



# **NATIONAL CONFERENCE n u s 2013**

If you need this document in another  
format contact NUS on 0845 5210 262  
or email [events@nus.org.uk](mailto:events@nus.org.uk)

## Key information

### Purpose of this document

This document reports back on the expenditure and income of NUS over 2011/12 and the proposed areas of expenditure in 2013/14. The Estimates is a financial policy document that guides spending throughout the year. It outlines how much money can be spent on each political area of NUS.

### What you need to do

You should read through this document and, if you have questions, contact the person noted on each report via [motions@nus.org.uk](mailto:motions@nus.org.uk)

For the Estimates you can challenge the allocation of finances that is outlined on page 8

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](mailto:motions@nus.org.uk), (faxes or post cannot be accepted) by 12.00pm on 1<sup>st</sup> March 2013.

**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.

### Accounts Checklist

I have read through the Audited Accounts and note NUS' financial position

### Estimates Checklist

I have read the Estimates and considered where NUS will spend its money in 2013/14

Someone has been tasked with submitting amendments to the Estimates before 1<sup>st</sup> March

I know that if I wish to challenge the Estimates I must specify which area(s) must be increased and which area(s) must be decreased

### Read through the document and need more help?

If you require additional information please contact one of the following people:

- For issues about delegate entitlement, zone committees, reports and policy, amendments to zone policy proposals & Cross Campus Ballots contact [democracy@nus.org.uk](mailto:democracy@nus.org.uk)

All the above can be contacted at:

- NUS, 4<sup>th</sup> Floor, 184-192 Drummond Street, London, NW1 3HP  
Telephone: 0845 521 0262

## Introduction

### This Document

The 2013/14 Estimates have been constructed to reflect the internal departmental structure of NUS, which comprises core service areas: Zones, Liberation & Sections; Policy & Delivery Units; Communications; Strategic Development and Infrastructure Services. Nations and Governance costs are also shown separately. Donations to support the delivery of SU focussed programmes and services within NUS SU Charitable Services and NUS Scotland Charitable Services are shown as a separate charitable donation.

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 more detailed internal budgets are 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 are then presented to the National Executive Council and Trustee Board throughout the year.

It should be noted that this document represents the estimated income and expenditure for NUS UK. There are a number of related vehicles within the NUS group (for example, NUS Services Limited) whose budgets are handled within the Governance of that body.

### 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. For the past few years we have sought to turn this situation around by posting surpluses, whilst continuing to drive down our reliance on affiliation fees and improve services and campaigns and students' unions.

The Estimates for 2011/12 forecasted a surplus of £23,785, whilst the trading operating surplus £102,479 a considerable improvement on this as demonstrated in the accounts. During this year we made strong progress in improving our financial position, ending the year with a reasonable cash balance, reduced debtors and stronger financial controls.

### The Financial Policy

These estimates reflect wider long term financial policy goals for NUS. These are:

- To reduce the percentage of UK HE block grants taken by NUS in affiliation fees to 4%
- To reduce NUS' reliance on affiliation fee income to 33%
- To enable participation in the HE SU quality model (formerly SUEI) to be free for unions
- To not grow NUS' core headcount (any expansion to be funded through external funding)

We continue to work towards these targets, and separate proposals on reducing the affiliation fee methodology further are presented to this conference in the Trustee Board report.

### This year's budget and forecast

Last year Conference approved an Estimate surplus of £36,778 for the 2013/14 financial year and was challenged with finding further savings. Subsequently the Trustee Board and NEC set a budget of £102,236 against which we have compared this year's Estimates in the narrative that follows.

Forecasts to date indicate that we are on track to achieve this. Considerable work has gone in to maximising our impact on students' unions and increasing transparency. In addition in this year we have delivered a reduction in the affiliation fee methodology for almost all HE unions.

For the year ahead (2013/14) these Estimates show a **£36,778** surplus after having funded NUS SU Charitable Services. Following National Conference the Trustee Board will be tasked with finding, where possible, additional savings or income with a target detailed budgets surplus of £100k to transfer to reserves.

The core assumption is that most NUS Activity Costs are to remain at the 2012/13 budget levels unless otherwise stated below. Expenses are similarly forecast to remain in line with the current year.

