

JCR Financial Conduct & Procedure

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Section 1: Creating a Draft Budget

- 1) The JCR Treasurer should compile all budget requests into a **Draft Budget**, including by applying the *Funding Guidelines for Christ's Amalgamated Clubs* to budget requests submitted by leaders of the Amalgamated Clubs.
- 2) The **Draft Budget** should contain the following four categories of expenditure:
 - a) **JCR Officers budgets** – each JCR Officer should have an individual budget, broken down by specific items and expenses.
 - b) **Specified projects budgets** – each named project should have an individual budget, and a mechanism for operation.
 - c) **Amalgamated Clubs budgets** – each Amalgamated Club should have an individual budget, broken down by specific items and expenses.
 - d) **Unallocated funds** – this is simply the remainder of the JCR's available funds, budgeted as a single item, available for the JCR Exec to assign to new projects, expenses, and contingencies over the financial year (under the procedure for making such expenditure constitutional, outlined in **Section 3: Conducting Constitutional Expenditure**).

Figure 1 – Creating a Draft Budget illustrates this procedure.

Section 2: Making the Draft Budget into the Budget

- 1) The **Draft Budget** should be submitted to the CCSU Finance Committee, which considers the **JCR Officers budgets, Specified projects budgets, and Amalgamated Clubs budgets** separately, as specified in **Section 5: CCSU Finance Committee, 3)**.
- 2) The CCSU Finance Committee may approve, propose amendments to, or refuse to approve any of the aforementioned three 'sets' of budgets. Amendments may only be made when accepted by the requisite members of the CCSU Finance Committee for that 'set' of budgets, as specified in **Section 5: CCSU Finance Committee, 3) a)**.
- 3) If the CCSU Finance Committee approves any of these three 'sets' of budgets, having amended them under the correct procedure where necessary, they will be included in the **Budget**.
- 4) If the CCSU Finance Committee refuses to approve a set of budgets, and this situation cannot be rectified by amending the budgets under the correct procedure, then the most recent set of budgets approved by the CCSU Finance Committee for that category will automatically be included in the **Budget** instead. Typically, this will be the previous financial year's set of budgets for that category (e.g., the last set of **Amalgamated Clubs budgets** approved by the CCSU Finance Committee, which was last year's, and so on).

- 5) The **Unallocated funds** included in the **Draft Budget** will be included automatically in the **Budget**, as they are simply the remainder of the JCR's available funds after the other three categories of expenditure are settled. The **Unallocated funds** are not subject to approval by the CCSU Finance Committee.
- 6) The **Budget**, with four categories of expenditure included, should then be presented for approval at a JCR Open Meeting. The **Budget** should be taken as a whole and without amendment.

*Figure 2 – Making the **Draft Budget** into the **Budget** illustrates this procedure.*

Section 3: Conducting Constitutional Expenditure

- 1) Expenditure within the individual budgets included in the **Budget**, once approved by a JCR Open Meeting, is constitutional, as defined in **Section 10: Constitutional & Unconstitutional Expenditure, 1)**.
- 2) The procedure for making expenditure of the **Unallocated funds** constitutional is as follows:
 - a) A request for expenditure of some amount of the **Unallocated funds** is submitted to the JCR Exec prior to the expense being incurred.
 - b) The JCR Exec can approve or refuse this expenditure of the **Unallocated funds**.
 - c) If the JCR Exec approves this expenditure, it is made constitutional.
- 3) The JCR Treasurer can then conduct any relevant reimbursements and invoice payments for constitutional expenditure during that financial year. All expenditure should be conducted by reimbursement after the initial purchase, or direct payment of invoices. The JCR Treasurer should maintain records of all relevant documents (typically receipts and invoices) for the entire duration of their term of office.
- 4) The JCR Treasurer should also maintain bank statements for all JCR bank accounts, alongside a transaction ledger, which should include a brief note of why each transaction was made, for the financial year, in case the CCSU Finance Committee wishes to investigate any aspect of financial conduct by the JCR. The maintenance of these documents should also facilitate an audit being conducted whenever this is necessary.
- 5) The JCR may hold a debit card. This should only be used by the JCR Treasurer in exceptional circumstances (most notably, for recurring bills), with written approval from the JCR Exec. Any other use of a debit card qualifies as engaging in impropriety as outlined in **Section 7: Impropriety, 3)** for any JCR Officer.

