

CUSU COUNCIL EASTER I MINUTES – 1ST MAY 2017

ATTENDANCE

PRESENT

Rachel Mander, CUSU Chair

Alex Cicale, CUSU Democratic Support Coordinator (Scribe)

Amatey Doku, CUSU President

Éireann Attridge, CUSU Access and Funding Officer

- acting as proxy for Audrey Sebatindira, CUSU Women's Officer*

Jess Wing, CUSU Disabled Students' Officer*

Roberta Huldish, CUSU Education Officer

Mark McCormack, CUSU General Manager

Jake Gilbey, Clare JCR, Vice-President*

Connor MacDonald, Emmanuel JCR, President*

William Hewstone, Homerton JCR, President*

Toby Matimong, Homerton JCR, Vice-President (External)*

Victoria Taylor, Jesus JCR, Vice-President*

Max Bowling acting as proxy for Katherine Boucher, Jesus JCR, President*

Ceylon Hickman, King's JCR, President*

Amy Clark, King's JCR, Vice-President*

Salma Elnagar, Lucy Cavendish SU, Vice-President*

Georgia Semple, Murray Edwards JCR, Vice-President*

Oliver Hulme, Pembroke JCR, President*

Helen Jennings, Pembroke JCR, Vice-President*

Alex Lawrence, Peterhouse JCR, Vice-President*

Hope Whitehead, Queens' JCR, President*

Ben Collins, Queens' JCR, Vice-President*

Lizzie Palmer, Robinson JCR, Chair*

Fran Jenkins, Sidney Sussex JCR, President*

Jonathan Ho, St Catharine's College JCR, External Officer*

Dante Gaviano, Trinity JCR, Vice-President*

Tobias Roder, Clare MCR, Vice-President*

Elaine Gray, Darwin DCSA, President*

Dan Dennis acting as proxy for Oliver Fleck, Darwin DCSA, External Officer*

Nicholas Langford, Hughes Hall MCR, Vice-President*

Rachel Crosby, Newnham MCR, External Officer*

Mark Driver, Robinson College MCR, President*
Jesse Allardice, St Johns' MCR, President*
Sebastian Wrobel, Wolfson College Students' Association, External Officer*

Sam Longton, Law Faculty Representative*
Simon Percelay, CUSU LGBT+ Chair*
Matthew Kite, Education Team Member, Part Time Executive*

Total voting members of CUSU Council present (*): 32

The items in red are clarifications made in Easter Term CUSU Council II

APOLOGIES

None.

1. OBJECTIONS TO THE ORDER OF ITEMS ON THE AGENDA

None

2. CORRECTIONS TO THE MINUTES OF THE LAST COUNCIL MEETING

- The minutes for CUSU Council III of Lent term had Will Tilbrook listed as a Varsity member when he is in fact part of TCS. This has now been corrected.

3. MATTERS ARISING FROM THE MINUTES OF THE LAST COUNCIL MEETING

None

4. DATE, TIME AND VENUE OF UPCOMING COUNCIL MEETINGS

- Provisionally on Monday 15th May in Mill Lane Lecture Room II at 7pm.

5. ANNOUNCEMENTS BY COMMITTEES, CAMPAIGN TEAMS AND THE EXECUTIVE

- **Roberta Huldisch (CUSU Education Officer) presenting Sophie Buck's (CUSU-GU Welfare and Rights Officer) updates:**
 - Attended a working group on intermission with Jess Wing where the intermission guidance for tutors was discussed in detail.
 - Met with the welfare officer from Durham University to discuss similar problems that we face.
 - Wrote a 15 page guide to supporting friends and ran a workshop on this for students. The guide will be released soon and includes things ranging from active listening to support services that are available.
 - Ran another training session for new welfare officers.
 - Prepared for mental health awareness week.
 - Attended the Alcohol Working Group where a college toolkit including information about alcohol consumption and guidance on policy and supporting students was discussed.
 - Attended the Welfare and Finance Committee meeting where confidentiality guidelines for colleges were discussed again among other things.

- Attended a GU Trustee Board meeting.
 - Attended several meetings with the Student Union's Advice Service to discuss the development of the service.
 - Attended the following committees:
 - o General Board Education Committee
 - o Senior Tutor's Standing Committee on Education
 - o Board of Examinations [has now been dissolved].
- **Roberta Huldish (CUSU Education Officer):**
 - Attended the following committees:
 - o General Board Education Committee
 - o Senior Tutor's Standing Committee on Education
 - o Board of Examinations [now been dissolved].
 - Ran focus groups and wrote report on supervisor training and support, met with key stakeholders about this.
 - Attended a meeting on inclusive teaching and learning with the DSO.
 - Attended a meeting for the Cambridge centre for teaching and learning, feeding into their long term strategy.
 - Met with Education and Student policy regularly, discussing issues such as putting student reps on academic hiring panels and support for faculty reps.
 - Organised SLTAs and planned the Awards ceremony.
 - Campaigned around the HE bill, including the NSS boycott and writing and producing an info video on lobbying MPs.
 - Participated in trustee meetings and the external trustee selection group.
 - Wrote a bulletin, commented to student press.
 - Attended NUS conference.
- **Jess Wing (Disabled Students' Officer):**
 - Running disabled students' campaign committee elections.
 - In early April the Undergraduate Intermission Guide was released. I have recently ordered physical copies of the resource and will be sending out two to every college so there is at least one per common room.
 - Attended the Intermission Working Group, which will adapt CUSU's work on intermission support and fit it into existing policy.
 - I have recently begun working on another resource on reasonable adjustments and student support documents that will hopefully address all questions students can have about SSDs, including what to do if your supervisor hasn't received it, or isn't implementing your adjustments. Part of my preparatory work for this has involved collecting testimony and feedback from students, so visit this [page](#) to learn more about the scope of the guide, and how you can get involved.
 - We have been working with the Advice Service to determine what training incoming sabbatical officers shall receive in terms of supporting students 1-to-1.
 - Met with the Advice Service to discuss general anonymised issues arising from their work, in order to develop actions moving forward.
 - Continued working on handover for incoming sabbs.
 - Most of my work at the moment has involved preparing for Mental Health Awareness Week (8-14 May). This year we're seeking to extend our reach to students who don't usually engage with CUSU or who necessarily think of themselves as having issues with mental

health. We're writing a series of posts focusing on issues surrounding mental health but placing them specifically within a Cambridge context, including resources for seeking support and also supporting your friends. These will be posted throughout the week on the Disabled Students' Campaign blog.

