Project (Funding from DEFRA)
- Students' Union Governance Project (Funding from HEFCE)
- Internationalising Students' Unions Project (Funding from UKCISA/PMI)
- FE Governance Project (Funding from LSIS)
- SUEI (Students' Union Evaluation Initiative)

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Staff Development Unit	Budget 10/11	Estimate 11/12
Staff Costs	18,066	N/A
Activity Costs	55,996	N/A
Income	(20,196)	N/A
TOTALS	53,866	N/A

Management & Overhead: This area housed many of the costs formerly associated with AMSU (the Association of Managers in Students' Unions)

Management & Overhead	Budget 10/11	Estimate 11/12
Staff Costs	70,325	N/A
Activity Costs	30,397	N/A
Income	(9,775)	N/A
TOTALS	90,947	N/A

Management & Overhead: This included direct management and support costs across the Membership Development Directorate.

FE Learner Voice	Budget 10/11	Estimate 11/12
Staff Costs	33,366	N/A
Activity Costs	24,990	N/A
Income	(73,500)	N/A
TOTALS	(15,144)	N/A

Management & Overhead: This included sponsorship for FE events and dedicated central development support

Regions- North Mids and East	Budget 10/11	Estimate 11/12
Staff Costs	255,328	N/A
Activity Costs	80,943	N/A
Income	(1,800)	N/A
TOTALS	334,471	N/A

Regions- London & South	Budget 10/11	Estimate 11/12
Staff Costs	272,023	N/A
Activity Costs	66,450	N/A
Income	0	N/A
TOTALS	338,473	N/A

Regions: Across England was a network of local staff teams providing direct, on the ground support to unions. These included a Manager who developed and maintained a Regional Organising Strategy; Regional Organisers, and Development Workers who provided and co-ordinated networks, training, coaching, visits, briefings and advice to unions in both sectors.

Summary

MEMBERSHIP DEVELOPMENT	Budget 10/11	Estimate 11/12
Member Development Unit	156,148	N/A
Staff Development Unit	53,866	N/A
Management & Overhead	90,947	N/A
FE Learner Voice	(15,144)	N/A
Regions- North Mids and East	334,471	N/A
Regions- London & South	338,473	N/A
TOTAL MEMBER DEV	958,140	N/A

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5 | POLICY & DELIVERY UNITS

This newly formed area now includes all of the central units based at HQ, many of which include regionally based outreach staff. Each area *combines* previously separated capacity building and voice support activity.

Political Strategy Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	283,889
Activity Costs	N/A	42,617
Income	N/A	0
TOTALS	N/A	326,506

Political Strategy Unit: This area houses our campaigns and political strategy staff, as well as the Press Office and Public Affairs unit. The new campaigns area here includes a campaigns effectiveness programme and an activist development programme, as well as support for Zones, Sections & Liberation Campaigns. Also included here are a range of fixed costs including subscriptions and publications related to press and public affairs. Costs relating to Parliamentary lobbying and receptions are also included here.

Higher Education Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	228,943
Activity Costs	N/A	45,326
Income	N/A	0
TOTALS	N/A	274,269

Higher Education Unit: This unit includes staff support for research and policy in all areas of Higher Education, as well as regional support staff who specialise in HE issues.

Not included but run from this area:

- HE Student Engagement Project (Funding from HEFCE)
- HE NSS/Student Feedback Project (Funding from HEFCE)

Further Education Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	204,531
Activity Costs	N/A	40,000
Income	N/A	0
TOTALS	N/A	244,531

Further Education Unit: This new unit includes staff support for research and policy in all areas of Further Education (including both union development and education issues), as well as regional development staff who specialise in FE support.

Not included but run from this area:

- FE Learner Views Survey Project (Funding from LSC)
- FE Course Reps Project (Funding from LSIS)
- FE Learner Research Project (Funding from LSIS)
- FE Training (Funding from LSIS)
- FE Governance Project (Funding from LSIS)

Social Policy Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	155,390
Activity Costs	N/A	9,569
Income	N/A	0
TOTALS	N/A	164,959

Social Policy Unit: The Social Policy Unit houses research and policy staff support for Welfare, including areas like Accommodation, Student Funding and Student Health, as well as research support for all four of NUS' liberation campaigns.

