

AGENDA

1. **Welcome** (18:00-18:05)
2. **Minutes of the previous meeting & action tracker** (18:05-18:10)
3. **Reports** (18:10-18:25)
 - Chair's report
 - Activities updates
 - MG/CU updates
4. **Sub-committees** (18:25-18:30)
5. **Annual budgeting** (18:40-19:40)
6. **AOB**

Chair's update

- Student Experience Fund
- Sustainability Framework
- Development sessions
- Annual budgeting
- Learning well programme



Activities updates

- Risk assessments & events
- Summer activity closure



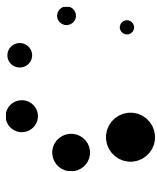
MG/CU updates



Sub-committees



So far....



Stakeholder	Engagement Method
Clubs, Societies & Projects Board	Focus-groups (and some interviews)
DPCS & DPFS	Interviews and focus-group
Student Activities Team	Interview
Imperial College Finance	Interview
ICU Finance & Systems	Interview

7.2 Appendix – Sector review

Institution	Budgeting Process	Overview	Compliance 1-5	Equity 1-5	Transparency 1-5	Efficiency 1-5	Financial accuracy 1-5
ICU	CSP Annual Budgeting	Grant Fund – Core activity, maintenance, equipment, coaching, facilities, events	4 – Simple process, very clear rules.	1 – No grant allocations before budgets are made. Leads to grant allocations being based upon applications which do not consider equality of core activity.	5 – Clear process online.	5 – Low student input and over the summer – very efficient	4 – Summer timetables mean that it is quite accurate regarding previous year spending
UCLSU	Grant Fund	Societies Development Fund – For core activity, new projects or UCLSU Events	5 – Simple process, very clear rules.	2 – No grant allocations before budgets are made	4 – Clear, but not the easiest to find	5 – Low student input and over the summer – efficient	5 – Ad hoc pot therefore accurate
LUSU	Activities Funding Policy	Activities Funding Policy	5	3	3	4	5 – Ad hoc pot therefore accurate
QMSU	Start up grant and Development Funding	Start up grant and Development Funding – No yearly core grant, but regular, varied pots.	5 – Simple process, very clear rules.	-	-	-	5 – Ad hoc pot therefore accurate

2.3 Sector review

Throughout the wider SU sector, the processes used to budget for societies and allocate grant are vastly different. Key SUs in the sector were identified and the table below details their processes alongside an evaluation of their process against our five key criteria. Through the Sector Analysis Phase, several key streams for consideration of our new policy and procedure have been identified, as well as some further options.

The full sector review can be found in Section 72 (Appendix – Sector review).

Key streams

- Level of staff/student control
- Timetables (ignoring vs summer)
- Level of specificity in grant allocations (quantitative vs qualitative principles)

Further considerations:

- Scope of grant eligibility

2.3.1 Level of staff/student control

Some SUs, such as RREA, SU and UCLSU, have a high level of staff control in their budgeting processes (regardless of the procedure themselves). Other SUs, namely ICU, delegate almost all decision making to students, with only staff oversight until the appeals and board approvals stages. Most SUs fall somewhere between both models.

Higher staff control is linked to increased compliance and financial accuracy, whereas higher student control is often linked to increased transparency.

With regard to equity, those policies with a balance between student and staff input are most equitable, as student input can be more specific and detailed than staff input due to their proximity with CSPs, but staff input can ensure that an overview of all allocations is kept.

Staff Controlled

Student Controlled

Higher Compliance Financial Accuracy

Slightly Higher Equity Efficiency

Higher Transparency

From the point of view of both staff and students, the process becomes "more efficient" when the other party leads the process, as the perceived amount of time taken is lower. On the other hand, however, there are usually increases in efficiency with higher staff control, but at the detriment of transparency.

ACTION: Consider in options appraisal.

2.3.2 Timetables

A number of SUs, such as UCLSU, carry out their entire yearly budgeting processes over the summer break. This allows budgets to be highly financially accurate and improves the equity of the process due to the availability of end of year accounts.

ICU, on the other hand, conducts its budgeting process from January to March (with staff elements until July) of the academic year prior to the year being budgeted for. This is before staff department budgets are completed.

7.4 Appendix – SWOT analysis of current process (CSPB 2)

Prompt: "The annual budgeting digital system (if/when it's)"

Strengths	Weaknesses
- Easy access - Email reminders - Copy previous budget & split - Historical data available	- No direct response on the platform - Feedback process takes too long - Limited by hardware quality
Opportunities	Threats
- Automated responsibility option on activities - More training for CSP committees - More training for MGs on chat - Vote chain could be more involved, shared workload	- Staff committee greatly affects progress - In MG2, the MG checking may not fully understand the needs of the clubs

Prompt: "A budgeting process that is student controlled"

Strengths	Weaknesses
- Student voice represented - Transparency - Distributed workload - Club-specific knowledge - Teaches students about finances	- Student workload - Distribution of MG2 workload - Subjective outlook on students' own CSPs - Confusing process is time consuming - Unfamiliarity, members' unclear, unevenly distributed workload
Opportunities	Threats
- Creating financial responsibility/experience - Informed on Union matters can result in informed decisions during elections - If elections are moved earlier (February) or annual budgeting (low level March) - Elected treasurers can experience a hands-on early in the year, increase manpower and discuss workload	- Students manipulating numbers in their favour - Start/End/Union loan control and understanding over activities - People in charge aren't sufficiently financially or highly responsible

Prompt: "Annual budgeting is in spring term (Jan - Mar)"

Strengths	Weaknesses
- Not during exams - Allow plenty of time for appeals - Committee will all be available - Committee will be relatively experienced - Scenes like the hour of two calls in terms of timetables	- A lot of activity may not have happened yet - Still during coursework – heavy period
Opportunities	Threats
- Use different rounds or committees can choose which is more appropriate - Do it in July (no exams)	- Creates a lot of work, inconsistencies between rounds, unclear how much can be allocated per round - People unavailable, limited time for appeals, problems will need to be then dealt with by inexperienced committee

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Historically, this is done to improve transparency and accountability due to students having low availability over the summer term and the unavailability of a summer holiday budgeting period involving a high number of students. Thus, this is inherently linked to the level of staff/student control.

Earlier (Term 2)

Later (Summer Break)

Slightly Higher Efficiency (student availability)

Higher Financial Accuracy Compliance Equity

ACTION: Consider in options appraisal.

2.3.3 Levels of specificity in grant allocations

ICU operates an almost entirely qualitative grant allocation process, with the only quantitative principles being focused on total allocations, minimum memberships or total reserves, with no specific principles for core grant allocation. As such, CSPs will agree on more detailed principles during their resolution meetings in attempt to ensure that grant allocations are equitable between CSPs. Unfortunately, due to the sheer number of budgets, and the fact that MG1 and MG2 conduct allocations before these principles are agreed, many grant allocations are not equitable after this process. Highly qualitative principles (i.e. not specific) tend to lower equity, efficiency and financial accuracy. They are, however, often easier to understand and thus more transparent, and they provide the opportunity for exceptional cases to be argued by CSPs and CSPB.

Low Specificity (qualitative)

High Specificity (quantitative)

Slightly Higher Compliance Transparency

Higher Equity Efficiency Financial Accuracy

ACTION: Consider in options appraisal.