# National Conference 2013 | Estimates

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## Campaigns and Programmes

- **Priority Campaign:** This area- which funds campaigning priorities inside NUS UK and across nations will be retained at £70,000.
- **Allocation Pot:** Each year National Conference allocates a pot of funding to be distributed between Zones, Liberation & Sections against priorities emerging from Conferences. This pot will be retained at £180k.
- **Local Campaigning Capacity:** Each year National Conference allocates a fund to drive both campaigning effectiveness and activism development programmes within students' unions. This also supports Liberation activism training. This will be retained at £55,000.
- **Joint Special Projects:** A fund of £10,000 has been allocated to assist with supporting specific projects being run jointly across Zones, Liberation & Sections. Note that the work of NEC coordinating committees (such as Anti Racism, Anti Fascism) is included here.
- **Long Term Campaigning Fund:** £20,000 has been allocated to transfer into reserves to support anticipated additional spend in the run up to the General Election in coming years.
- **Immigration Campaigning:** We believe there is an important policy window in this area and a critical opportunity to secure future rights for international students. At this stage we believe that a mixture of a core staff allocation included in these estimates and some external funding can be deployed and we will prioritise a detailed allocation to this area at the next budget stage. The outcome of this may involve additional headcount.

## Governance

- **National Conference** - A prudent view on costs and income generation opportunities has been taken to revise up overall net spend in this area to £220,000.
- **Democracy & Board-** Affiliations to external bodies have been removed from this area and allocated to their own line for transparency. This area includes costs for the operation of the NUS Trustee Board.
- **Access** - This fund which supports disabled students' democratic participation across NUS has been allocated to the Governance category for 2013-14.
- **Liberation Conferences-** The subsidy of the liberation conferences was increased by £10,000 last year to reflect increased costs and participation in the campaigns. This year it has been increased to £125,000.

## Income

- **Affiliation fees-** Our long term aim for non grant funded unions (the majority of which are in FE) is to raise revenue from other sources; the aim for grant funded unions (majority in HE) is to reduce affiliation fees to an average of 4% of UK Block grants, as compared to around 10% ten years ago. To achieve this aim, whilst continuing to deliver current activity levels, we have to continue the drive to greater efficiency and increase external revenue sources. A comprehensive review of Affiliation fees was undertaken last year with a view to proposing a more effective, simpler, fairer, and appropriate methodology. We implemented the first stage of this in last year's Estimates, reducing the estimated income from affiliation on fees by almost £150,000 on top of the year before, which was a £100,000 reduction.
- **NUS Extra-** In the current year NUS Extra card sales are on target to increase by 15% over 2011/12, and the net contribution will be on budget. As a result of the continuing increased marketing activities, the 2013/14 Estimates assume current levels and sales so the income remains consistent with 2012/13.
- **Affinity income-** As the economic situation remains tight we will continue to drive activity in this area whilst holding the anticipated income flat at £150k. Once the digital platform has been launched and is thriving this should enable us to increase business development income much more substantially.
- **Other Income-** this is primarily from 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-** We reduced rental income substantially in 2012/13 following the sale of the Endsleigh St investment property. Whilst we expect the new London HQ to be ready for occupation just before the start of the new financial year, we are not in a position to forecast any rental income. We will be in a position to do this once the refurbishment is completed and we have tested the market. The results of this will be reflected in the detailed budgets later this year.

## Infrastructure

- **Staffing Costs-** The total staffing budget provides for a 2% increase 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 external funding. The organisation is currently in the process of consulting with staff about harmonising, across the Group: terms and conditions, benefits and moving to a single pay framework. No incremental costs have been allocated to this in the Estimates.

- **Pensions-** The defined benefit pension scheme, SUSS, closed to new members and future accrual in September 2011. As a result of this we introduced a defined contribution scheme, which has seen more than double the number of employees participating. As a responsible employer we have both encouraged participation in the scheme and provided matching at certain levels. The employer's pension contributions are included in the staffing costs above. However, we are still required to make deficit contributions to the SUSS scheme. The budget for 2012/13 was £213k, this will increase to £255k in the Estimates, although this also includes payment to the pension protection levy and cost of death in service.
- **Irrecoverable VAT-** This is the cost of the VAT on non-vatable services that we provide and a proportion of the VAT incurred on overheads that is not recoverable. We took steps to reduce this last year by NUS UK joining the NUS Services VAT group. Accordingly, this remains at the same level, £130k as last year.
- **Contingency** – This is a contingency for unanticipated costs.

## Activity Reviews

During the Estimates process a number of areas received detailed attention as follows.