Figure 3 – Conducting constitutional expenditure illustrates this procedure.

Section 4: Modifications to the Budget during the financial year

- 1) 'New' expenditure - for any purpose - is taken from the **Unallocated funds**. This includes any spending on new projects, increased spending on specified projects, spending on unexpected contingencies, and modifications to **the Amalgamated Clubs' budgets**.
- 2) The existing **Amalgamated Clubs budgets** may be modified. Any modification of the **Amalgamated Clubs budgets** during the financial year must comply with the *Funding Guidelines for Christ's Amalgamated Clubs*. Any changes to the **Amalgamated Clubs budgets** which do not comply with these guidelines will be recognised as unconstitutional by the CCSU Finance Committee, and should not be approved by the JCR Exec.
- 3) Individual budgets may need to be created for new Amalgamated Clubs, by the following procedure:
 - a) A club - newly-founded or already-existing - may join the Amalgamated Clubs during the financial year. If it does so, its leader should submit a budget request to the JCR Treasurer, who should then apply the *Funding Guidelines for Christ's Amalgamated Clubs* to construct an individual budget for that club. If this budget does not comply with these guidelines, it will be recognised by the CCSU Finance Committee as unconstitutional.
 - b) As with all expenditure of the **Unallocated funds**, the JCR Exec must approve the constructed individual budget before it is issued to that club. The budget should apply for the remainder of the financial year, so that the next budget request is made at the same time as that of all other Amalgamated Clubs, and the next individual budget is fully incorporated into the **Amalgamated Clubs budgets**.
- 4) Money can be 'retrieved' for expenditure out of the **Unallocated funds** if the JCR Exec is certain that it will not be spent during a financial year, under the following conditions:
 - a) The **Amalgamated Clubs budgets, JCR Officers budgets, and Specified projects budgets** may provide for more funding than is actually spent over the course of the financial year. In cases where the JCR Exec is certain that this is the case during the financial year - because budgeted expenditures have not occurred or have been cheaper than expected - the JCR Exec can retrieve money from an individual budget.
 - b) The JCR Exec may retrieve money by recognising that a given amount from an individual budget will not be spent in that financial year and deciding to add that amount to the **Unallocated funds**, so that it can be spent there instead.
 - c) This does not change the individual budget from which money is being retrieved: that budget is left as it was approved as part of the **Budget** at the start of the financial year. It simply means an equivalent amount is added to the **Unallocated funds** for expenditure. This implies that, by the end of the year, the sum total of the **Unallocated funds** and all the other approved categories of expenditure in the **Budget** may nominally be more than the JCR's available funds in that year.

- d) Retrieval should therefore be applied with caution, and only in cases where the JCR Exec is certain that the given amount from an individual budget will not be spent and that it would be spent if added to the **Unallocated funds**. The original individual budgets, as approved as part of the **Budget**, remain applicable throughout the financial year. One illustrative example of where certainty that a given amount will not be spent is guaranteed includes where a budgeted item has already been bought, and was cheaper than expected.

Figure 4 – Creating budgets for new Amalgamated Clubs and Figure 5 – Retrieving money from individual budgets illustrate the procedures in Section 4: Modifications to the Budget during the financial year, 3) and 4) respectively.