2.3.4 Scope of grant eligibility

UCLSU and UCLSU, amongst others, take a radical approach (yet rigid) to which societies are eligible for regular yearly grant. Only sports clubs and some arts societies receive a pre-determined (often fully by staff) amount to subsidise their activities. All other societies are expected to be self-sufficient, but can apply for funding opportunities throughout the year for non-budgeting activity (akin to ICU's Activities Development Fund). The SUs which follow this procedure justify it by the fact that these societies have regular core activity which is very expensive as members of these groups will pay more than other societies through subsidies. Having a different process for different types of student groups improves transparency as it is clearer who is eligible for what and improves efficiency by making the workload for all staff and students. However, in our opinion, it makes equity, as it does not present an equal opportunity for all and reduces compliance with the Education Act.

On the other hand, ICU provides the opportunity for every CSP to receive a regular yearly grant allocation regardless of the nature of their activity. The only requirement is to have a minimum membership base and membership target, which also determines their maximum grant allocation.

There is a requirement under the Education Act 1994 that:

Prompt: "Annual budgeting principles are all qualitative (e.g. need, reach, etc.)"

Strengths	Weaknesses
- More flexible - Simplicity – don't need a different policy for every type of activity - Encourage open communication and advice from MGs during resolutions	- Highly dependent on society size - Complicated without assistance - Reviewer doesn't understand the need – tough to prove not objective enough
Opportunities	Threats
- Easier for NAC groups to join groups - Allows easy alignment with Union 5-year plans, so policy doesn't have to change every year.	- Not proper funding because approvers don't understand what they are asking for - Wealth inequality in societies and allows bias from reviewers

7.5 Appendix – Scenarios (CSPB 2)

All CSPs with the same core activity (e.g. football – ICSP/RSMB/C/Non/Women) do one budget	
Issues/Problems	Mitigations
Uneven group sizes	Scale allocation to each group based on number of members
Different competitions within one budget	Create a separate "Competition Fund" that individual CSPs can apply to
Deciding how to allocate between groups	Scale allocation to each group based on number of members
Inefficiency in creating budget involving so many people – conflict	Including an MG/CU member in the meeting as mediator
Budget wouldn't reflect differences between groups (A2B teams, level of competitiveness) – disparity between groups	Data-based approach relying on past year's evidence
Inaccurate representation of CSP activities	
Don't take into account if single CSP receives other forms of funding	

Budgeting is per term — in June for term 1, in Nov for term 2	
Issues/Problems	Mitigations
More budgeting meetings	Remove budgeting meetings — enforce MG1 and MG2 more strictly
Doesn't easily cover <u>year-long</u> income/expenditure (or stuff that happens outside of T1/T2)	
May not represent financial needs i.e. T1 may need more money than T2	
Repetitive for CSP treasurers	Template budgets Make copy paste button

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No easy annual overview for data analysis/overview	Systems are updated to latest data
Issues/Problems	Mitigations
Removes MG2-CSPB Appeals... all MG1 allocations are final	
One – too much money allocated MG member will have a conflict of interest	Make MG1 a role of different CSPB members rather than a whole MG as it is "twice CSPB"
No central authority/good overview	Give each MG an overall budget
Unless that CSPs can't appeal – they can be misunderstood, etc.	Support for a stronger initial application

Societies receive a fixed grant per member (€425k / total CSP members) regardless of their core activity	
Issues/Problems	Mitigations
Societies with high-cost activity won't be able to run events	Any urgent grant gets put into funding pot that CSPs can apply for
CSPs with sudden increase in members/interest can't appropriately accommodate new members	Specific fund for unexpectedly high number of members
Surplus of urgent grant from low-cost societies may go to waste	Stringent restrictions on payment approvals Very explicit guidelines for what grant can be spent on (including limiting spending on high-cost "luxury" items)
Fruitless spending on overly expensive/unnecessary items	

Budgets/grant requests are made in November for the current year based on actual spending	
Issues/Problems	Mitigations
Quality of handbook	More centralised training
Experiences would matter a lot more	Training and shadowing once elected in previous year
Workload for CSP is huge (right after Freshers)	More support from the activities team More committee
Early year spending doesn't necessarily reflect entire year	
Encourages a lot of spending early on	Caps on allocation according to spending by line
Memberships would be incomplete for most clubs	Better publicity at Freshers fair
Timing doesn't work with classes at Christmas	Accept
Activities team workload with Freshers event budgets and annual budget	

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No society receives an annual grant, all funding is ADF	
Issues/Problems	Mitigations
Hard to plan ahead	Submit a plan beforehand
Time wasted on repetitive events	Template applications Recurring event option
No general overview of CSPs' finances	Increase budget
More time spent on reviewing applications and more time spent by CSPs writing applications	Utilise ADF Make ADF applications easier/shorter

Students have zero operational control in budgeting	
Issues/Problems	Mitigation
No student voice	Moderators: On to have a say
No transparency	Allocations and reasons sent to CSPs
No understanding of needs of clubs	Discussion forums between Union staff and CSP committees
Communications about specific needs won't go through	Reports to decision boards by staff
Inability to make effective policy if we can't see decisions	More staff
Increased workload on activities team	
Limited opportunities for growth	
Limited opportunities for new activities	
MGs become redundant	Accept

The €425k budget is split equally between every CSP (approx. €1k each)	
Issues/Problems	Mitigations
Not equitable	Accept
Higher cost societies will be forced to shut down	Provide more funding opportunities College/external sponsorships Better support
Accountability of the societies will be affected (higher costs)	
ADF/extra funding applications will be overwhelmed	Increase funding available Upgrade the ADF committee power & strength
Lower cost CSPs accumulate funds they can't use – unused grant can't roll over	Grant rolls over €1k budget provided by CSPs – this needs to match their expenditures

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Form: "2007 analysis of administrative expenses" (2007) Form: "2007 analysis of administrative expenses" (2007) <table border="1"> <tr> <td> Section 1: General Information Name of the company: _____ Address: _____ Tax identification number: _____ Reporting period: _____ </td> <td> Section 2: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____ </td> </tr> </table>	Section 1: General Information Name of the company: _____ Address: _____ Tax identification number: _____ Reporting period: _____	Section 2: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____	Form: "2007 analysis of administrative expenses" (2007) Form: "2007 analysis of administrative expenses" (2007) <table border="1"> <tr> <td> Section 3: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____ </td> <td> Section 4: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____ </td> </tr> </table>	Section 3: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____	Section 4: Administrative Expenses Description of expenses: _____ Amount: _____ Justification: _____
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- **Staff should play a greater operational role.**
- **Students should retain governance control.**

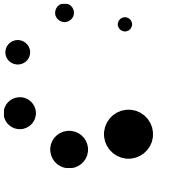
Timeline

- The timeline should be pushed later in the academic year.

Grant allocation

- More specific principles for grant allocation should exist.
- Grant allocation principles should align with ICU strategy.

Today...