Audrey Sebatindira (CUSU Women's Officer):

- Was not in attendance.

CUSU LGBT+ CAMPAIGN

Simon Percelay, CUSU LGBT+ Chair: We have a busy term planned. That is because we propose a constitutional referendum at this Council at the same time as by-elections which will occur later this term. We are also organising Easter term's welfare campaign. After this we are starting to organise the garden party which will be happening at the end of term. The Rainbow Ball will also be occurring. We are also going to be creating an active and efficient committee system and that is mainly by resolving organisational issues. There will be more events held later on in term.

CUSU BME CAMPAIGN

No representative was in attendance.

CUSU DISABLED STUDENTS' CAMPAIGN

Updated by Jessica Wing above.

CUSU INTERNATIONAL STUDENTS' CAMPAIGN

No representative was in attendance.

CUSU WOMEN'S CAMPAIGN

Audrey was not in attendance.

CUSU ETHICAL AFFAIRS CAMPAIGN

No representative was in attendance.

6. QUESTIONS TO COMMITTEES, CAMPAIGN TEAMS AND THE EXECUTIVE

None.

7. ANNOUNCEMENTS BY THE COUNCIL

None.

8. DISCUSSIONS – Please read [this document](#)

- The discussion on future councils this term (item 4a) was withdrawn by Amatey.
- **CUSU Budget (Amatey Doku):** This is quite a complicated picture. We wanted to present this budget at a slightly higher level than this time last year, starting with a discussion before presenting

you with the numbers. We decided to talk at this Council about where we are, our direction of travel and where we want to be. And then well in time for the next Council we will be able to show you all of the numbers. The discussion we have here will then influence what the finer details are.

Very briefly, [this document](#) was circulated highlighting the income and expenditure for CUSU. It sets out where we need to be going over the next couple of years.

Context: CUSU has been very reliant on external publications for a number of years now. It's quite high risk. Most student unions in terms of their core functions rely on funds from their universities in the form of a block grant. CUSU doesn't have the luxury of having that because Cambridge isn't disposed to giving us the funds we need, and when it does, it doesn't give us enough. We have therefore been relying on external publications for some years. Two publications in particular:

- 1) Guide to Excellence – This was stopped in 2015. The reason the Trustee Board decided to stop this was because it wasn't really in line with CUSU's charitable aims.

In 2014-2015 we received £41,000 as a substitute of funds for moving away from the Guide to Excellence. In 2015-2016 the University encouraged us to apply for those funds – what some of the press like to call our 'bailout'. Once again, this was to substitute the funds from a publication which wasn't really in line with our charitable aims.

- 2) A Careers Guide – We don't think it's within CUSU's interests to be so reliant on a single external publication.

This budget is really around this Careers Guide.

In terms of where we are now, the Trustee Board has been debating for a long time the Careers Guide. This should bring in about £80,000 every year. We have had some difficulties with this arrangement.

One of the difficulties have been that the annual cycle of them giving us the money has been slipping. What we had was a 12 month project which fitted very well with our annual cycle. This started slipping into a 16 month project. As soon as it stopped being compatible with our financial year, we didn't get the funds in the year that we needed it and we then started signing more and more of a loss. The contract that was signed allowed them to do that. The real issue was with the contract. We started seeing slippages in funds.

There were also other concerns in terms of the way in which the other organisation was going about approaching other institutions which had some ramifications for our relationship with the University.

The result of that 'slippage' in funds has meant that we have had to reconsider this relationship – it is such a big income stream but it is not compatible with the way we do our financial year as it has depleted our reserves. We've managed to go two years without funds.

The contracts were due to be renegotiated this year. We set out very clearly that this is what we wanted, to be paid on time in year and that we wanted these slippages to be resolved. We've been unable to reach an agreement in time for this budget.

The Trustee Board therefore decided that now would be a good time to move away from that reliance on funds and to look at different funding options – this is enabled by our new Fundraising and Services Manager who has been very good at providing different ways in which we can look for funds and move away from the other company which is St James’s House. One of the options which is looking quite promising at the moment is moving to an arrangement that Oxford have with the University. Oxford produce a Careers Guide with their University Careers’ Service – this is something we are looking into.

What this budget does is accept that for the last two years we haven’t received those funds – it is therefore not right that we budget for next year assuming that we will receive those funds. We should therefore look at other options. This is the beginning of a three year transition period where we look for other options.

It is likely that we will need to go to the University for some assistance as we move away from the Careers Guide to protect our reserves and our cash-flow. The University normally only responds really well in that situation if we present a clear plan. This is what we are proposing – a 3 year strategy.

We’ve outlined a couple of things, as you can see in those nine steps. The first one being introducing a new Careers project over the next three years. Initially, because it is a new project, it will sign a loss, but we hope that in three years’ time we will begin to make money again. There are other efficiencies and savings that we might have to make as well.

After we have had this conversation and you have had the chance to look at some of the numbers, please do get in touch if you see anything that you have any issues or concerns about. We will have a discussion tomorrow with the Trustee Board. By Thursday we will hopefully have all of the numbers out and you will have the chance to contact us directly to tell us if you have any concerns. Hopefully at the next Council we can pass the budget.