Section 5: CCSU Finance Committee

- 1) There are seven [7] members of the CCSU Finance Committee (herein, ‘the Committee’). The quorum for the Committee to make decisions is two [2] of the student members of the Committee and three [3] of the non-student members. The Committee’s membership is as follows:
 - a) Senior Treasurer of the Amalgamated Clubs *ex officio* as Chair.
 - b) Bursar *ex officio*, Chair of the JCR Liaison Committee *ex officio*, , and Dean *ex officio*.
 - c) The JCR President and the JCR Treasurer (the ‘JCR members of the Committee’).
 - d) The MCR representative (who, alongside the two JCR members of the Committee, is the third of the ‘student members of the Committee’).
- 2) The Committee should meet at least twice each year:
 - a) Once to fulfil its ‘prospective’ role as outlined in **Section 5: CCSU Finance Committee, 3)**, near to the start of the financial year, as well as to fulfil its general roles as outlined in **Section 5: CCSU Finance Committee, 5)**.
 - b) Once to fulfil its ‘retrospective’ roles as outlined in **Section 5: CCSU Finance Committee, 4)**, near to the end of the financial year, as well as to fulfil its general roles as outlined in **Section 5: CCSU Finance Committee, 5)**.
 - c) On any additional occasions on which the Chair calls the Committee during the financial year in order to fulfil its general roles as outlined in **Section 5: CCSU Finance Committee, 5)**.
- 3) The Committee should undertake the following ‘prospective’ role:
 - a) Consideration of the **Draft Budget**, created by the JCR Treasurer. Of the four categories of expenditure included in the **Draft Budget**:
 - i) The **JCR Officers budgets** are presented to the Committee for approval.
 - (1) If the Committee approves these budgets without amendment, they are included in the **Budget**.

- (2) If the Committee proposes amendments accepted by all the JCR members of the Committee, then the budgets, as amended, are included in the **Budget**.
 - (3) If the Committee does not approve these budgets, and any proposed amendments are not accepted by all the JCR members of the Committee, then the most recent set of approved **JCR Officers budgets** (typically the previous financial year's) are automatically included in the **Budget** instead.
 - ii) The **Specified projects budgets** are presented to the Committee for approval.
 - (1) If the Committee approves these budgets without amendment, they are included in the **Budget**.
 - (2) If the Committee proposes amendments accepted by all the JCR members of the Committee, then the budgets, as amended, are included in the **Budget**.
 - (3) If the Committee does not approve these budgets, and any proposed amendments are not accepted by all the JCR members of the Committee, then the most recent set of approved **Specified projects budgets** (typically the previous financial year's) are automatically included in the **Budget** instead.
 - iii) The **Amalgamated Clubs budgets** are presented to the Committee for approval.
 - (1) In addition to deciding whether to approve the budgets generally, the Committee's function is in particular to ensure that these budgets comply with the *Funding Guidelines for Christ's Amalgamated Clubs*.
 - (a) If the Committee is not satisfied that the **Amalgamated Clubs budgets** comply with the *Funding Guidelines for Christ's Amalgamated Clubs* and is unable to propose amendments accepted by a majority of student members of the Committee to remedy this, it should decline to approve these budgets.
 - (2) If the Committee approves these budgets without amendment, they are included in the **Budget**.
 - (3) If the Committee proposes amendments accepted by a majority of the student members of the Committee, then the budgets, as amended, are included in the **Budget**.
 - (4) If the Committee does not approve these budgets, and any proposed amendments are not accepted by a majority of the student members of the Committee, then the most recent set of approved **Amalgamated Clubs budgets** (typically the previous financial year's) are automatically included in the **Budget** instead.
 - iv) The **Unallocated funds** are the remainder of the JCR's available funds after the other three categories of expenditure are settled, so they are automatically approved for inclusion in the **Budget**. The **Unallocated funds** are not subject to approval by the Committee.