- **Nations-** Over the past year or so reviews took place to centralise many administration and finance tasks previously carried out in Nations to deliver best value for the net grant to each nation, focussing expenditure on mission delivery and campaigns. With that work complete, we are now undertaking a review of Nations funding that seeks to examine the respective roles of NUS UK and each nation; costs; income generation; unrestricted income and the appropriate "share" by nation. The intent will be to clarify responsibilities and finances to provide each Nation with a stable long term financial and resource plan. The outcome of this may involve additional headcount.
- **FE Training-** For some years FE training has been subsidised by a grant from LSIS, the Learning and Skills improvement service. In the future this body will not exist and so a review is underway seeking alternative funding sources and/or methods of delivery. This year an additional £15k has been allocated to cover this area and enable participation.
- **Liberation Conferences-** Demand for increased participation continues to grow, but there is a danger that increasing the budget here would mean spending more on making decisions than carrying them out. A review of potential income and cost reduction is therefore underway, but for next year this area has been increased by £15k.

## 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 2013 | Estimates

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## 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

These can include:

- **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.

### 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 pension scheme. 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 included in other income. Detail on the amount of income received from Externally Funded Projects (circa. £2m) can be found in the accounts earlier in this document.

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 (or example- many events are shown at £0 because we budget for them to break even (where direct income in delegate fees is the same as directs costs related to delivery of that activity).

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## NUS Estimates 2013/14

The '**Estimates Section**' details the Estimates for NUS for 2013/14. 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 the officer Trustee with responsibility for the Estimates, which this year is Rachel Wenstone, by email to [motions@nus.org.uk](mailto:motions@nus.org.uk)

**Challenges** to the Estimates must be emailed to [motions@nus.org.uk](mailto:motions@nus.org.uk), (faxes or post cannot be accepted) by 5.00pm, 1<sup>st</sup> March 2013

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## NUS Estimates 2013/14

Details	Budget 12/13	Estimate 13/14
<b>1. Zones, Liberation &amp; Sections</b>		
Higher Education Zone	(43,129)	(26,781)
Further Education Zone	(44,129)	(26,781)
Welfare Zone	(42,629)	(26,781)
Society & Citizenship Zone	(43,129)	(26,781)
Union Development Zone	(43,629)	(26,781)
Women's Campaign	(43,629)	(26,781)
Black Students Campaign	(43,629)	(26,781)
Disabled Students	(43,629)	(26,781)
LGBT	(43,629)	(26,781)
International Students	(40,129)	(26,781)
Mature & Part Time	(4,000)	
Postgraduate	(6,000)	
Anti Racism Anti Fascism		
Priority Campaign	(70,000)	(70,000)
Local Campaigning Capacity	(55,000)	(55,000)
Joint Special Projects	(10,000)	(10,000)
Long Term Campaigning Fund	(10,000)	(20,000)
Allocation Pot		(180,000)
<b>SUBTOTAL</b>	<b>(586,290)</b>	<b>(602,810)</b>
<b>2. Governance</b>		
Democracy	(52,552)	(52,552)
Affiliations	(20,000)	(20,000)
National Conference	(230,000)	(220,000)
Access	(45,000)	(30,000)
National Executive Council	(35,500)	(35,500)
Liberation Conferences	(110,000)	(125,000)
Zone Conferences	0	0
<b>SUBTOTAL</b>	<b>(493,052)</b>	<b>(483,052)</b>
<b>3. Policy &amp; Delivery Units</b>		
Political Strategy Unit	(454,459)	(430,293)
Higher Education Unit	(270,432)	(241,797)
Further Education Unit	(254,085)	(268,159)
Social Policy Unit	(181,002)	(172,759)
Membership Unit	(394,657)	(194,903)
Policy Unit	(99,540)	(134,496)
Management & Overhead	(155,213)	(144,579)
<b>SUBTOTAL</b>	<b>(1,809,386)</b>	<b>(1,587,486)</b>
<b>4. Nations</b>		
Scotland	(440,953)	(373,513)
NUS Scotland Charitable Services (donation from NUS)	0	(92,000)
Wales	(319,650)	(323,094)
NUS-USI	(26,907)	(16,000)
<b>SUBTOTAL</b>	<b>(787,509)</b>	<b>(804,607)</b>