• Regarding the slippage in the contracts, I imagine the contract, even if it’s not on a 12 month period, means that you are still going to get the money at some point. Why is there still a depletion of reserves? Are you going to get a big lump sum sometime soon? Are they just not paying and will they pay you at some point?

- Amatey: The slippages occur because they delay the actual publication. So if they don’t print it they don’t give us the money. Printing of the publication has been delayed.

Do these publications have to be printed?

- Mark McCormack (CUSU General Manager): No, because the contract came to an end and we are in a process of renegotiating that contract. The negotiations have been taking place to get that new contract going, but slippage is an issue for us and this has been an issue in the negotiations and it hasn’t been resolved so far. With the issue with the cash-flow, even if we were waiting for funds and started a new contract, essentially we start spending the money before we have it. That then means when we do that our reserves are depleted whilst we are waiting for the funds. The longer we wait for those funds therefore, the more nervous we get about whether we can still fund what we do if it goes on for so long. Especially having gone through a period where the reserves have been depleted, we now can’t go as long waiting for those payments and the payments relate to when the publication happens. We only have so much control as to when that happens.
- Amatey: Because of the slippages, it’s gone out of sync with each year, so we’ve had less publications than we should have.

Are you saying that CUSU signed a contract saying that they can publish within a certain amount of time?

- That's what we've been trying to negotiate.

The contract that just expired, was it a contract that said 'if you publish this CUSU will get the funds', but there was no mandate for them to publish at all? You've gone two years without them publishing anything, in those two years were you expecting them to publish something?

- There's an expectation in the contract that they publish annually. The contract gave them the leeway to push that timescale commitment, which has meant that we are now behind on the publications. We have publications for previous years which are coming out, but because we have been spending at a certain level it has been out of sync with when the money comes in.
- Rachel Mander, CUSU Chair: Just to clarify, it's not that they haven't published anything, but it's that they are publishing out-of-sync. Because of the additional time in between publications, there's a loss of money associated with that. It's not that they have published it but refused to pay CUSU.

My point is not that they are not paying us for publishing something, but where on this spreadsheet is the money that they have given us for publishing?

- We haven't budgeted for it for 2017-2018 as we are moving away from this source of funding as we haven't got anything for this financial year [2016-2017]. Whereas last year we had anticipated that we would get at least something.
- Roberta Huldish (CUSU Education Officer): I think what we are saying in between the lines is that we shouldn't be in this situation but we are trying to deal with it as it is by moving away from a contract which is risky and is not reliably giving us the funds that we need.

• How much say do we have in what is said in the publication? It is not a great idea if we are automatically putting our name on something when we don't know what it is actually saying about careers.

- Precisely. The thing about this arrangement is that it was a rare opportunity for us to get the unrestricted funding that that publication offered. A lot of the money we get from the University it directed and targeted at specific things. Whereas most universities have a large block of unrestricted funding. Because we want to maintain the Student Union at a level that we think is appropriate for a university this size, with this number of students, we felt it important to maximise revenue to be able to function at this level.
- This budget by no means presents the end of all the issues. A really serious conversation will need to be had next year about whether or not the structure of the Union can continue at this level. It will be a good opportunity for the next team to start pushing even harder than we have done this year to ask the University to really think again about how it funds its Students' Union and whether or not this is the best way to do it.

• On the publication again, that doesn't mean that CUSU currently made a loss on income that it actually expected to come in. It just means that the money came later but the money did come eventually.

- For this financial year we haven't had anything.

For the previous financial year, CUSU didn't actually incur a loss, it just came later?

- Mark: Yes, it just came very late.

• **How much money are we currently down to St James' House, because we haven't seen the final accounts and how they ended for the last financial year. How much of a deficit did CUSU make? CUSU's accounts with the Charity Commission should be out fairly soon, I assume, what kind of deficit has CUSU already run? Given that in 2015 CUSU is listed of having reserves of £341,000, and in the upcoming budget it is listed as being at around £160,000. Was £180,000 lost over 2016-2017?**

- Amatey: The reason the reserves are the way they are is because we haven't been paid by St James's House **for this financial year because contracts hadn't been signed.**
- Mark: That figure refers to two financial years. The 15-16 year meant our auditors will be filing a £59,000 loss this week which is a mitigated loss from not having those funds from the publications. For the 16-17 year, the forecast – bearing in mind it is a forecast and there are a lot of uncertainties about our financial position in the current year as we have just gone past Lent, as we get into May we will have a better idea of where we are with our financial position for this current financial year. We expect to make a significant loss this year because last year we didn't have one of the publications which was the careers funding. This year we don't have any of the publications and combined they would bring in £140,000. That helps to explain how the reserves have been depleted so quickly.
- Amatey: There was an expectation when the University gave us the funds the first time around for the loss of the income from the Guide to Excellence that they would be recurrent. I think that perhaps part of the reason that they weren't was that at the time we didn't have a clear plan about how we would move forward. Hopefully with the work that our Fundraising Manager has done, this sets out clearly how we intend to move away from the publication model.

• **When you discontinued the Guide to Excellence, did you do that on legal advice that it wasn't within your charitable remit and you couldn't do it, or was it just a decision made by the Trustees who felt it wasn't in line with the goals of CUSU?**

- Amatey: I'm more inclined to go with the latter. I wasn't there at the time nor were any of our current Trustees, we may have to look at the minutes from that particular conversation.
- Mark: It wasn't based on legal advice. The University had been concerned about that publication for a long time and CUSU received a lot of complaints from the University about it because it wasn't very student focused, and it was a regular discussion at Board as a level of risk for the Trustees at that time. It was a Trustee decision.

We've gone three years since this publication was axed with £60,000 in lost revenue, replaced for one year by the University funding. For two more years, because of a contract that seems to have very problematic elements in it in terms of the financial position of the University, this has resulted in a rapid decrease of the reserves. Who is going to be held accountable for this? I would say this is mismanagement of some kind, that the reserves have been depleted this quickly in three years. It's certainly not confidence inspiring.