- b) The *Funding Guidelines for Christ's Amalgamated Clubs* must be provided to the Committee in advance of each meeting, and the previous financial year's **Budget** must be provided to the Committee in advance of it considering the new financial year's **Draft Budget**.
- 4) The Committee should undertake the following 'retrospective' roles:
- a) Consideration of the following, presented to the Committee by the JCR Treasurer:
 - i) The annual financial report for that financial year, unredacted in its entirety, created as specified in **Section 7: Transparency & Redaction**.
 - ii) If not already included in the financial report, a clear and accurate statement of the JCR accounts at the start and end of that financial year, and of the JCR's total expenditure and total revenue over that period.
 - b) Determination of whether any expenditure was unconstitutional, in that the Committee should verify that:
 - i) All expenditure was within the **Amalgamated Clubs budgets**, the **JCR Officers budgets**, and **Specified projects budgets** included in the **Budget** approved by a JCR Open Meeting.
 - ii) All expenditure additional to that, of the **Unallocated funds**, was approved by the JCR Exec.
 - iii) All modification of the approved **Amalgamated Clubs budgets**, and all budgets created for new Amalgamated clubs, remained compliant with the *Funding Guidelines for Christ's Amalgamated Clubs*.
 - c) In the case that any item of expenditure was unconstitutional, the Committee should determine whether it believes any party may have knowingly engaged in impropriety, as defined in **Section 7: Impropriety**, and should refer the matter to any authorities it deems appropriate.
- 5) The Committee should also fulfil the following general roles:
- a) The Committee should ensure that the JCR continues to abide by this document, *JCR Financial Conduct & Procedure*, and may investigate any aspect of financial conduct by the JCR to this end. As part of its enquiries, the Committee may request any extant documents from the JCR Exec.
 - b) The Committee should consider any suggested amendments to the documents, *JCR Financial Conduct & Procedure*, and *Funding Guidelines for Christ's Amalgamated Clubs*.
 - i) A total of five [5] members of the Committee must vote in favour of proposing an amendment to these documents in order for that amendment to be proposed to the JCR Liaison Committee, which will then decide whether to approve or reject that amendment.
 - ii) If fewer than five [5] members of the Committee vote in favour of proposing an amendment to the JCR Liaison Committee, it will not be proposed.

- iii) Only if the JCR Liaison Committee approves an amendment formally proposed by the Committee will that amendment take effect.
- c) The Committee should endeavour to resolve any extraordinary issues or complaints arising from the JCR's financial conduct, and, if necessary, refer these issues to the JCR Liaison Committee or any other body or individual it deems appropriate.

Section 6: Transparency & Redaction

- 1) The JCR Exec should endeavour to provide maximum transparency to all members of the JCR about how its funds are spent, by the following means:
 - a) When the **Budget** is presented for approval at a JCR Open Meeting, access to the **Budget** must be provided to all members of the JCR in attendance.
 - b) The JCR Treasurer should publish an expenditure report for each term during the financial year and publicise it via a medium accessible to all members of the JCR.
 - c) The expenditure report should include a comprehensive and complete list of all items of expenditure in the relevant period, and should specify some details related to each item of expenditure, such as the club, officer, or project to which the expenditure was related, the amount spent, and the reason given for that expenditure. Note that these examples are illustrative, not prescriptive, of what details could be included in the expenditure reports.
 - d) The JCR Treasurer should compile the expenditure reports, in their entirety, into an annual financial report, which should also include all revenue from sources other than the College over the financial year. This report should be published once each year.
- 2) For reasons of discretion and security, the JCR Exec may decide to redact details about any items of expenditure and/or revenue included in the expenditure reports and annual financial report, under the following conditions:
 - a) The amount spent or received must still be listed, but any related details (including but not limited to the date of the expenditure/revenue, the club, officer, or project to which the expenditure/revenue was related, and the reason given for that expenditure/revenue) may be redacted before publication.
 - b) A JCR Open Meeting may subsequently oblige disclosure of any such redacted details by passing an ordinary motion instructing that specific details be disclosed.
 - c) All reports and documents provided to the CCSU Finance Committee must be unredacted in their entirety.