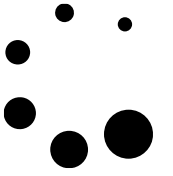


Timeframes

**Define
Core
Activity**

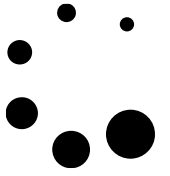
**Roles &
Responsibilities**

Timeframes



Option 1	Option 2
• CSPs submit a budget at the end of Term 2 (March) • Grant is allocated in Term 2 (April-June)	• CSPs submit a budget in Term 3 (April onwards) • Grant is allocated at the end of Term 3 or over the summer break (June-July)

Defining Core Activity



ICU's strategy has the following values:

- Integrity
- Inclusivity
- Innovation

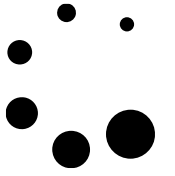
ICU's strategy has the following goals:

- Effective advocacy and influence
- Happy and healthy students
- Fun and inclusive communities

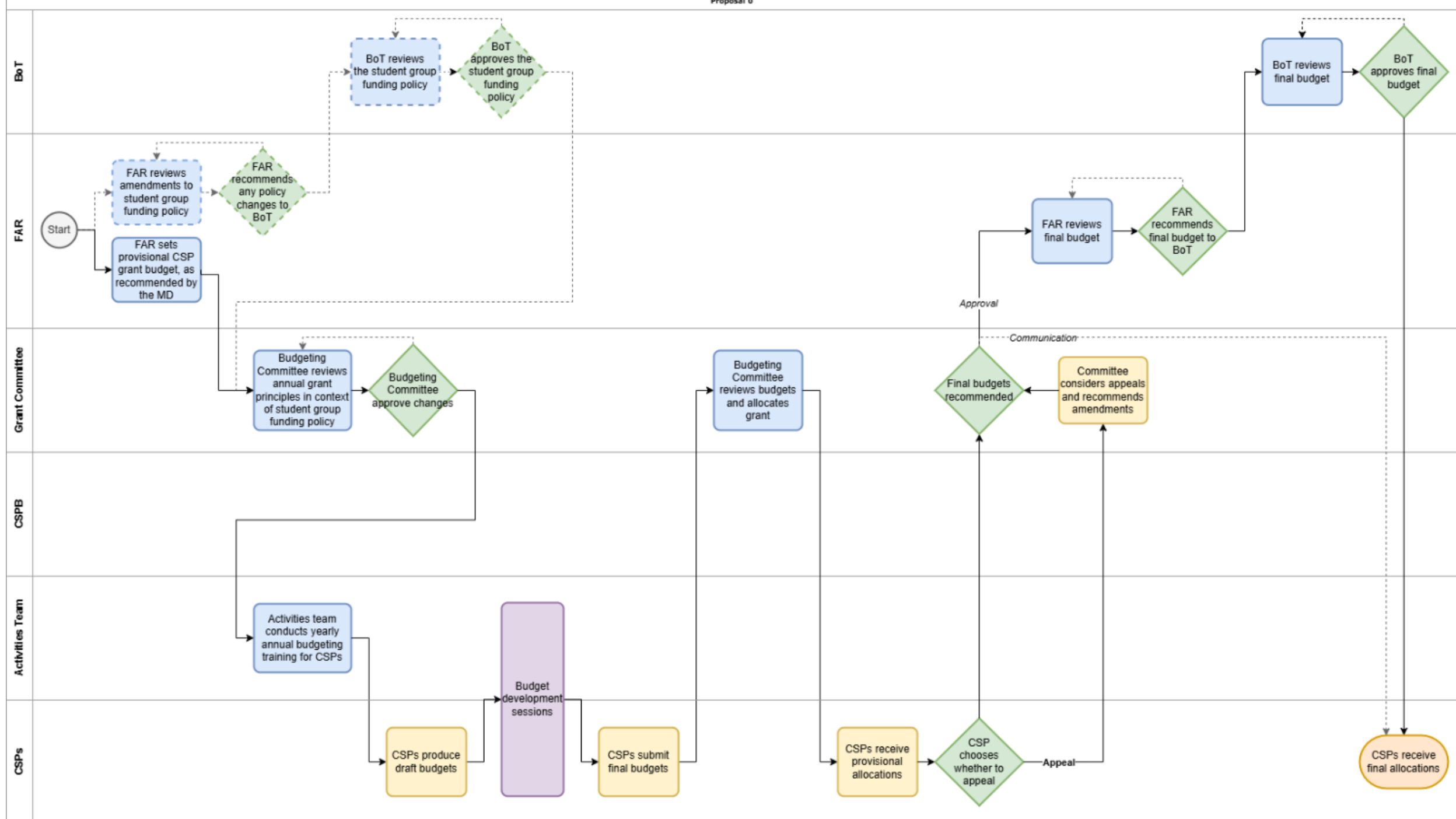
Fundamentally, we believe that fostering a sense of belonging to enable fun and inclusive communities to develop is at the core of all student activity.

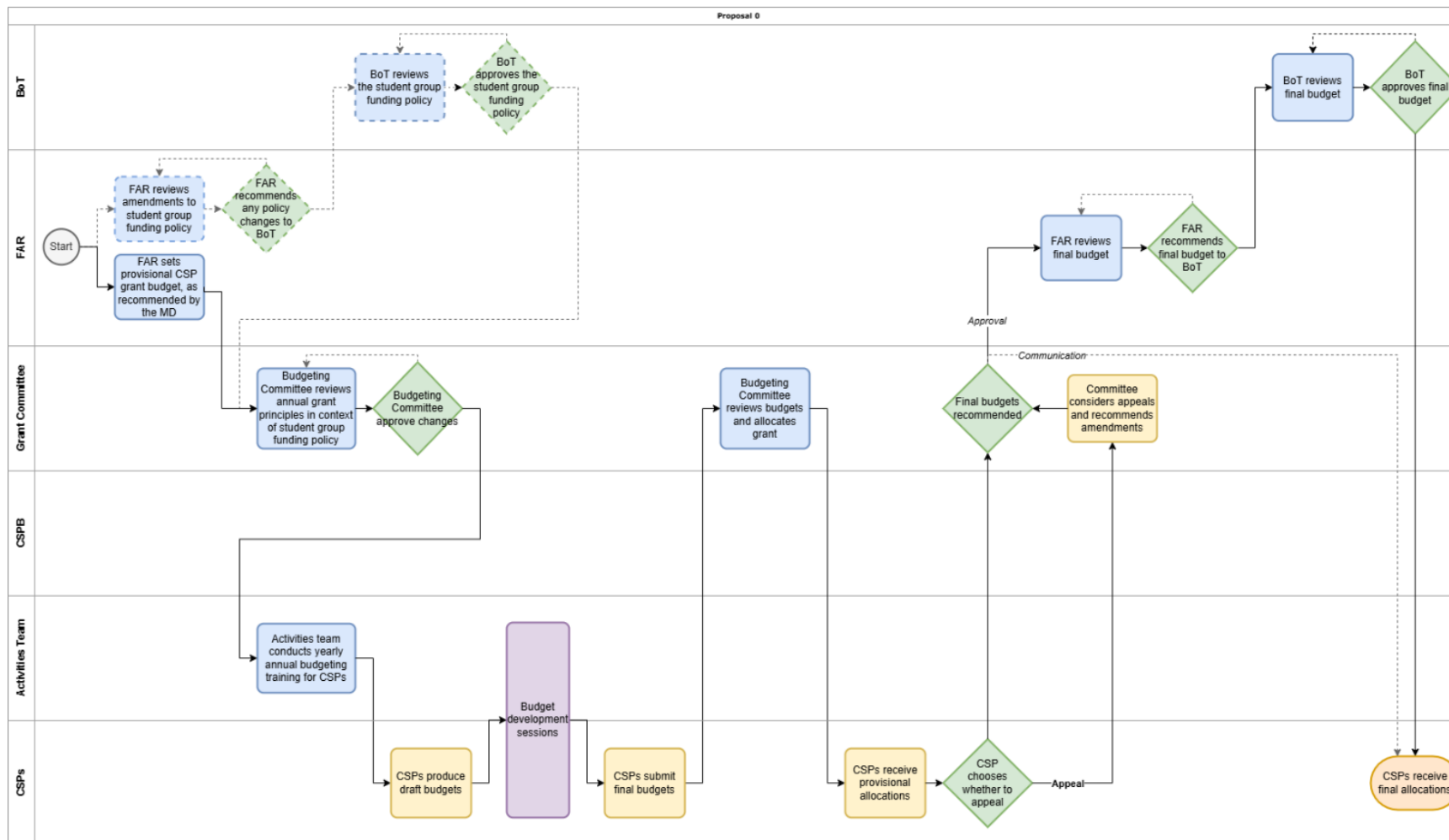
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Responsibilities Framework