- I think the issue is the original contract. Part of the reason we haven't been discussing this prior to this point is a) we're in a relationship with another organisation who provides a significant amount of our funds and we were due to renegotiate the contract around this time. When you are about to enter into negotiations, you don't want a running commentary over what those negotiations are going to look like. We have set out the position to the publisher that we want the funds to come in on time. This could work if the funds came in on time and there was no delay. Those conversations have been difficult to have and we haven't had a chance to get these conversations concluded by this point. We thought it would be wrong to present a budget with projected income from the publishing company,

with those talks eventually breaking down. We are not ruling out ever working with these people ever again, but certainly not under this current model.

The Trustee Board are ultimately accountable for it and we met our responsibilities by presenting very clear guidance on what we wanted any new contract to look like. Until it meets that threshold, we decided that we were not going to sign any new contract with these people. Ultimately, we wouldn't be in this position had we been provided with the funds a students' union of this size should have.

• There's only a certain point that they have to publish and you said that they have been pushing things back. Is it two years by which they have to publish or how long can they keep pushing back publication?

- Mark: Officially there's no publication in the pipeline. We know that the company are willing to work with us and are ready to go ahead and prepare for a new publication. The last publication was in March 2016 with *Cambridge Strategies*. That related to the 14-15 year.

When are the publications coming out that are going to bring the money back that are currently missing?

- Amatey: ~~We don't know.~~ At that time we didn't know when the publications were going to come out as we were negotiating the contract that was recently signed. The money that was missing was the money that we were hoping to get from a contract signed this year. There was no outstanding money from previous publications.

Are they in the pipeline?

- They should be in the pipeline if we are saying that they have been delayed. In terms of where we are at this point, there is no guarantee. We are saying delayed because we are assuming that at some point we will get the money from these publications, but we can't say for certain.

• Any new publications depend on whether there is a new contract?

- They could turn around tomorrow and make a payment for a publication, but at the moment we can't say that for certain, which is why we are saying that we have received no funds from them this year and we don't expect to receive any funds from them in the future.

• Would the budget that we have now accounted for here change should they agree to CUSU's conditions for a new contract? Would we carry on with this new three year plan?

- The Trustees made it very clear that they weren't very keen to continue with the current model, partly because of the way these negotiations have been conducted. If this is what it takes for us to achieve a new contract, it is a huge drain on our limited resources. That is why a potential relationship with the University might be better.

• In essence, it sounds like CUSU itself has put in a lot of work for these publications to come out. What you're saying is that the money we expected to receive from them, we're just going to walk away from because it's not worth CUSU's time?

- No, it's highly unlikely that CUSU will receive this money and it is such a risk to continue with a model where we don't know when we will receive this money. We wouldn't be walking away from it without reasons if the money was coming in on time.

• The possibility that the money for this year might actually never come in has already been calculated into the fact that the reserves are depleted down to £160,000 at the moment? Or if the

money that has been calculated into this year's budget actually never comes, will this mean that next year's budget would need to change as well?

- No, we've already calculated that.

The income from this year to next year is down by £160,000, compared to £260,000 with the year before. Is this all only due to the fact that these publications got cut or are there any other reasons why CUSU's income has declined so significantly?

- Mark: It's mainly down to the publications. We've had a reassessment, if it's within the budget information that you have and not within our accounts, I'll have to look into that to give you an answer. If you are looking at our audited accounts, there have been wild fluctuations in our income because of how the premises that we have are valued. In one year they were valued at £40-50k, suddenly that went up to £85k. This is basically money we don't see, it's just a valuation of our premises that we need to account for and that would go down to 60k in our accounts that will go out this week.
- Amatey: It could be that the money we have got as a substitute from the publications may have been factored in as it was seen as income in one year. That may answer your question but I will have another look at this.

• What's going to be done in the future to avoid this happening again? It looks like there has been a huge failure by lawyers or by management.

- This is why we're here and why I'm presenting this plan. We will make sure that any contract we sign stipulates very clearly when we want the money, how and when, which is what we have done and is why we haven't continued the relationship that we have had in the past. We will also be diversifying our income streams to make sure that we are not heavily reliant on external publications in this way. Thirdly, perhaps the relationship with the University needs to change, ensuring that we have a relationship that allows us to pull on more than just the paper on which the contracts are signed. In my view this is a very clear way forward to avoid us being so reliant on a single external source for our funds and this will avoid this happening again.

• If we lose this source of funding we are therefore relying on the University to replace that or is there a plan to diversify our fundraising streams?

- We have a new Fundraising and Services Manager whose job is to look at all the different options which CUSU is constantly presented with. Options include pushing the NUS Extra card more strongly amongst students and making sure we get digital screens in as many places as possible. We want to make sure that we are not reliant on a single external organisation.

Will you be presenting a comprehensive plan to this effect?

- Yes, and to the University as well as they are more likely to give us transitional support to help with our cash-flow if there are any issues if we have a clear comprehensive plan on where we see the organisation going.

Do you have a timeline for the plan?

- With the budget that we present that will have a more detailed breakdown of the numbers, we will put a timeline within there. The broader plan does rely on what will happen over the next couple of weeks. I am sure that next year CUSU will be able to present a much clearer strategic overview of where it wants to be.

• With the budgeted income, is this what you solidly believe will come in or are there any yet-to-be specified business opportunities in there? Is this what we can count on?

- Absolutely, there isn't anything in there that I would say is anywhere near as risky as any of the external publications.

Anything that the Fundraising and Services Manager and maybe another deal with the University will be additional to this £600,000?

- Yes.

• Given that the loss will be considerable this year, are there any discussions on whether there needs to be any cuts and what these cuts will be?

- This is what we set out in the nine steps. This can be found in the document above.