Section 7: Impropriety

- 1) No JCR Officer should facilitate any transfer of JCR funds for any reason that does not qualify as expenditure for a known and approved purpose. Facilitating any such transfer of JCR funds qualifies as impropriety.
- 2) No JCR Officer should organise any loan or advance payment to a club or student in the promise of return payment at a later date. Organising or facilitating any such use of JCR funds qualifies as impropriety.
- 3) Knowingly engaging in impropriety, or organising any payments without believing them to already be (or having a reasonable expectation of them becoming) constitutional:
 - a) Qualifies as a failure to fulfil one's duties as a JCR Officer under *Christ's JCR Constitution*.
 - b) May also constitute misconduct as defined by Section 2 of the *Ordinance under Statute F.IV.2: Code of Student Behaviour*, in particular as 'fraud, deceit, deception or dishonesty in relation to the College, in connection with holding any office in a College club or society or in relation to being a student'.
 - c) May also constitute an infringement under the *Ordinance under Statute F.V.1: Regulations of Clubs and Societies*, as defined by Section 10 of that ordinance, in particular as 'failure by officers and committee members to exercise proper stewardship over the affairs of the club or society, or engaging in acts of impropriety'.

Section 8: Revenue

- 1) The JCR Exec is responsible for organising the collection of any revenue directly by the JCR itself, via JCR Officers and Specified projects (if applicable), and for overseeing the handling of any revenue by the Amalgamated Clubs. This could include, but is not limited to, auditing a club, and/or the JCR Treasurer organising the collection of that revenue directly.
- 2) Any handling of revenue for any unauthorised purpose, including but not limited to seeking to benefit oneself, amounts to impropriety as outlined in **Section 7: Impropriety, 3)** for any JCR Officer, and may, in the case of any student, likewise constitute misconduct under the *Code of Student Behaviour* and/or an infringement under the *Regulations of Clubs and Societies*.

Section 9: Remaining funds at the end of the financial year

- 1) It is possible that by the end of the financial year, some amount from various budgets will remain unspent (including the **Amalgamated Clubs budgets**, the **JCR Officers budgets**, and the **Specified projects budgets**, as well as whatever amount of the **Unallocated funds** is unspent).

- 2) Any amount of money left available to the JCR should be transferred to the **Unallocated funds** for the next financial year.
- 3) The **Unallocated funds** should then be available to cover all 'backlog' expenditure relating to the previous financial year (as requests for constitutional expenditure may be received after the end of that year), as well as being typical **Unallocated funds**. The **Unallocated funds** spent during the new financial year should be used to resolve all outstanding requests for constitutional expenditure relating to the previous year.

Section 10: Constitutional & Unconstitutional Expenditure

- 1) Once the **Budget** is approved by a JCR Open Meeting, all expenditure in that financial year that is within the **Amalgamated Clubs budgets**, the **JCR Officers budgets**, and **Specified projects budgets** is constitutional. It is important to note that each of the individual **Amalgamated Clubs budgets** and **JCR Officers budgets** includes approved expenditure for specific items. Funding is not transferable from one item to another item within an individual budget. Expenditure is only constitutional for each item within an individual budget.
- 2) Likewise, expenditure of the **Unallocated funds** approved by the JCR Exec as outlined is constitutional.
- 3) Any expenditure which is not within the **Amalgamated Clubs budgets**, the **JCR Officers budgets**, and **Specified projects budgets**, and is not approved as an expenditure of the **Unallocated funds**, is unconstitutional.
- 4) Additionally, as noted in **Section 4: Modifications to the Budget during the financial year, 2) & 3)**, any modified or newly-created budget for an individual Amalgamated Club must comply with the *Funding Guidelines for Christ's Amalgamated Clubs*. If it does not, it will be recognised as unconstitutional by the CCSU Finance Committee, regardless of whether it was approved by the JCR Exec under the correct procedure as an expenditure of the **Unallocated funds**.