	CSPs	Activities Team	CSPB	Grant Committee	Finance, Audit & Risk Committee	Board of Trustees
Student Group Funding Policy	I	C	C	C	R	A
Budgeting Principles (governance)	I	C	R	A	I	
Grant Allocation (operations)	I	C	I	A / R		
Grant Allocation (approvals)	I	C	I	R	A	
Budgeting Training		A / R				
Budget Creation	R	A	C			
Appeals		C	C (or R)	A / R		



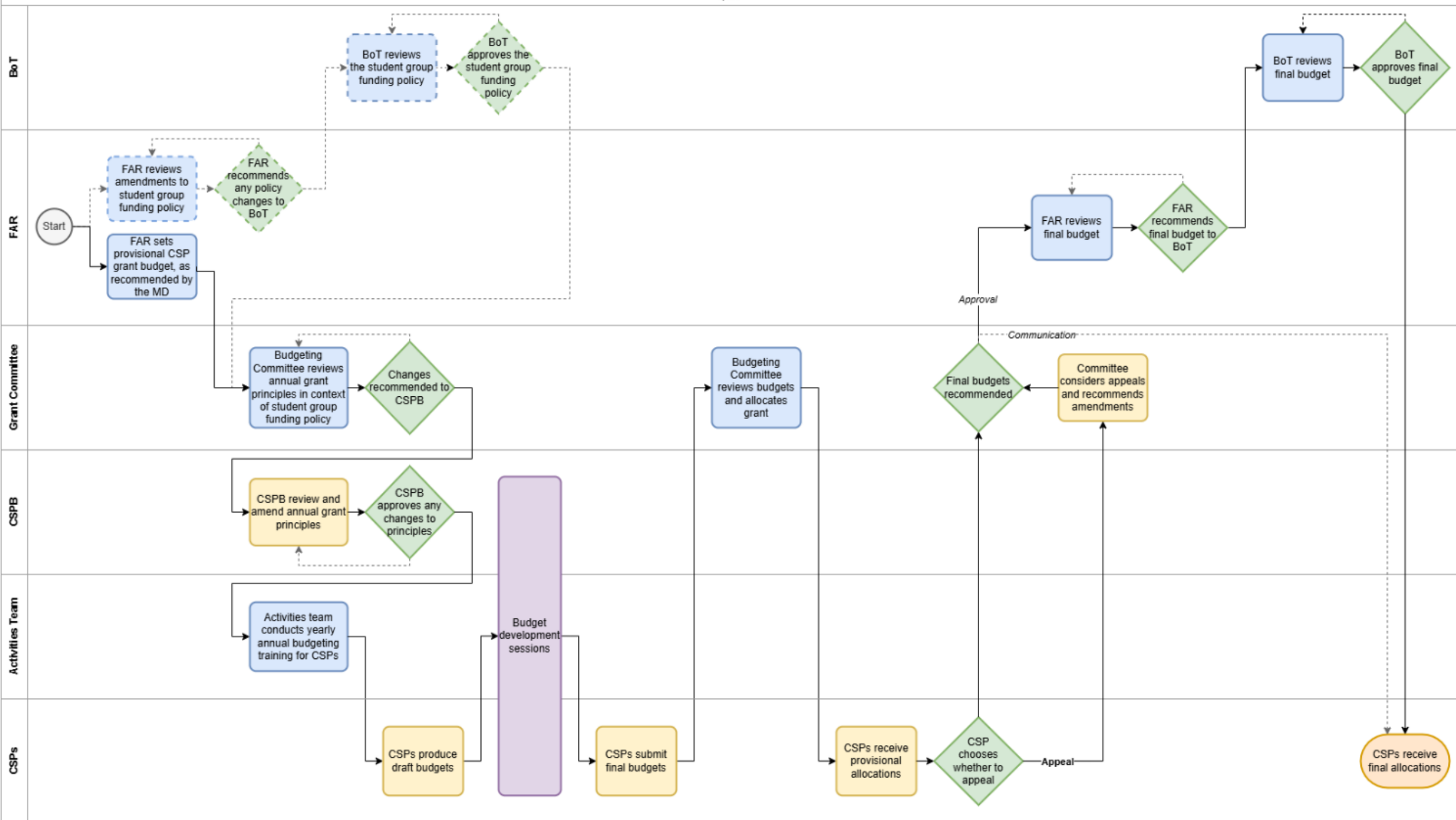


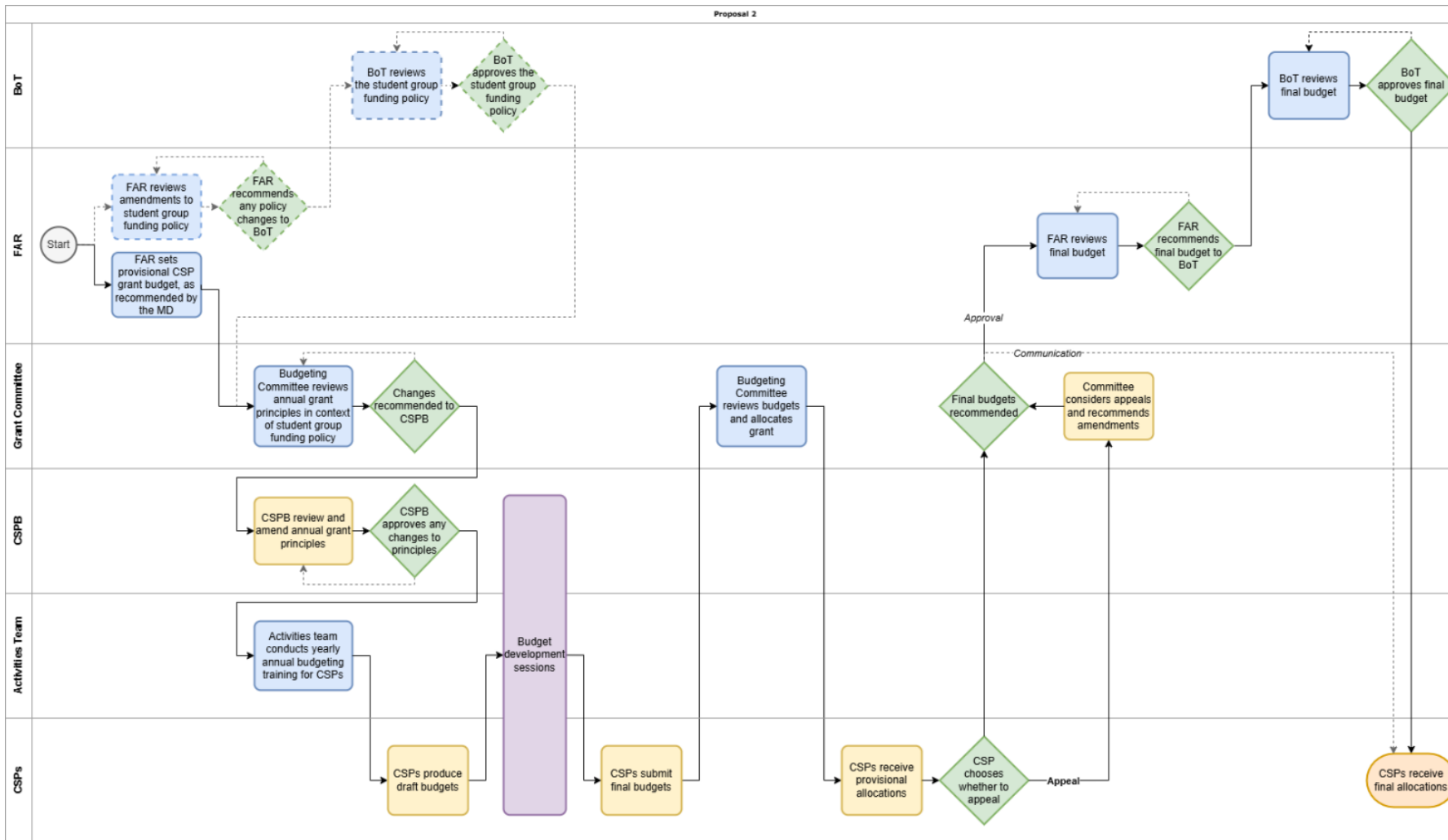
Pros	Cons
No student workload	Very high staff workload
High financial accuracy & compliance	Low transparency
	Budgeting for CSPs remains unchanged
	Lack of separation of appeals panel — unfair?
	CSPs can overinflate their costs — not equitable
	It's a change!

Principle	Rank
Compliance	5
Equity	3
Transparency	1
Efficiency	3
Financial Accuracy	3
	17/25

- Introduction of a “Grant Committee”, comprised of a mixture of elected officers and permanent staff.
- All responsibilities passed onto Grant Committee.
- Activities team take on a more active role in budget development.