• The figures in that document don't amount to large cuts. If compared to last year, the income is down by £60,000, this didn't seem like 60k worth of cuts.

- If you put them all together you end up in a situation where we still have a budget deficit and our reserves are at £93k. Those are the savings we are looking at.

• Is there an opportunity at any part of your listed expenditure for 2017-2018 to rather than reduce discretionary budgets, remove a service or area of operation to raise a large amount of saved money that wouldn't be spent in one go?

- That isn't something that we have looked at in any great detail. However, if there were it could be something that you communicate to us. We have looked across all the things we do at the moment and have tried to make savings in each of those. So when you see the final numbers that are released, you may see each item of expenditure has less budgeted to it than last year. This is partly because of what was actually spent this year. We're down to near the bone in terms of what we are budgeting for.

• On point 7, moving away from the NUS website platform, the CUSU website currently hosts the elections system as well. Is that inexplicably linked to the NUS website platform and will that be down should we move?

- We have two websites, .cam.ac.uk and cusu.co.uk (the NUS one). They are separate. We don't use the NUS website for elections because we would need to get everyone to individually register, but the other one allows us to put in an electoral role. The website redirects to the elections website, run by CUSU.

• How significant are the savings that you believe you can make on the website? In the past 12 months CUSU has said that it couldn't have done things any cheaper during discussions with TCS last year. What has changed and how much cheaper will it be?

- One of the difficulties with the website is that there is a lot of functionality that we couldn't do any cheaper. The question is are we using all of the functionality on there, and that will be a conversation we will need to have with Council and people who do use the website e.g. do we want clubs and societies to be able to make bookings etc. and pay for things. This document says that we will be moving to a cheaper more basic website. We could hold a website on WordPress for example, which would be a lot cheaper. Is that what our members want?

In the short term moving to a new website will not necessarily be cheaper. This is because there is a lot work that needs to be done in getting it up and running, getting the design working in the right place and mitigating for any inconveniences that may be caused by the downtime.

- **The nine points you raised, will the entirety of cuts for the new budget come from these areas?**

- Those are the main areas we are looking at. There are a lot of areas we have looked at and we will release further details.

- Before I move on, I'm conscious of the fact that I have had a lot of questions but not a huge amount of views. Are there many views on any of the items I have put down for areas where we can make efficiencies, specifically in terms of the Free Budget?

Mark: I would appreciate hearing if there is anything that Councillors or any visitors think the Trustee Board aren't doing, haven't thought of, or you would expect them to do and isn't being addressed.

- **Would you consider cuts to campaigns?**

- o We have had cuts to campaigns in the Exec Budget and the Council Free Budget. The money that officers will have to spend will fall. The finer details will be worked out with the people that run the campaigns.

- **Would it be possible to see a historical list comparing how much was spent this financial year and last year for key items of expenditure as well as what was budgeted for these items? Otherwise it is difficult to make reasonable suggestions without a guide to the historical development of the figures.**

- o We have the budget from last year, and we can forecast what was spent this year using projections only. It might not be too difficult to do this.

- **CUSU Affiliation Fees (Amatey):** Affiliation fees have been frozen since 2010 which has meant that if you factor in inflation last year when this wasn't put on the table, CUSU has taken a 25-30k cut from college affiliation fees in that period. In the financial times that we find ourselves in, it would be wrong to some extent to not put that on the table as something we can look at. Partly because 1) we are having a much broader conversation about what our affiliation fees should be and if Chad and I's proposal goes through and they come directly from the colleges, they will be going up by inflation anyway. Secondly, if you look at the way the GU processes their affiliation fees, they go up in line with inflation as well. My broader question is, are there any aspects of the affiliation fee model that you think we should also be looking at? Partly because, when I was JCR President our fees were not frozen by the College. We know the current model isn't perfect, I wanted to hear any views on whether the fees being unfrozen for the first time in seven years would be a good idea given where we are financially and the cut we have been taking.

- **Can you talk about how much money was lost by disaffiliation of JCRs/MCRs and whether that was a significant amount of money?**

- The last disaffiliation we had was Caius so it hasn't affected us for the last 2/3 years and we haven't had any significant loss of funding from disaffiliation.

The new model might return those Colleges to the contributing pool.

- The new model will definitely return the Colleges to the pool, but then the JCRs and MCRs can choose to disaffiliate.

Do you have any ideas for the timescale for this proposal?

- At the moment it is with the Bursars and they will discuss it later on this term. If they agree to it, it won't come into effect until this term next year in terms of discussing what that will look like. It therefore will not affect next year's budget.

• **In CUSU's Strategic Guide 2014-2017 aimed at ensuring continuity and the long-term goals of the SU, the goal is outlined to be reducing affiliation fees and to have all JCRs/MCRs affiliated with affiliation fees as low as 77k whereas now they are at around 100k. Has CUSU abandoned its long term goals?**

- Absolutely not. If you look at the model we have presented, we have a plan to move away from the affiliation fee model entirely. We're moving to a model where affiliation fees for Colleges will be around £100.

In the meantime you are proposing an increase, irrespective of what the long-term ambitions are.

- In terms of the document that I have presented, it does not include any rise in affiliation fees whatsoever. I am standing here asking people to have faith in us to look at all the options available to us as we go through a tricky financial time. I think it would be unusual not to put it on the table given that it has resulted in a loss for us over the last couple of years. People in this room will vote on the budget and I am asking to hear people's views on whether or not they think they could vote for any rise in affiliation fees.

• **Speaking from Darwin, we would be fine with a 1% increase because it is a very small amount of money from each College if it makes a big difference to CUSU.**

• **At Emmanuel we don't really discuss the affiliation fee with the Senior Tutor, it is just given to you. I could vote for an increase, but the Senior Tutor might not care that much. How do you plan to negotiate that?**

- If you vote for it, you are in charge of that amount. If you vote for it, it will go up. I have had numerous conversations with Bursars, and the bottom line comes down to a decision made by CUSU Council.