Figure 1 – Creating a *Draft Budget*

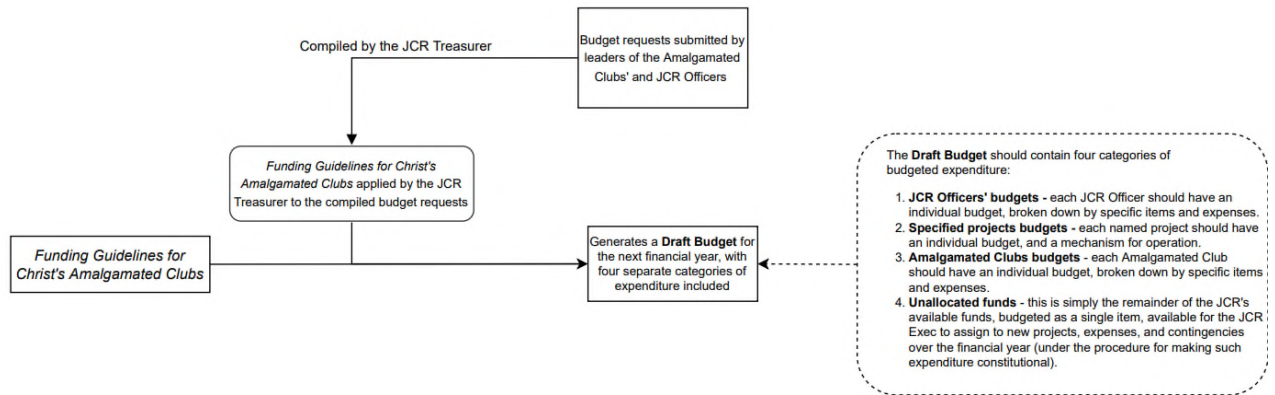


Figure 2 – Making the *Draft Budget* into the *Budget*

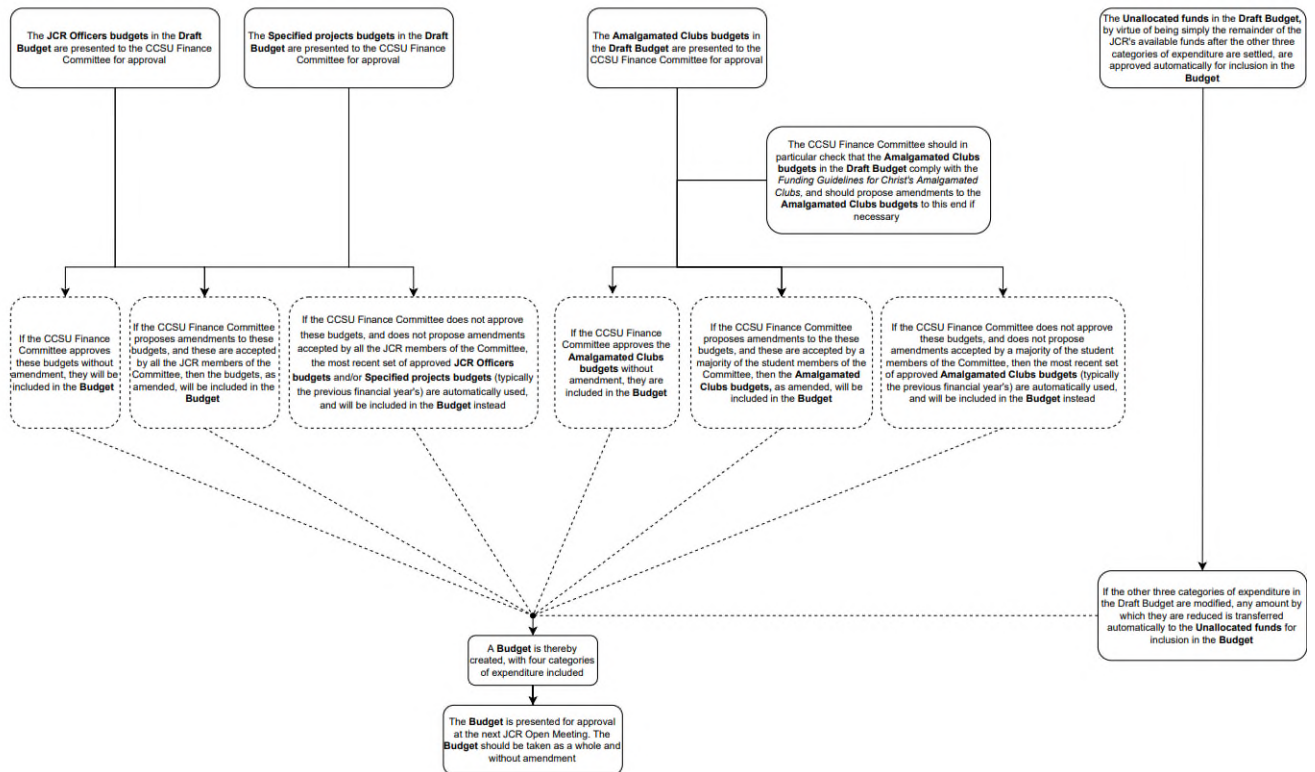


Figure 3 – Conducting constitutional expenditure