Not included but run from this area:

- Student Crime Project (Funding from the Home Office)
- Student Alcohol Project (Funding from DrinkAware)

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Democracy & Governance Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	280,768
Activity Costs	N/A	48,869
Income	N/A	0
TOTALS	N/A	329,637

Democracy & Governance Unit: This new unit includes staff support for areas of work such as Union Governance, Officer Development, support for NUS' Governance, as well as regional support staff who specialise in Democracy & Governance issues.

Not included but run from this area:

- Students' Union Governance Project (Funding from HEFCE)
- Internationalising Students' Unions Project (Funding from UKCISA/PMI)

Officer Development Programme	Budget 10/11	Estimate 11/12
Staff Costs	N/A	
Activity Costs	N/A	196,000
Income	N/A	(196,000)
TOTALS	N/A	0

Officer Development Programme: This area houses the National Training Programme for HE officers, and is budgeted to break even.

Management & Overhead	Budget 10/11	Estimate 11/12
Staff Costs	N/A	64,264
Activity Costs	N/A	20,000
Income	N/A	0
TOTALS	N/A	84,247

Management & Overhead: This includes direct management and support costs across the Policy & Delivery Units, including professional fees and staff meetings.

Policy and Delivery Units	Budget 10/11	Estimate 11/12
Political Strategy Unit	N/A	326,506
Higher Education Unit	N/A	274,269
Further Education Unit	N/A	244,531
Social Policy Unit	N/A	164,959
Democracy and Governance	N/A	329,637
Officer Development Programme	N/A	0
Management and Overhead	N/A	84,247
TOTAL POLICY AND DELIVERY UNITS	N/A	1,424,149

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6 | NUS CHARITABLE SERVICES

This new Charity- NUS Charitable Services Limited – in the process of being registered with the Charity Commission. We see the formation of the Charity as significant a moment in the history of the student movement as the formation of NUS Services.

The charity will be responsible for ensuring students' union excellence and will have five main roles.

- Students' Union Quality Assurance
- Strategic Support
- People Development
- Ethical and Environmental
- Projects

As many of these areas are externally funded they are not included in these estimates. This section does detail anticipated core costs.

Staff Development Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	0
Activity Costs	N/A	55,996
Income	N/A	(20,196)
TOTALS	N/A	35,800

Staff Development Unit: This area houses much of the activity formerly associated with AMSU (the Association of Managers in Students' Unions) including Job Ad revenue, costs for NCVO membership for all unions and support for professional groups, as well as the new Talent Management Programme.

Charity Programmes	Budget 10/11	Estimate 11/12
Staff Costs	N/A	225,198
Activity Costs	N/A	60,000
Income	N/A	(50,000)
TOTALS	N/A	235,198

Charity Programmes: This area houses central support for Union Quality, Strategic Support and related project areas.

Summary

	Budget 10/11	Estimate 11/12
Staff Development Unit	N/A	35,800
Charity Programmes	N/A	235,198
TOTALS	N/A	270,998

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7 | STRATEGIC DEVELOPMENT

This area houses costs relating to the Chief Executive, central planning and strategic development costs, the central policy unit and staff meetings. Last year it was included in Business Services & Resources (See Section 7)

Strategic Development Unit	Budget 10/11	Estimate 11/12
Staff Costs	N/A	114,662
Activity Costs	N/A	177,267
Income	N/A	0
TOTALS	N/A	291,929

Strategic Development Unit: This area includes Chief Executive costs as well as costs relating to the Senior Management Group and their meetings and any legal / strategic development costs. In addition a new central Policy Support Unit has been included in these figures arising out of the restructure. There is also a budget for regular staff meetings.

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8 | BUSINESS SERVICES & RESOURCES

NUS HQ	Budget 10/11	Estimate 11/12
Staff Costs	40,211	136,410
Activity Costs	437,421	437,421
TOTALS	477,632	573,831

NUS HQ: This area includes the key central running costs of NUS, including central admin staff, rent, rates, utilities, cleaning, repairs, insurances, security, Health & Safety, equipment, printing, and professional fees. The increase on last year is due to move of staff costs from the Events & Conferencing area.