• **I agree that affiliation fees should rise in an attempt to close the shortfall between current receipts and what affiliation fees might have been like should the freeze not have been implemented. But there should be no suggestion that the other losses should be offset by massively increasing the affiliation fees.**

- That is correct.

• **Are affiliation fees currently a flat rate or calculated by the size of each College?**

- It's per head.

• **What would you like to achieve with an increase in affiliation fees? To offset the reduction of reserves or the reintroduction of a potentially jeopardised service? The former would mean that the rise in affiliation fees will not provide a tangible benefit to students. At Wolfson, we charge our students £15 a year for the Students' Union, and from this we deduct what we pay to the GU and CUSU. Therefore any increase in affiliation fees will directly diminish our budget or we would need to increase this fee. We are saving money under the new affiliation fee scheme, but as it is tied to inflation it will probably be diminished at one point. I think there might be difficulties from our perspective in voting for an increase in affiliation fees if we don't really know what it's for.**

- I can look at the specifics, I don't think many Colleges have this system. The rise in affiliation fees may mean that we can make less of a saving in other areas, but we haven't yet put it on the table.

• **Increasing the amount that students pay and reducing the Council Free Budget decreases the amount of direct power that Council has. It feels like the two ways of raising money that most directly hits students. Why is something like staffing cuts not the first thing that CUSU considers when it is facing this kind of loss as it seems off the table at the moment?**

- If our current proposals are unpopular I would like to hear that from Council. I'm sure that there will be a lot of discussion as we move to the actual budget. When it comes to the Free Budget it is about how we spend, how much we have spent, and what the spending power of Council should be.

In terms of staffing costs, what I have said very clearly is that when we look to recruit, we look to reassess how that person's time is allocated and spent to make sure it is done in the most efficient way possible. I am not going to stand here and say that we are going to make massive cuts at this point. I think if we adopt and accept this direction of travel, then maybe in the next couple of years we should review CUSU and the GU and how they work together, and whether or not that is done in the most effective way. At this point in time, we are not suggesting massive cuts to staffing because we don't have many members of staff anyway. I think the effect of that will be even greater because we will have to divert our resources as Officers towards doing more of the administrative tasks, which we do a lot of anyway. Many of the key members of staff such as the Fundraising Manager are absolutely key in presenting us with the options on how we can move forward and attract greater funding.

• **St John's JCR has a similar situation to Emmanuel where our affiliation fee is taken care of by the Senior Bursar. Technically, a cut will not directly affect us.**

- I think it would be very difficult to have a situation where the per-head fee wasn't equal across the board, partly because Bursars and Senior Tutors would notice and they would be disincentivised to continue with that funding model if it actually costs them more money.

• **Deep cuts to staff might not be appropriate, but have you thought of doing across the board cuts of a certain figure?**

- We have gone through as many budget lines as possible and attempted to make savings where we could. Because we are very small, if we had a blanket cut some areas would be fine whereas others would be eradicated. Therefore to avoid reaching a point where CUSU would be unable to undertake its key functions, we have not proposed a blanket ban.

You're running a substantial deficit and have done so for 2-3 years. I don't know if you are able to be worried about losing key services. At some point something needs to give in a sense, I don't know if it is acceptable to delay rectifying this structural deficit.

- You make a good point. We are at a stage where at this moment we are proposing to you that we move away from a reliance on this publication. If the money came in through this publication and with the full amount, we wouldn't have to have this conversation because we would be absolutely fine. This budget is about moving away from this model, and once this has been voted for, we can then be in a position where we start looking at cuts across the board. I think it would be wrong to start that conversation before we've made a decision that we are not going to anticipate that we will receive those funds.

9. ORDINARY MOTIONS

MOTION TO INCREASE THE SIZE OF THE CUSU TRUSTEE BOARD

• **Amatey Doku presents:** At the moment the CUSU Board of Trustees has four Sabbatical Officers, two Student Trustees and two External Trustees. The Constitution allows for six Sabbs, two Student Trustees and three External Trustees. At the moment the CUSU Trustee Selection Group, the people in charge of putting forward names to Council on who the next Trustees should be, have been undergoing the process of interviewing and reviewing applications for the role of External Trustees. We are in a situation now where we could quite easily give you three names, we will have two names by the next Council. We thought we would present an opportunity to increase the size of the CUSU Trustees Board. Jess is the only CUSU Sabbatical Officer who is not a Trustee. Sophie is a Trustee of the GU, not CUSU, but all the other Sabbs are Trustees of the Trustee Board. This motion would increase the size of the Board. I think that would be a good thing, partly because we have difficulties in a) finding times for the entire Board to meet and b) having more people involved at that level is very important. Everybody brings their own experience and it wouldn't change the balance between Sabbatical Officers and non-Sabbatical Officers.

Questions:

• **In terms of quorum, does this change?**

- No. Quorum is worked out based on the number of Sabbatical Officers in the room, not the overall number of people.

• **Why is that?**

- Partly because Sabbatical Officer Trustees and other Trustees, whilst they are all Trustees, do bring different experiences and it would be wrong for the Trustees to meet without at least a certain number of Sabbatical Officer Trustees to contribute to that conversation. It is an important part of CUSU's function and it is important that there is that experience coming in with any major decision that is undertaken.

• **On CUSU Notes, you note that you can have a maximum of three externals. The new constitution on the website says that you can have four.**

- CUSU Resolves 1. receives a friendly amendment to read '4 External Trustees' rather than '3'.

• **CUSU Notes 3. states that 'the Disabled Students Officer and the Welfare and Rights Officers are the only officers who are not sabbatical Trustees'. You propose to allow the Disabled Students Officer to be a Trustee but not the Welfare and Rights Officer?**

- CUSU Notes 4. states that 'the Welfare and Rights Officer is a Trustee of the GU' and not of CUSU. Both roles cannot be occupied simultaneously.