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<b>5. Business Services &amp; Resources</b>		
Events & Conferencing Unit	(84,296)	(50,171)
Finance	(257,957)	(257,957)
People & Admin	(302,867)	(290,528)
Executive Office	0	(105,198)
Customer Services ( <i>Group Recharge</i> )	(81,443)	(81,443)
IT ( <i>Group Recharge</i> )	(402,120)	(402,120)
Strategic Development	(196,824)	(206,731)
<b>SUBTOTAL</b>	<b>(1,325,507)</b>	<b>(1,394,148)</b>
<b>6. Communications &amp; Marketing</b>		
Communications	(407,761)	(355,856)
Recharge	98,085	98,085
<b>SUBTOTAL</b>	<b>(309,676)</b>	<b>(257,771)</b>
<b>7. Other</b>		
Premises (inc Nations)	(576,602)	(616,783)
Pension Deficit Provision	(213,234)	(254,565)
Contingency	35,000	(35,000)
Irrecoverable VAT	(130,000)	(130,000)
<b>SUBTOTAL</b>	<b>(884,836)</b>	<b>(1,036,348)</b>
<b>8. Unrestricted Income</b>		
NUS Extra	1,370,000	1,370,000
Affiliation Fees	3,720,000	3,720,000
Affinity Income	150,000	150,000
Other Income	1,299,333	1,301,000
<b>SUBTOTAL</b>	<b>6,539,333</b>	<b>6,541,000</b>
<b>9. NUS Charitable Services Limited</b>		
NUS Charitable Services donation from NUS	<b>(240,000)</b>	<b>(338,000)</b>
<b>TOTAL INCLUDING CHARITY</b>	<b>103,078</b>	<b>36,778</b>
	<b>SURPLUS</b>	<b>SURPLUS</b>

Note items in (brackets) represent *cost* 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 the relevant full time officers. A detailed explanation of what each area covers is given below each subsection. Most activity costs in this area 2013/14 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 12/13	Estimate 12/13
Salary/Officer Costs	(130,645)	(133,905)
Activity Costs	(86,000)	(See Pot)
<b>Total</b>	<b>(216,645)</b>	<b>(133,905)</b>

**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). No activity cost is shown as this area, for 13/14, as it is 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 3.

Liberation	Budget 12/13	Estimate 13/14
Salary/Officer Costs	(104,516)	(107,124)
Activity Costs	(70,000)	(See Pot)
<b>TOTAL</b>	<b>(174,516)</b>	<b>(107,124)</b>

**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. No activity cost is shown as this area, for 13/14, as it is 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, programmes or work and campaigns in 2013/14 are allocated from the 'pot' below. Liberation Conferences are covered in the Governance section, and Liberation activism training is within activism below. It does not include the cost of Liberation staffing support which is included in HQ Policy & Delivery Units in Section 3.

Sections	Budget 12/13	Estimate 13/14
Salary/Officer Costs	(26,129)	(26,781)
Activity Costs	(24,000)	(See Pot)
<b>TOTAL</b>	<b>(50,129)</b>	<b>(26,781)</b>

**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. No activity cost is shown as this area, for 13/14, as it is 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 2013/14 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 4.

Zones, Sections, Liberation 'Pot'	Budget 12/13	Estimate 13/14
Activity Costs		(180,000)
Joint Special Projects	(10,000)	(10,000)
<b>ARAF</b>		
<b>Total</b>	<b>(10,000)</b>	<b>(200,000)</b>

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**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. In addition new fund has been created to facilitate joint projects between Zones, Sections, and Liberation. The Anti Racism Anti Facism function will be allocated a specific amount from the pot as per last year's Conference mandate.

Priority Campaigns	Budget 12/13	Estimate 13/14
Priority Campaign Fund	(70,000)	(70,000)
Long Term Campaigning Fund	(10,000)	(20,000)
<b>Total</b>	<b>(80,000)</b>	<b>(90,000)</b>

**Priority Campaigns:** The "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. In 2013/14 the priority campaign fund is likely to be used to fund activity across NUS UK, Scotland, Wales and Northern Ireland to secure fairer funding. An additional fund has been allocated for 13/14; this envisages a specific amount to be transferred to reserves to invest in our work at the next General Election.

Local Campaigning Capacity	Budget 12/13	Estimate 13/14
Local Campaigning Capacity	(55,000)	(55,000)
<b>Total</b>	<b>(55,000)</b>	<b>(55,000)</b>

**Local Campaigning Capacity:** As well as carrying out National campaigning work, National Conference has repeatedly mandated that NUS invests in local campaigning capacity. In the coming year this will focus on three areas; improving the **campaigning effectiveness** of students' unions; building a new generation of **student activists** through students' unions; and supporting **activism training** inside Liberation campaigns.