Proposal 1



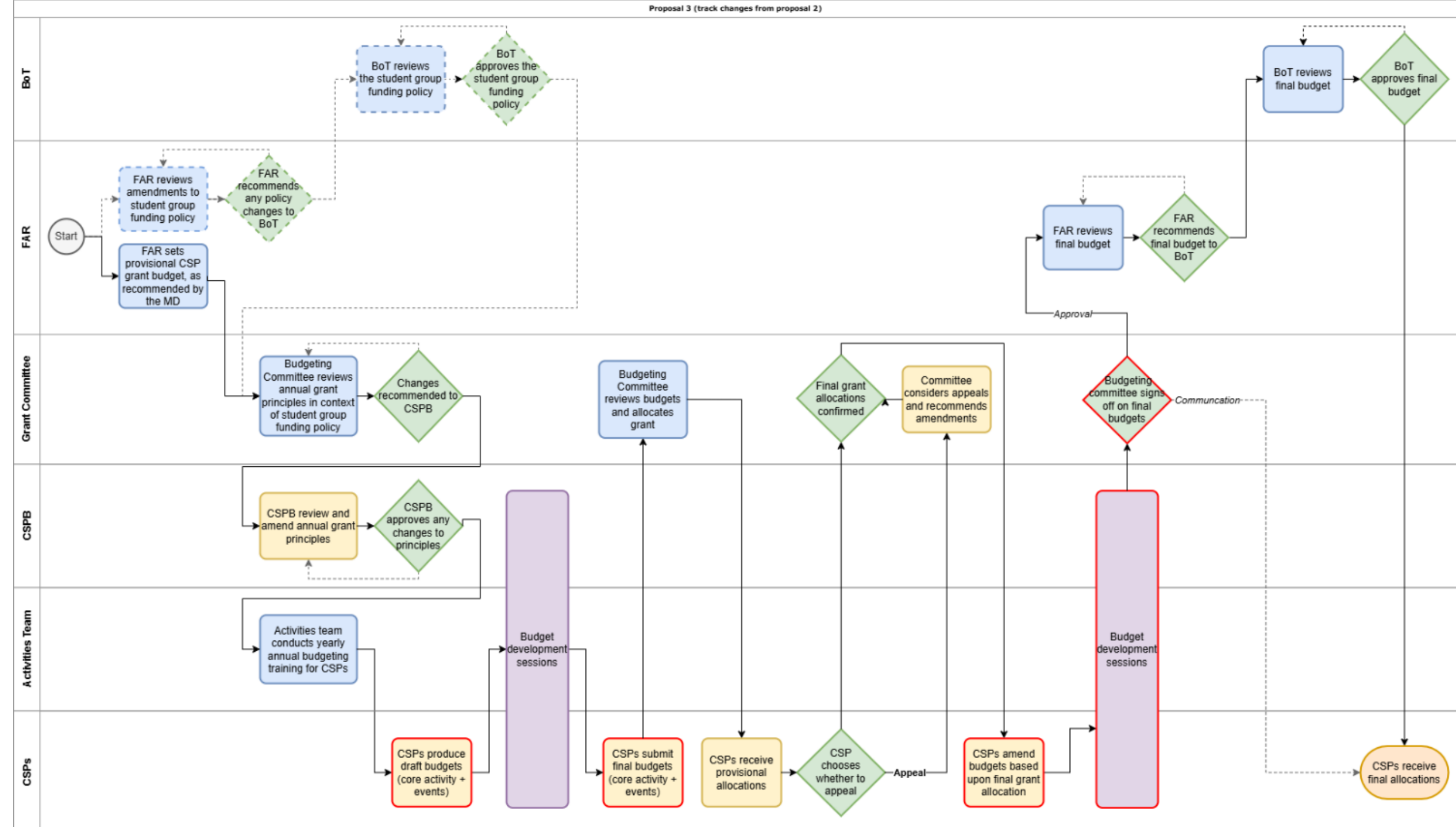


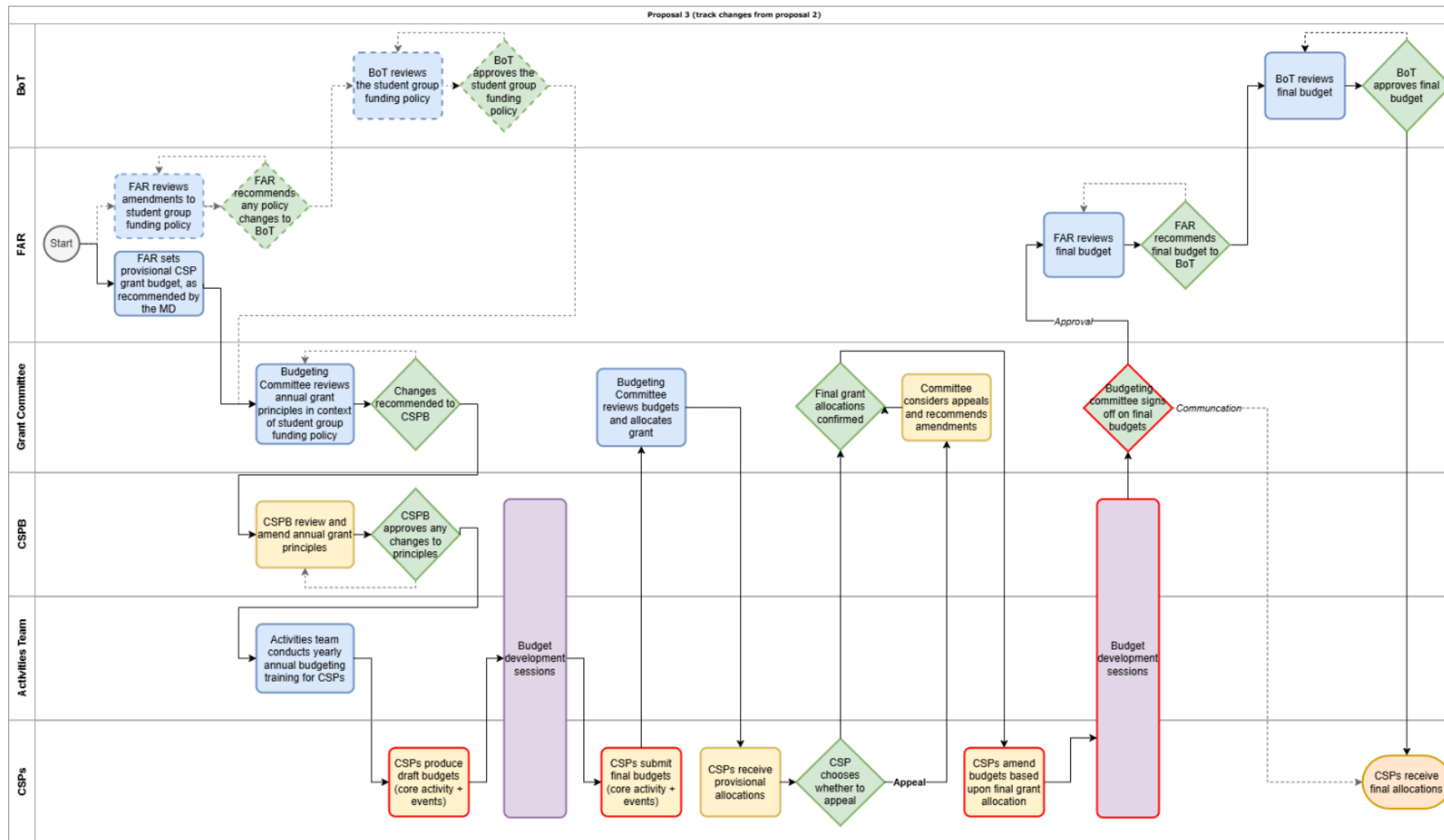
Pros	Cons
Balanced student and staff workload	Budgeting for CSPs remains unchanged
CSPB retains governance oversight	Lack of separation of appeals panel — unfair?
High financial accuracy	CSPs can overinflate their costs — not equitable
Equitable & transparent	It's a change!

Principle	Rank
Compliance	5
Equity	4↑
Transparency	3↑
Efficiency	3
Financial Accuracy	3
	19/25↑

- Introduction of a “Grant Committee”, comprised of a mixture of elected officers and permanent staff.
- Activities team take on a more active role in budget development in conjunction with CSPB.
- CSPB own budgeting principles / Grant Committee carry out budgeting operationally