• **Voting Record:**

For: 29

Éireann Attridge, CUSU Access and Funding Officer

- acting as proxy for Audrey Sebatindira, CUSU Women's Officer*

Jess Wing, CUSU Disabled Students' Officer*

Jake Gilbey, Clare JCR, Vice-President*

Connor MacDonald, Emmanuel JCR, President*
William Hewstone, Homerton JCR, President*
Toby Matimong, Homerton JCR, Vice-President (External)*
Victoria Taylor, Jesus JCR, Vice-President*
Max Bowling acting as proxy for Katherine Boucher, Jesus JCR, President*
Ceylon Hickman, King's JCR, President*
Amy Clark, King's JCR, Vice-President*
Salma Elnagar, Lucy Cavendish SU, Vice-President*
Georgia Semple, Murray Edwards JCR, Vice-President*
Oliver Hulme, Pembroke JCR, President*
Helen Jennings, Pembroke JCR, Vice-President*
Hope Whitehead, Queens' JCR, President*
Ben Collins, Queens' JCR, Vice-President*
Lizzie Palmer, Robinson JCR, Chair*
Fran Jenkins, Sidney Sussex JCR, President*
Jonathan Ho, St Catharine's College JCR, External Officer*
Dante Gaviano, Trinity JCR, Vice-President*
Tobias Roder, Clare MCR, Vice-President*
Nicholas Langford, Hughes Hall MCR, Vice-President*
Rachel Crosby, Newnham MCR, External Officer*
Mark Driver, Robinson College MCR, President*
Jesse Allardice, St Johns' MCR, President*
Sebastian Wrobel, Wolfson College Students' Association, External Officer*
Sam Longton, Law Faculty Representative*
Simon Percelay, CUSU LGBT+ Chair*
Matthew Kite, Education Team Member, Part Time Executive*

Abstain: 1

Elaine Gray, Darwin DCSA, President*

Against: 2

Alex Lawrence, Peterhouse JCR, Vice-President*
Dan Dennis acting as proxy for Oliver Fleck, Darwin DCSA, External Officer*

The motion passes

• **Simon Percelay (CUSU LGBT+ Chair) presents:** The reason I am presenting this motion is because the current and previous CUSU LGBT+ Constitution requires the approval of CUSU Council for there to be a referendum on a new Constitution. This is mainly procedural, but we acknowledge that CUSU Council has the right to oversee the constitutions of its Autonomous Campaigns as they are funded by CUSU itself.

Our constitution has not been changed since 2013/2014. At the time the committee ran things very differently and it has quite a rigid structure. The options we had were to stick to the way the Constitution said we should do things, in which case it would not work very well, or we could amend it to better reflect the way we actually do things as a Campaign.

We've gone for a middle ground where we have retained the structure of the core Constitution, but have amended it at certain points in places that we think are important to make it smoother. The main points are:

- Changing the roles that are in the Constitution. We actually have more roles on committee than the Constitution says.
- Update the electoral timetable which does not currently fit with the way we do elections at this point in time.
- A lot of the changes are about simplifying the structures of LGBT+. This includes scrapping the need for seconding nominations of all types or for elections. Assuming that someone will have a friend or someone that can support them in the LGBT+ environment is problematic. Some people are not necessarily 'out' or engaged in the community. Requiring someone else to speak or participate in an open meeting or elections is an issue. People are now free to submit motions without being seconded.
- Another change is to scrap parts of the rigid structures of Open Meetings. Open Meetings also operate on the above basis – motions have to be seconded by anyone but also according to the constitution voting rights are only given to people who have attended two consecutive Open Meetings. Considering that CUSU LGBT+ has fallen behind in past years on holding Open Meetings, it would be literally impossible for us to organise Open Meetings if we had to respect the Constitution. We feel this was put in place in light of previous conflicts that took place under past Open Meetings of CUSU LGBT+.
- The role we are giving to Standing Orders – we have moved the descriptions of roles up for elections and the electoral timetable to the Standing Orders so that whenever we change them we do not require a constitutional referendum.

We are not changing anything with regards to the way we run Open Meetings, we believe these should be held more often rather than being something we should try to amend.

To sum up, the Constitution is not being radically changed. It is being updated to reflect how we do things now. If this is approved, it will go onto a referendum of members of the CUSU LGBT+ Campaign. It has already been approved by the CUSU LGBT+ Executive Committee last Sunday.

Questions:

- **I feel really uncomfortable voting on something that I have not read.**

- Alex Cicale (CUSU Democratic Support Coordinator): The proposed constitution was circulated with the agenda by email. We did not print off copies for everyone as it is a little dense.
- Simon: We really have not made any drastic changes to the way things will be done. We're just trying to reflect updates in the way we do things and make the constitution smoother.

- **Did you enlist CUSU's help or that of anyone else when you drafted this?**

- No as we made mainly minor changes.

- **Do you know if this is compatible with the new CUSU Constitution? We are currently going through a transition period of adopting a new Constitution and Standing Orders, so it is worth having this at the back of your mind so that once our Constitution has been approved by the University, the relationship between CUSU Council and the Campaign and their constitutions isn't conflicted.**

- I hope so. What I've read indicates that there isn't anything drastic to be concerned about and the relationship between CUSU Council and CUSU LGBT+ has not drastically changed.

- **Does the new Constitution still require CUSU Council to approve changes to the new Constitution?**

- Yes. We thought this was important as CUSU LGBT+ is accountable to CUSU. For things that are likely to be changed in the future, we have put them in the standing orders so they can be changed through an Open Meeting or a referendum that doesn't require the direct approval of CUSU.