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## Summary of allocation

ZONES, LIBERATION & SECTIONS	Budget 12/13	Estimate 13/14
Zones	(216,645)	(133,905)
Liberation	(174,516)	(107,124)
Sections	(50,129)	(26,781)
Zones, Sections, Liberation 'Pot'	(10,000)	(200,000)
Priority Campaigns	(80,000)	(90,000)
Local Campaigning Capacity	(55,000)	(55,000)
<b>Total Zones Liberation &amp; Sections</b>	<b>(596,290)</b>	<b>(602,810)</b>

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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.

National Conference	Budget 12/13	Estimate 13/14
Contribution to costs	(230,000)	(220,000)
<b>TOTAL</b>	<b>(230,000)</b>	<b>(220,000)</b>

**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 net contribution figure and thus assumes considerable income from sponsorship and stalls, albeit that this has been reduced following a review.

Democracy & Trustee Board	Budget 12/13	Estimate 13/14
Staff Costs	0	0
Activity Costs	(52,552)	(52,552)
<b>TOTALS</b>	<b>(52,552)</b>	<b>(52,552)</b>

**Democracy & Trustee Board:** This area contains a range of functions essential to the operation of NUS' Democratic Structures- safeguarding, trustee board costs, committees training, affiliations campaigns, external affairs and groups and networks. Allocations are made here to cover out of pocket expenses for volunteers.

Affiliations	Budget 12/13	Estimate 13/14
Affiliations	(20,000)	(20,000)
<b>TOTAL</b>	<b>(20,000)</b>	<b>(20,000)</b>

**Affiliations:** This area houses any of NUS' affiliations to external organisations in the coming year. The two most significant affiliations are London Citizens, an organisation which NUS is carrying out considerable partnership work with, and the European Students' Union.

Access	Budget 12/13	Estimate 13/14
Activity Costs	(45,000)	(30,000)
<b>TOTALS</b>	<b>(45,000)</b>	<b>(30,000)</b>

**Access:** This area houses central subsidy costs for participation across NUS structures by Disabled Students.

National Executive Council	Budget 12/13	Estimate 13/14
Staff Costs	0	0
Activity Costs	(35,500)	(35,500)
<b>TOTALS</b>	<b>(35,500)</b>	<b>(35,500)</b>

**National Executive Council (NEC):** Inside this area are all of the costs relating meetings of the NEC, its committees, and travel and expenses for the "Block" members. There is also provision in here for the training, development and meetings of NUS' Full Time Officers.

Liberation Conferences	Budget 12/13	Estimate 13/14
Conferences	(110,000)	(110,000)
<b>TOTAL</b>	<b>(110,000)</b>	<b>(125,000)</b>

**Liberation Conferences:** This area includes all costs and income relating to the conferences of Liberation campaigns. This is a net contribution figure. The increased budget reflects increased participation in the campaigns in recent years.

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## Summary of allocation

<b>GOVERNANCE</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Democracy	(52,552)	(52,552)
Affiliations	(20,000)	(20,000)
National Conference	(230,000)	(220,000)
Access	(45,000)	(30,000)
Nat Exec Council	(35,500)	(35,500)
Liberation Conferences	(110,000)	(125,000)
<b>TOTAL GOVERNANCE</b>	<b>(493,052)</b>	<b>(483,052)</b>

# National Conference 2013 | Estimates

## 3 | POLICY & DELIVERY

This area includes all of the central units based at HQ, and any smaller offices or home workers across England. Each area combines both capacity building and voice support activity.

Political Strategy Unit	Budget 12/13	Estimate 13/14
Staff Costs	(387,059)	(365,393)
Activity Costs	(67,400)	(64,900)
Income	0	0
<b>TOTALS</b>	<b>(454,459)</b>	<b>(430,228)</b>

**Political Strategy Unit:** This area houses our campaigns and political strategy staff, as well as the Press Office and Public Affairs unit. The area here includes staffing on the campaigns effectiveness programme and activist development programmes, as well as support for Zones, Sections & Liberation Campaigns. Also included here are a range of central 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 12/13	Estimate 13/14
Staff Costs	(241,632)	(215,497)
Activity Costs	(28,800)	(26,300)
Income	0	0
<b>TOTALS</b>	<b>(270,432)</b>	<b>(241,797)</b>

**Higher Education Unit:** This unit includes staff support for research and policy in all areas of Higher Education, as well as regional support staff that specialise in HE issues. Not included but run from this area include a range of HE projects funded by HEFCE, the QAA and the Higher Education Academy.