Proposal 2



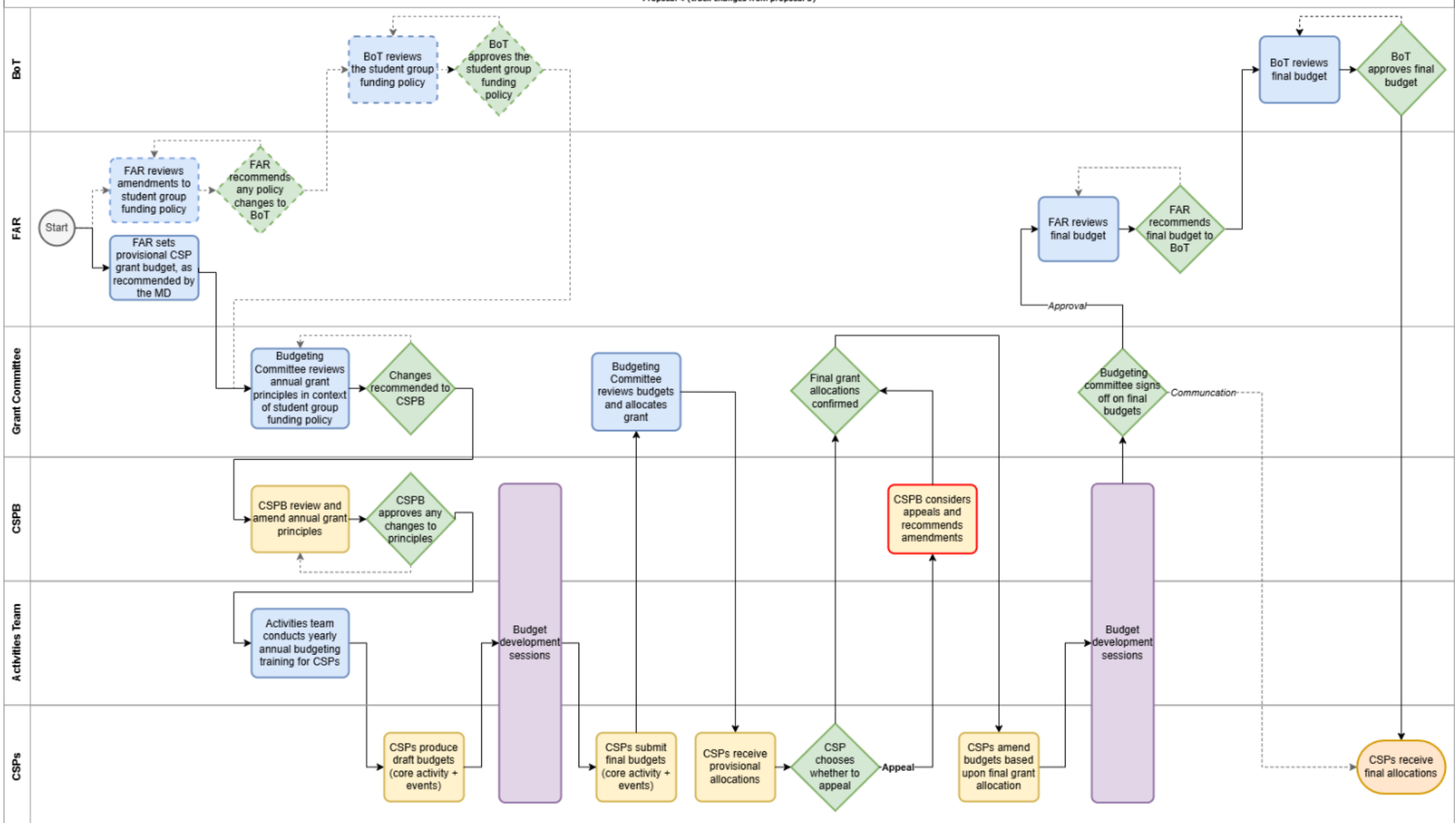


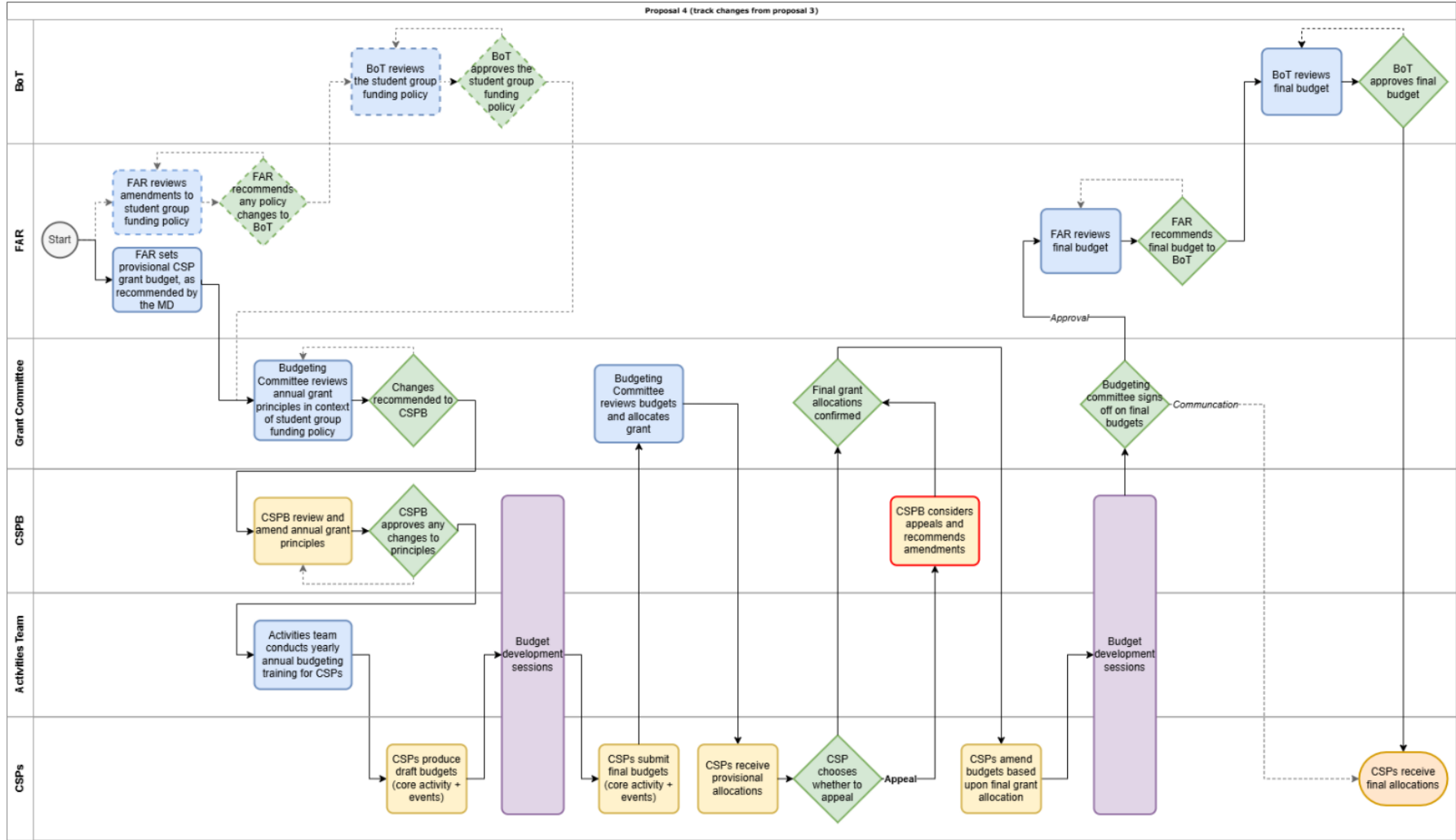
- Introduction of a “Grant Committee”, comprised of a mixture of elected officers and permanent staff.
- Activities team take on a more active role in budget development in conjunction with CSPB.
- CSPB own budgeting principles / Grant Committee carry out budgeting operationally.
- Only core expenditure is considered before grant is allocated, with core income (membership & top ups) is considered after grant is allocated.
- Addition of budget development sessions after grant allocation.

Pros	Cons
Balanced student and staff workload	Lack of separation of appeals panel — unfair?
CSPB retains governance oversight	It’s a change!
High financial accuracy & compliance	
Equitable & transparent	
Separation of expenses and income for core activity allows CSPs to budget more accurately.	

Principle	Rank
Compliance	5↑
Equity	4
Transparency	4
Efficiency	4↑
Financial Accuracy	5↑
	22/25↑