- **Voting Record:**

For: 31

Éireann Attridge, CUSU Access and Funding Officer

- acting as proxy for Audrey Sebatindira, CUSU Women's Officer*

Jess Wing, CUSU Disabled Students' Officer*

Jake Gilbey, Clare JCR, Vice-President*

Connor MacDonald, Emmanuel JCR, President*

William Hewstone, Homerton JCR, President*

Toby Matimong, Homerton JCR, Vice-President (External)*

Victoria Taylor, Jesus JCR, Vice-President*

Max Bowling acting as proxy for Katherine Boucher, Jesus JCR, President*

Ceylon Hickman, King's JCR, President*

Amy Clark, King's JCR, Vice-President*

Salma Elnagar, Lucy Cavendish SU, Vice-President*

Georgia Semple, Murray Edwards JCR, Vice-President*

Oliver Hulme, Pembroke JCR, President*

Helen Jennings, Pembroke JCR, Vice-President*

Alex Lawrence, Peterhouse JCR, Vice-President*

Hope Whitehead, Queens' JCR, President*

Ben Collins, Queens' JCR, Vice-President*

Lizzie Palmer, Robinson JCR, Chair*

Fran Jenkins, Sidney Sussex JCR, President*
Jonathan Ho, St Catharine's College JCR, External Officer*
Dante Gaviano, Trinity JCR, Vice-President*
Tobias Roder, Clare MCR, Vice-President*
Elaine Gray, Darwin DCSA, President*
Dan Dennis acting as proxy for Oliver Fleck, Darwin DCSA, External Officer*
Nicholas Langford, Hughes Hall MCR, Vice-President*
Rachel Crosby, Newnham MCR, External Officer*
Mark Driver, Robinson College MCR, President*
Jesse Allardice, St Johns' MCR, President*
Sebastian Wrobel, Wolfson College Students' Association, External Officer*
Simon Percelay, CUSU LGBT+ Chair*
Matthew Kite, Education Team Member, Part Time Executive*

Abstain: 1

Sam Longton, Law Faculty Representative*

Against: 0

None

The motion passes

***EMERGENCY MOTION I* VOTER REGISTRATION DRIVE**

Roberta Huldisch presents: This is a motion about the General Election which is happening on June 8th. Apologies for submitting this as an Emergency Motion. It allocates £626 from the Council Free Budget to cover the cost of a big voter registration drive. We don't know if we will spend all this money, this is just the maximum amount, to ensure that students know that the election is happening, know whether they are eligible to vote, know how to register and have the opportunity to do so quite easily. Some of the things we are planning include pop-ups across the University and advertising on the CUSU Presidents and Externals Group. I will be talking to you about this more in the short-term. If you are interested in helping with this or you want us to run voter registration in your colleges, please let me know. There is a budget proposal attached which outlines the maximum we imagine we'd spend. We will be holding a hustings event with Anglia Ruskin – we want to invite all the MP candidates and have a discussion about how they and their parties will work for students and what their plans are for higher education.

Questions:

• The GE will be happening during exams. How effective do you think a voter registration drive will be?

- Exam term is always difficult in terms of engagement but I think the things we are planning to do e.g. flyer drop in pigeon holes, pop-ups at lecture sites, will make a slight difference. It's bad timing, but this makes it even more important to get it in people's consciences and make people aware.
-

- **Eireann Attridge (CUSU Access and Funding Officer):** We did a flyer drop for the Shadowing Scheme and we had around 300-400 more people sign up than last year, so it is definitely an effective process.

- **Just checking that this will be neutral and will not involve the affiliation of any parties?**

- That is correct, this is purely just about voter registration.

- **Instead of hiring someone to do flyer drops, would you consider getting JCR's to do it for free?**

- I'm a bit reluctant to put this on CUSU Council as I know you will all be really busy and even if people agree to do it now, it's very possible that a lot of people may opt out by the time the flyering needs to be done because of other commitments. It does take quite a lot of time. Unless people have a big problem with the £120 being spent on that, I think it's best being left to a professional to do.

- **Voting Record:**

For: 32

Éireann Attridge, CUSU Access and Funding Officer

- acting as proxy for Audrey Sebatindira, CUSU Women's Officer*

Jess Wing, CUSU Disabled Students' Officer*

Jake Gilbey, Clare JCR, Vice-President*

Connor MacDonald, Emmanuel JCR, President*

William Hewstone, Homerton JCR, President*

Toby Matimong, Homerton JCR, Vice-President (External)*

Victoria Taylor, Jesus JCR, Vice-President*

Max Bowling acting as proxy for Katherine Boucher, Jesus JCR, President*

Ceylon Hickman, King's JCR, President*

Amy Clark, King's JCR, Vice-President*

Salma Elnagar, Lucy Cavendish SU, Vice-President*

Georgia Semple, Murray Edwards JCR, Vice-President*

Oliver Hulme, Pembroke JCR, President*

Helen Jennings, Pembroke JCR, Vice-President*

Alex Lawrence, Peterhouse JCR, Vice-President*

Hope Whitehead, Queens' JCR, President*

Ben Collins, Queens' JCR, Vice-President*

Lizzie Palmer, Robinson JCR, Chair*

Fran Jenkins, Sidney Sussex JCR, President*

Jonathan Ho, St Catharine's College JCR, External Officer*

Dante Gaviano, Trinity JCR, Vice-President*

Tobias Roder, Clare MCR, Vice-President*

Elaine Gray, Darwin DCSA, President*

Dan Dennis acting as proxy for Oliver Fleck, Darwin DCSA, External Officer*

Nicholas Langford, Hughes Hall MCR, Vice-President*

Rachel Crosby, Newnham MCR, External Officer*

Mark Driver, Robinson College MCR, President*

Jesse Allardice, St Johns' MCR, President*

Sebastian Wrobel, Wolfson College Students' Association, External Officer*

Simon Percelay, CUSU LGBT+ Chair*

Matthew Kite, Education Team Member, Part Time Executive*

Sam Longton, Law Faculty Representative*

Abstain: 0

None

Against: 0

None

The motion passes

11. ANY OTHER BUSINESS

None.