Further Education Unit	Budget 12/13	Estimate 13/14
Staff Costs	(224,256)	(225,830)
Activity Costs	(29,829)	(27,329)
Training		(15,000)
Income	0	0
<b>TOTALS</b>	<b>(254,085)</b>	<b>(268,159)</b>

**Further Education Unit:** This 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. This year an additional subsidy for FE training has been allocated.

Not included but run from this area is a range of project work on learner voice funded by the Skills Funding Agency and other bodies.

Social Policy Unit	Budget 12/13	Estimate 13/14
Staff Costs	(158,602)	(152,859)
Activity Costs	(22,400)	(19,900)
Income	0	0
<b>TOTALS</b>	<b>(181,002)</b>	<b>(172,759)</b>

**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 are two projects, one part funded by the charity DrinkAware and one focussed on students and faith issues funded by the Department for Business, Innovation & Skills.

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Democracy & Governance/Membership Unit	Budget 12/13	Estimate 13/14
Staff Costs	(352,157)	(164,903)
Activity Costs	(42,500)	(30,000)
Income	0	0
<b>TOTALS</b>	<b>(394,657)</b>	<b>(194,903)</b>

**Membership Unit:** This unit includes staff support for the Union Development Zone, as well as support for key areas of SU membership benefit such as the provision of Returning Officers. Some areas of work such as Union Governance, Officer Development, and regional support staff who specialise in Democracy & Governance issues have been moved into the charity, hence a reduction in costs. This is offset by a larger intended donation to the Charity this coming year.

Policy Unit	Budget 12/13	Estimate 13/14
Staff Costs	(89,540)	(127,496)
Activity Costs	(10,000)	(7,500)
Income	0	0
<b>TOTALS</b>	<b>(99,540)</b>	<b>(134,996)</b>

**Policy Unit:** This policy unit houses Policy support for the National President and NEC; special projects; Chief Executive areas and long term policy analysis and support, as well as staff carrying out one off and special projects on behalf of the Nations.

Management & Overhead	Budget 12/13	Estimate 13/14
Staff Costs	(135,213)	(124,579)
Activity Costs	(20,000)	(20,000)
Income	0	0
<b>TOTALS</b>	<b>(155,213)</b>	<b>(144,579)</b>

**Management & Overhead:** This includes management and support costs across the Policy & Delivery Units, including professional fees and staff meetings and central management support for the NUS Nations.

POLICY & DELIVERY	Budget 12/13	Estimate 13/14
Political Strategy Unit	(454,459)	(430,293)
Higher Education Unit	(270,432)	(241,797)
Further Education Unit	(254,085)	(268,159)
Social Policy Unit	(181,002)	(172,759)
Membership Unit	(394,657)	(194,903)
Policy Unit	(99,540)	(134,496)
Management & Overhead	(155,213)	(144,579)
<b>TOTAL POLICY &amp; DELIVERY</b>	<b>(1,809,386)</b>	<b>(1,587,486)</b>

# National Conference 2013 | Estimates

## 4 | 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 central Nations management costs, and any contribution to overheads or infrastructure at NUS UK.

<b>Scotland</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Staff Costs	(334,360)	(286,920)
Activity Costs	(106,593)	(86,593)
Donation to Scottish Charity	0	(92,000)
Income	0	0
<b>TOTALS</b>	<b>(440,953)</b>	<b>(465,513)</b>

**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.

The figures above include the intended donation to NUS Scotland Charitable Services to run key membership development projects.

Not included but run from this area include a range of projects such as SPARQS (Student Participation in Quality Scotland), Students without Borders, Partnerships for Change, etc.

