

**ICU Trustee Board
Managing Director's Report
January 2013**

Beginning, as ever, with the financial picture – the position as of the end of December is mixed. We are currently £95k ahead of the overall budget, which is extremely positive and gives us a good level of confidence of our ability to hit budget for the financial year.

However, within this bottom line are some large variances – negative ones for commercial revenues in some areas, and positive ones related to expenditure, and we have benefited from an unusually large amount of staff vacancies.

We have worked very hard this year to improve our financial reporting and in particular to produce weekly revenue and variable expenditure. These are considered on a weekly basis by the Senior Management Team and, as well as giving the team up-to-date information that can improve decision making, but will also enable us to ensure that our budgeting process for next year is based on more details and recorded experience than ever before.

I'm very pleased to be able to report that a large amount of new staff members have started with the Union in new positions in the past two months, as follows:

Isabelle Smith –	Receptionist
Kate Colthurst -	Student Activities Coordinator
Nick Snow	Student Development Manager
Phil Stewart	Web Developer (Internal appointment)
Shakira Hylton	Marketing and Communications Manager
Vic Casambros	Outreach Coordinator
Zoe Richardson	Representation Coordinator

I'm really excited to get such a new influx of people with a clear remit to deliver the Union's strategic aims for the next few years.

The next few months will see the implementation of the new governance arrangements, the development of the budget for 2013-14 and the election of the new student and officer trustees for next year. We hope that these plans for the future will be underpinned by a long-term strategic funding arrangement with the college – something that we are currently working very hard on.

Please find overleaf the 'dashboard' for November. As ever, I would welcome feedback on the content or structure of this report.

Joe Cooper
Managing Director

Financial Performance	Top 5 future risks
<ol style="list-style-type: none"> 1. Summary – <i>The financial year so far has been a mixed picture, with income pressures mitigated by savings in expenditure. December’s management accounts show a YTD surplus of 210k, £95k ahead of budget and £75k ahead of prior year performance. We expect much of this to unwind as the year progresses.</i> 2. Latest management accounts – <i>December’s management accounts record a 2k negative variance for the month – income was 50k below budget but significant expenditure savings were achieved.</i> 3. Financial Reporting – <i>Weekly revenue and casual staff reports continue to be produced and reviewed by the senior management team on a weekly basis.</i> 4. Current revenue performance – <i>January’s revenue figures show an improvement in performance, with some areas beating expectations for the first week of term. We are currently analysing the effects of the January sale on trading patterns but initial indications are that it has been successful.</i> 5. Financial Control – <i>We continue to work on progressing the action points related to the Internal Audit.</i> 	<ol style="list-style-type: none"> 1. Financial Performance – <i>We can safely assume that next year will be challenging as we can not rely on the savings related to staff vacancies. In particular we must focus on developing our income streams.</i> 2. Financial Control - <i>Some of the requirements related to the Internal Audit are proving complicated to implement – it is essential that we continue to develop these areas.</i> 3. College Funding - <i>Discussions are currently positive and it is essential that positive decisions are taken soon</i> 4. Summer Ball – <i>The performance of last year, both financial and reputational must be consolidated. A proposal will be tabled at the Finance and Risk Committee in February</i> 5. Governance Implementation - <i>The new systems and structures need to be implement swiftly and effectively and must begin to add value to the organisation as soon as possible.</i>
Top 5 things achieved since last Board meeting	Top 5 issues we are managing at the moment
<ol style="list-style-type: none"> 1. Sustained financial performance – <i>notwithstanding the concerns expressed elsewhere it is pleasing that we are currently in a stable position.</i> 2. Governance Review Completed and passed by College Council – <i>these are strategically significant changes that will bring benefits in the future.</i> 3. Recruitment and Induction of new staff – <i>most of the new roles that we require to deliver the strategy are now in place.</i> 4. Progress with funding agreement with College – <i>the College are keen for the relationship between the College and the Union to be more ‘grown up’ – and for the Union to have a longer-term financial agreement based on strategic objectives</i> 	<ol style="list-style-type: none"> 1. Elections - <i>these will take place in March and we are aiming for an increased turnout. Particular focus is currently being placed on encouraging students to stand.</i> 2. Charity Registration - <i>This application will completed by the end of February</i> 3. Income Pressures – <i>as mentioned elsewhere we need to focus on growing revenues from commercial streams and improve our budgeting in these areas.</i> 4. Staffing Structures – <i>as discussed at the last Board meeting</i> 5. College Funding – <i>above.</i>