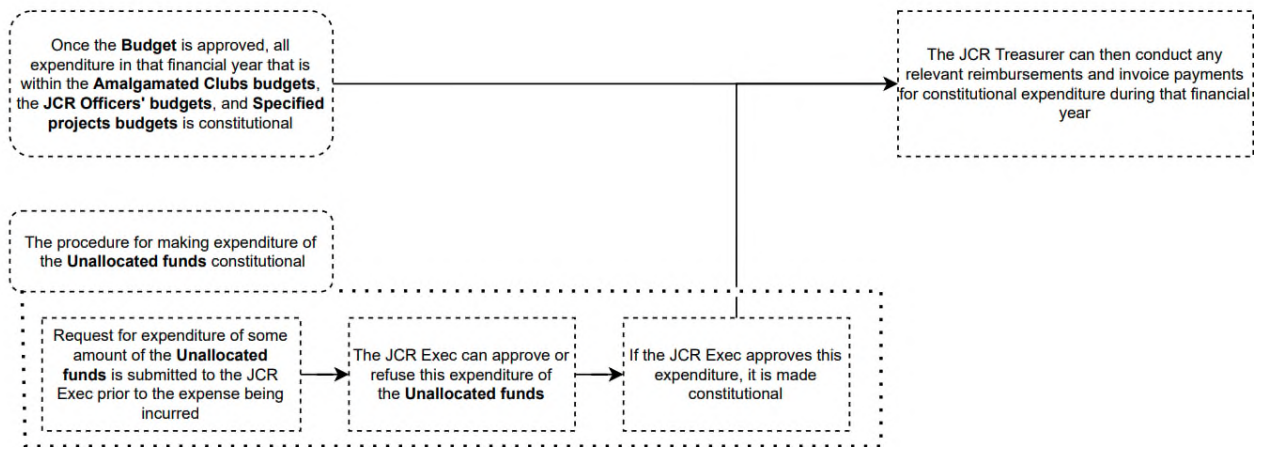


Figure 4 – Creating budgets for new Amalgamated Clubs

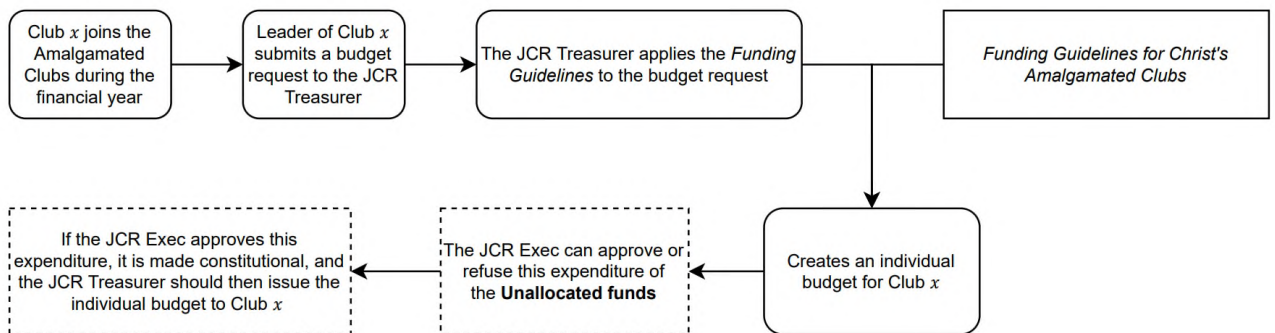


Figure 5 – Retrieving money from individual budgets