<b>Wales</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Staff Costs	(235,600)	(239,044)
Activity Costs	(84,050)	(84,050)
Income	0	0
<b>TOTALS</b>	<b>(319,650)</b>	<b>(323,094)</b>

**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 are a range of projects.

<b>NUS-USI</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Staff & Activity Costs	(123,505)	(124,451)
Affiliation Fees	96,598	108,451
<b>TOTALS</b>	<b>(26,907)</b>	<b>(16,000)</b>

**NUS-USI:** NUS-USI is a partnership arrangement between NUS UK and the Union of Students in Ireland. Unlike for Wales and Scotland, income from unions in Northern Ireland is allocated directly here (hence the apparently much smaller contribution) and funds from external sources cover management, support campaign and activity costs in NUS-USI in the coming year. The apparent reduction reflects additional transitional funding that NUS UK allocated to NUS-USI this year to manage loss of externally funded projects; the 16k allocation is the negotiated contribution agreed Trilaterally.

Not included but run from this area: Open Your Mind project

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<b>NATIONS</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Scotland	(440,953)	(465,513)
Wales	(319,650)	(323,094)
NUS-USI	(26,907)	(16,000)
<b>TOTAL NATIONS</b>	<b>(787,509)</b>	<b>(804,608)</b>



# National Conference 2013 | Estimates

## 5 | INFRASTRUCTURE & RESOURCES

Infrastructure & Resources includes the Events team, Chief Executive and National President, the administration team at NUS HQ as well as NUS's share of the cost of running the Group's HR, Finance and IT functions.

Events & Conferencing	Budget 12/13	Estimate 13/14
Staff Costs	(126,080)	(91,955)
Events Activity Costs	(5,000)	(5,000)
Group Recharge	46,784	46,784
<b>TOTALS</b>	<b>(84,296)</b>	<b>(50,171)</b>

**Events & Conferencing:** This area houses the events & conferencing department of NUS providing central events organisation and support, and events support costs.

Finance Dept	Budget 12/13	Estimate 13/14
Group Recharge	(257,957)	(257,957)
<b>TOTALS</b>	<b>(257,957)</b>	<b>(257,957)</b>

**Finance:** This area includes the shared service cost of finance being provided by NUS Services. This includes all staffing and financial administration costs.

People & Admin	Budget 12/13	Estimate 13/14
Staff Costs	(76,173)	(67,404)
Activity Costs	(119,570)	(116,000)
Group Recharge	(107,124)	(107,124)
<b>TOTALS</b>	<b>(302,867)</b>	<b>(290,528)</b>

**People & Admin:** This area includes NUS Headquarters reception staff and on-going training and development costs and this includes the shared service cost of Human Resources being provided by NUS Services.

Executive Office	Budget 12/13	Estimate 13/14
Staff Costs	0	(100,398)
Activity Costs	0	(4,800)
<b>TOTALS</b>	<b>0</b>	<b>(105,198)</b>

**Executive Office:** This is a new area formed to provide better support to the President, Chief Executive and the various Trustee Boards. It does not represent incremental cost, rather a redistribution of roles that were formerly in different places.

Customer Services	Budget 12/13	Estimate 13/14
Group Recharge	(81,443)	(81,443)
<b>TOTALS</b>	<b>(81,443)</b>	<b>(81,443)</b>

**Customer Services:** This area includes the shared service cost of customer services being provided by NUS Services.

IT	Budget 12/13	Estimate 13/14
Group Recharge	(402,120)	(402,120)
<b>TOTALS</b>	<b>(402,120)</b>	<b>(402,120)</b>

**IT:** This area includes the NUS contribution to the shared service cost of IT and Web being provided by NUS Services, as well as all external costs relating to our web hosting companies that provide the infrastructure for nus.org.uk and NUS Connect.

Strategic Development	Budget 12/13	Estimate 13/14
Staff Costs	(136,056)	(146,731)
Activity Costs	(60,768)	(60,000)

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Income	0	0
<b>TOTALS</b>	<b>(196,824)</b>	<b>(206,731)</b>

**Strategic Development:** This area includes Chief Executive and National President's costs as well as costs relating to the Senior Management Group and their meetings and a range of legal / strategic development costs.

<b>INFRASTRUCTURE &amp; RESOURCES</b>	<b>Budget 12/13</b>	<b>Estimate 13/14</b>
Events	(84,296)	(50,171)
Finance	(257,957)	(257,957)
People & Admin	(302,867)	(290,528)
Executive Office	0	(105,198)
Customer Services	(81,443)	(81,443)
IT	(402,120)	(402,120)
Strategic Development	(196,824)	(206,731)
<b>TOTAL BUSINESS SERVICES</b>	<b>(1,325,507)</b>	<b>(1,394,148)</b>

# National Conference 2013 | Estimates

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## 6 | COMMUNICATIONS AND MARKETING

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 5.