Finance Dept & Finance Costs	Budget 10/11	Estimate 11/12
Staff Costs	114,232	117,575
Activity Costs	351,094	362,044
TOTALS	465,326	479,619

Finance: This area includes staffing costs for NUS' finance department as well as whole host of professional fees, administration costs and central costs (e.g. pensions liabilities, provision for depreciation, VAT and corporation tax liabilities). Collaborations with NUSSL and shared Finance services mean that whilst this area's staffing costs remain static there is a significant reduction in management and overhead below.

Events Conferencing & Admin	Budget 10/11	Estimate 11/12
Staff Costs	246,233	109,220
Events Activity Costs	2,868	2,868
Admin Activity Costs	40,790	40,790
TOTALS	289,891	152,878

Events, Conferencing & Admin: This area houses the events & conferencing department of NUS providing central events organisation and support, and events support costs. It also includes central office administration costs. Some costs here have moved to NUSHQ above. This combines the "Events & Conferencing Unit" and "Office Costs" lines from the main estimates sheet.

HR	Budget 10/11	Estimate 11/12
Staff Costs	36,988	34,757
Activity Costs	113,486	113,486
TOTALS	150,474	148,243

HR: In this area you will find NUS' HR Unit costs, including staffing support and the bulk of centrally run and allocated staff learning & development costs for the whole of NUS. Each year NUS sets aside a certain amount of money to cover the costs of advertising and interviewing associated with recruitment. For 2011/12 there has been a restructure of costs related to collaborations with NUSSL that have allowed us to significantly improve support and staff training without any additional contribution.

IT	Budget 10/11	Estimate 11/12
Staff Costs	58,416	100,000
Joint Project Costs	166,288	167,638
Activity Costs	156,108	156,108
TOTALS	380,812	423,746

IT: This area includes IT staffing support and administration and maintenance costs for NUS' internal IT provision, including the appointment of an IT Director. We now share an IT function with NUS Services. The estimates reflect the additional costs of phase II of the extranet system project, the implementation of a new financial information system and improvements to the organisations' telecoms and voicemail infrastructure. The increase on 10/11 is due to a planned full year salary for the new IT Director.

Fundraising	Budget 10/11	Estimate 11/12
Staff Costs	29,156	0
Activity Costs	20,250	0
TOTALS	49,406	0

Fundraising: This area supported a Graduate Fundraiser to secure fundraising opportunities and funded projects for NUS. This activity is now catered for within the new NUS Charity.

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Management & Overhead	Budget 10/11	Estimate 11/12
Staff Costs	146,450	0
Activity Costs	143,612	0
Income	0	0
TOTALS	290,062	0

Management & Overhead: This area included Chief Executive costs as well as costs relating to the Senior Management Group and their meetings and any legal / strategic development costs. This area is now handled above in Finance, and within Section 6- Strategic Development. The Budget Figure in 10/11 combines the M&O cost in Business Services with the Lines "Strategic Development" and "Staff Meetings" from section 8 of the main estimates.

Summary

BUSINESS SERVICES & RESOURCES	Budget 10/11	Estimate 11/12
NUS HQ	477,632	573,831
Finance	465,326	479,619
Events, Conferencing & Admin	289,891	152,878
HR	150,474	148,243
IT	380,812	423,746
Fundraising	49,406	0
Management & Overhead	290,062	0
TOTAL BUSINESS SERVICES	2,103,613	1,778,317

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9 | COMMUNICATIONS

In this section you will find costs relating to communications for the National Union. It includes corporate comms, copy and design and marketing. Web infrastructure spend is included in IT in section 7.

Communications & Marketing Unit	Budget 10/11	Estimate 11/12
Staff Costs	167,286	176,611
Activity Costs	145,333	115,333
Marketing Income	(51,372)	(51,372)
Totals	261,247	240,572

Communications & Marketing Unit: This area includes costs relating to NUS' corporate communications functions, including comms strategy, web and print staff plus senior management overhead. The marketing staff support key marketing projects inside NUS such as the NUS Awards and Friends of NUS Schemes. Some costs are shared with NUSSL.