Proposal 3



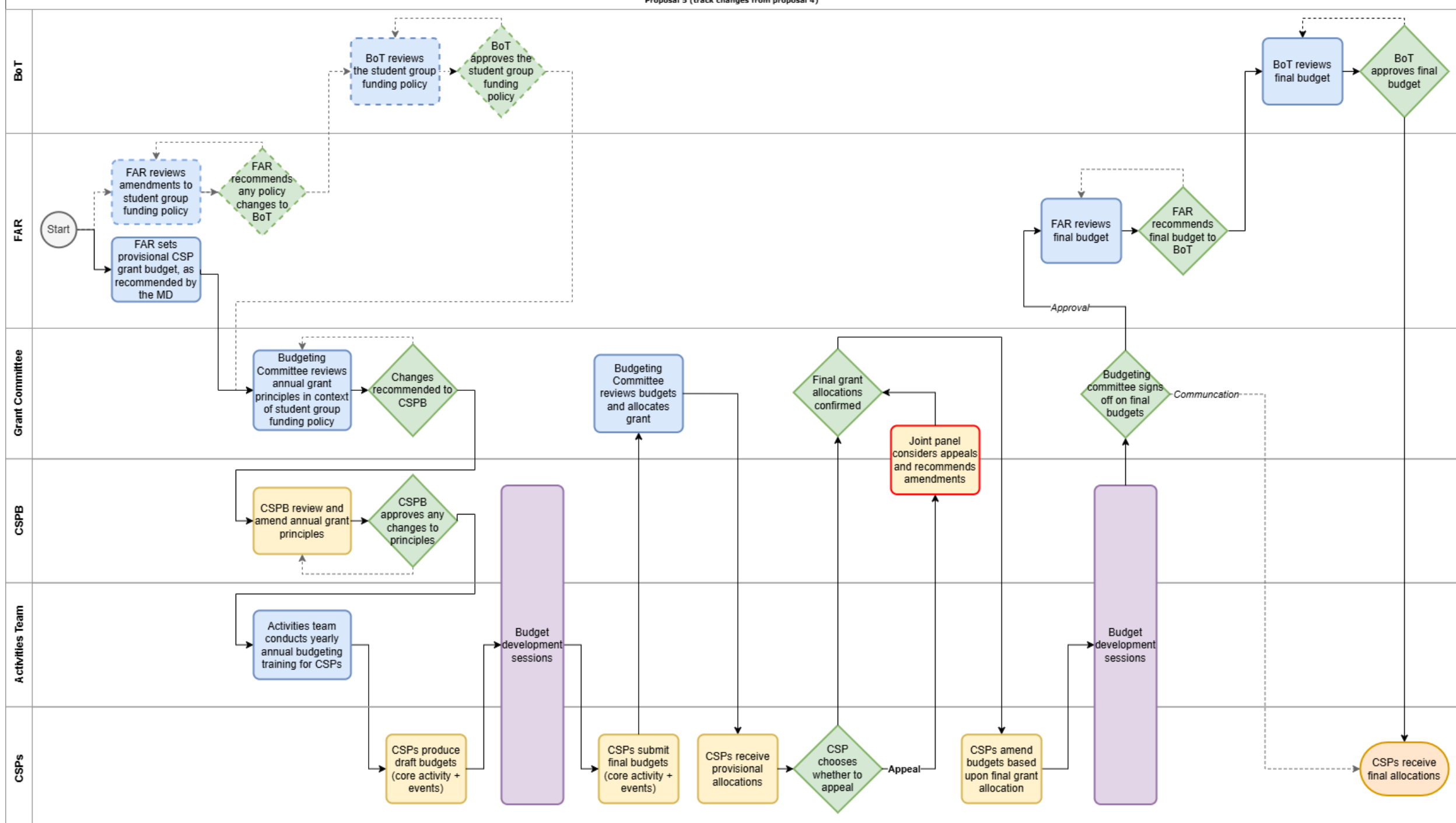


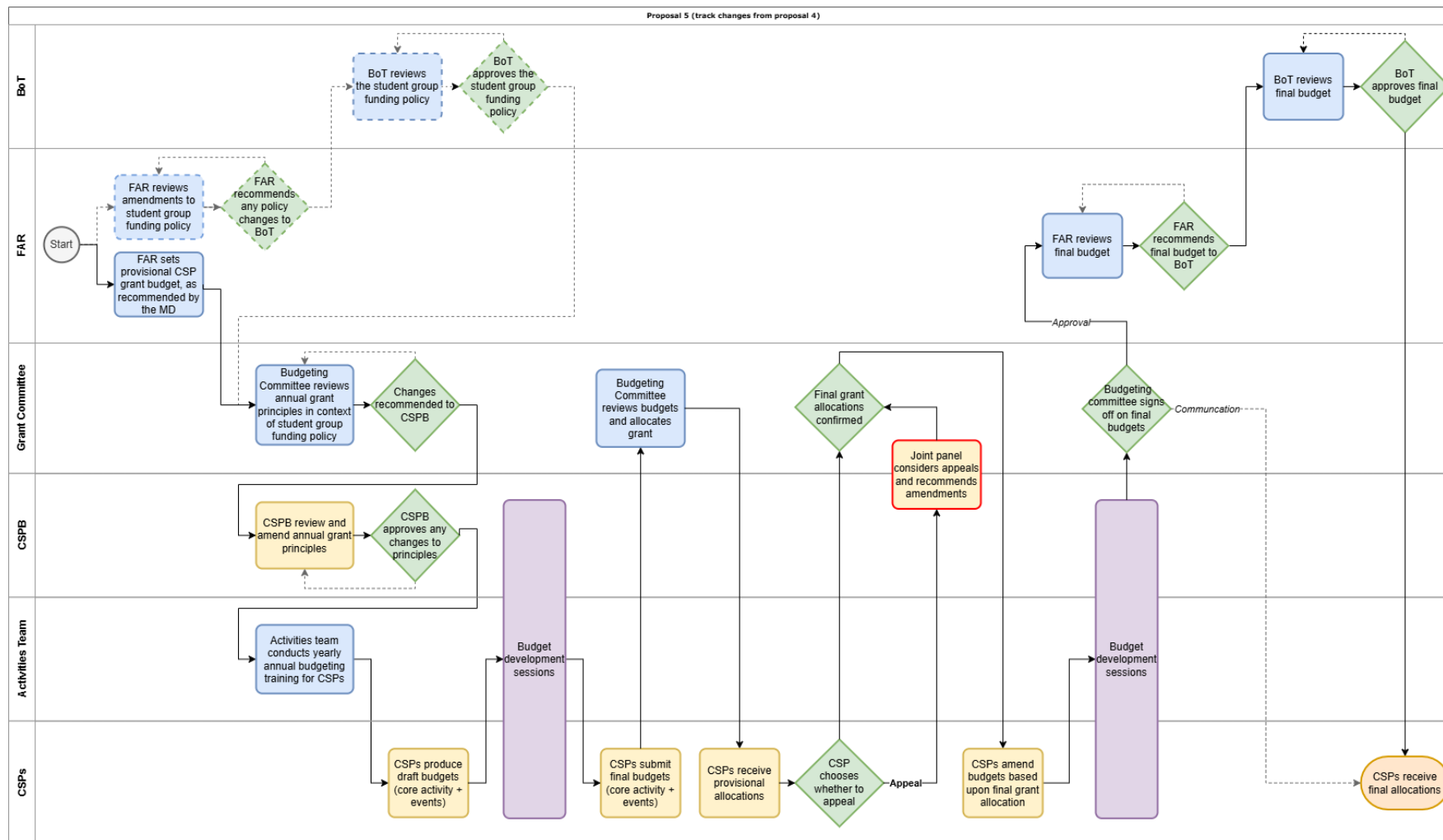
- Introduction of a “Grant Committee”, comprised of a mixture of elected officers and permanent staff.
- Activities team take on a more active role in budget development in conjunction with CSPB.
- CSPB own budgeting principles / Grant Committee carry out budgeting operationally.
- Only core expenditure is considered before grant is allocated, with core income (membership & top ups) is considered after grant is allocated.
- Addition of budget development sessions after grant allocation.
- CSPB owns appeals governance.

Pros	Cons
Balanced student and staff workload	No staff oversight on appeals — compliance?
CSPB retains governance oversight	It’s a change!
High financial accuracy & compliance	
Equitable & transparent	
Separation of expenses and income for core activity allows CSPs to budget more accurately.	
Separation of appeals power	

Principle	Rank
Compliance	5
Equity	4
Transparency	5↑
Efficiency	4
Financial Accuracy	5
	23/25↑

Proposal 4



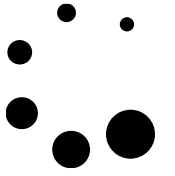


- Introduction of a “Grant Committee”, comprised of a mixture of elected officers and permanent staff.
- Activities team take on a more active role in budget development in conjunction with CSPB.
- CSPB own budgeting principles / Grant Committee carry out budgeting operationally.
- Only core expenditure is considered before grant is allocated, with core income (membership & top ups) is considered after grant is allocated.
- Addition of budget development sessions after grant allocation.
- Joint panel considers appeals.

Pros	Cons
Balanced student and staff workload	It's a change!
CSPB retains governance oversight	
High financial accuracy & compliance	
Equitable & transparent	
Separation of expenses and income for core activity allows CSPs to budget more accurately.	
Balanced appeals panel	

Principle	Rank
Compliance	5
Equity	4
Transparency	5
Efficiency	5↑
Financial Accuracy	5
	24/25↑

Proposal 5



Discuss