Communications & Marketing Unit	Budget 12/13	Estimate 13/14
Staff Costs	(299,261)	(287,356)
Activity Costs	(108,500)	(68,500)
Group Recharge	98,085	98,085
<b>Totals</b>	<b>(309,676)</b>	<b>(257,771)</b>

**Communications & Marketing Unit:** This area includes costs relating to NUS' corporate communications functions, including communications strategy, web and print staff, and support for 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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## 7 | OTHER OPERATING EXPENDITURE

In this section you will find costs relating to infrastructure, Pension deficit and irrecoverable VAT as well as contingency.

Other operating expenditure	Budget 12/13	Estimate 13/14
Premises (inc Nations)	(576,602)	(616,783)
Pension Deficit Provision	(213,234)	(254,565)
Contingency (inc Maternity and increments)	35,000	(35,000)
Irrecoverable VAT	(130,000)	(130,000)
<b>Totals</b>	<b>(884,836)</b>	<b>(1,036,348)</b>

**Other:** This area includes costs those costs of running each of our buildings in London, Cardiff, Edinburgh, & Belfast, providing for the pension deficit (described above), the amount of VAT that we are unable to recover and a contingency to provide for increments and maternity cover. Cover for Maternity and Increments is centralised here in the Estimates but moves to departments when we set the detailed budget in May as we know more.

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## 8 | NUS CHARITABLE SERVICES

NUS Charitable Services Limited has been registered with the Charity Commission.

The charity is responsible for ensuring students' union excellence and will have four main roles.

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

This section does detail anticipated core costs. Over the next year, as we win new projects or renew existing ones our intention is for them to move into the Charity.

- **Students' Union Quality Assurance:** This unit includes what was previously SUEI (Students' Unions Evaluation Initiative). It will continue and enhance the work that was formerly done by SUEI.
- **Strategic Support:** This unit is focused on supporting Unions in difficulty or crisis. They perform diagnostics and the source appropriate professional and cross-Union assistance for those Unions that require it.
- **Student Union 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.
- **Ethical and Environmental (E&E):** The E&E department which is currently within NUS Services is planned to move into the Charity in due course. The E&E team provide ethical procurement support to the purchasing consortium as well as running environmental behavioural change programmes within over 100 Unions and nearly 50 universities. The costs and income from this unit are presently contained within NUS Services.

NUS UK will make a donation of £338k in 2012/13 towards the operating costs of the Charity. This is a £92k increase on the prior year reflecting:

- a) A number of activities that have been transferred to the Charity from NUS UK
- b) Initial funding of cost of making the Student Union Quality Mark free
- c) Partially offset by increased income in the Charity

# National Conference 2013 | Estimates

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## 9 | UNRESTRICTED INCOME

### NUS Extra

NUS Extra	Budget 12/13	Estimate 13/14
<b>Total</b>	<b>1,370,000</b>	<b>1,370,000</b>

**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 over the coming years.

### Affiliation Fees

Affiliation Fees	Budget 12/13	Estimate 13/14
<b>Total</b>	<b>3,720,000</b>	<b>3,720,000</b>

**Affiliation Fee Income:** The expected income from affiliation fees is anticipated to remain at similar levels to the current year. As total block grants have risen this will result in a reduction in the affiliation fee as a proportion of block grants overall.

### Affinity Income

Affinity Income	Budget 12/13	Estimate 13/14
<b>Total</b>	<b>150,000</b>	<b>150,000</b>

**Affinity Income:** This is income generated by NUS Services for NUS UK from various marketing initiatives.

### Other Income

Other Income	Budget 12/13	Estimate 13/14
<b>Total</b>	<b>1,299,333</b>	<b>1,301,000</b>

This includes the following:

- contribution to overheads from externally funded projects,
- investment income,
- property rental,
- bank interest,
- sponsorship income

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## Summary

UNRESTRICTED INCOME	Budget 12/13	Estimate 13/14
NUS Extra Card	1,370,000	1,370,000
Affiliation Fees	3,720,000	3,720,000
Central Income	1,449,333	1,451,000
<b>UNRESTRICTED INCOME</b>	<b>6,539,333</b>	<b>6,541,000</b>

National Union of Students  
Fourth floor  
184-192 Drummond Street  
London NW1 3HP  
t. 0845 5210 262  
f. 020 7383 0794  
w. [www.nus.org.uk](http://www.nus.org.uk)



national union of students