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10 | NATIONS

NUS' Nations work is devolved and autonomous. This section reflects the costs of running each operation's support, management, administration and activity costs in the coming year. They do not include any contribution to overheads at NUS UK.

Scotland	Budget 10/11	Estimate 11/12
Staff Costs	299,000	299,694
Activity Costs	188,473	188,473
Income	(29,640)	(29,640)
TOTALS	457,833	458,527

Scotland: This includes all management, support, campaign, conference and activity costs in Scotland. Scotland goes on to produce its own detailed budgets scrutinised and approved at its own conference.

Not included but run from this area:

- SPARQS (Student Participation in Quality Scotland)
- Students without Borders
- Think Positive- Student Mental Health Project
- Carbon Ambassadors Project

Wales	Budget 10/11	Estimate 11/12
Staff Costs	237,931	222,432
Activity Costs	148,573	148,573
Income	(6,090)	(6,090)
TOTALS	380,414	364,915

Wales: This includes all management, support, campaign, conference and activity costs in Wales. Wales goes on to produce its own detailed budgets scrutinised and approved at its own conference.

Not included but run from this area:

- WISE (Welsh Initiative on Student Engagement)
- Greener Living Fund
- DrinkAware
- FE Learner Voice Project

NUS-USI	Budget 10/11	Estimate 11/12
Staff Costs		
Activity Costs	16,000	16,320
TOTALS	16,000	16,320

NUS-USI: NUS-USI is a partnership arrangement between NUS UK and the Union of Students in Ireland. Income from unions in Northern Ireland is allocated directly here and funds from external sources cover management, support campaign and activity costs in NUS-USI in the coming year. The allocation above represents a specific contribution to the costs of the Full Time NUS-USI President.

NATIONS SUPPORT	Budget 10/11	Estimate 11/12
Staff Costs	0	60,000
Activity Costs	0	2,250
TOTALS	0	62,250

NATIONS: This new area houses centrally pooled management and overhead costs for Nations.

Summary

NATIONS	Budget 10/11	Estimate 11/12
Scotland	457,833	458,527
Wales	380,414	364,915
NUS-USI	16,000	16,230
NATIONS	0	62,250
TOTAL NATIONS	854,247	902,012

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11 | UNRESTRICTED INCOME

NUS Extra & Graduate Card

	Budget 10/11	Estimate 11/12
Extra Income	2,258,065	2,654,606
Extra Costs	1,585,009	1,707,229
Grad card Income	441,000	441,000
Grad card Costs	(441,000)	(441,000)
Total	(673,056)	(947,377)

NUS Cards: NUS Extra represents one of the major sources of income to NUS. The above figures reflect a phased programme to increase the net contribution to NUS of the NUS Extra card including a change to the costs split with NUS Services. The Graduate card currently represents a development area.

Affiliation Fees

	Budget 10/11	Estimate 11/12
Total	(3,775,442)	(3,681,545)

Affiliation Fee Income: The methodology for the calculation of individual affiliation fees includes special provision for unions facing cuts. The overall intended “take” has been reduced by almost £100,000. This year we have continued to include a fund to assist unions facing hardship.

CENTRAL INCOME	Budget 10/11	Estimate 11/12
Affinity Income		333,333
Business Development		144,200
Investment Income		792,728
Property Rental		42,282
Other Income		59,000
TOTALS	(1,543,961)	(1,371,543)

Central Income: This includes all investments, property rental and affinity income. This year we have included a detailed breakdown of the various income sources included in the calculation. The reduction is largely due to increased VAT payable on affinity income, reduced rental income from a property owned in London, and a move of Projects contributions into the NUS Charity (see section 6)

Summary

UNRESTRICTED INCOME	Budget 09/10	Estimate 10/11
NUS Extra Card	(673,056)	(947,377)
Affiliation Fees	(3,775,442)	(3,681,545)
Central Income	(1,543,961)	(1,371,543)
UNRESTRICTED INCOME	(5,992,459)	(6,000,465)