

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

**Financial Performance**

The Union's financial position remains relatively strong but there are still a number of challenges – in particular commercial revenues are under pressure and we must continue to focus on improving the performance of some areas as we go into the next financial year. We are in a strong position to achieve the Union's budget for the current year and all possible efforts are being made to ensure that this happens.

**Staff Survey**

The Union's first ever staff survey took place during May. The vast majority of permanent staff filled out the survey – detailed results and action plans will be submitted to the next board meeting, but early results are encouraging, with 97.4% of staff agreeing that Imperial College Union is a successful organisation, 92% stating that they were proud to work for Imperial College Union, and staff rating their overall employment experience at an average of 7.06 out of 10. There are clear areas for use to focus, and variations between departments, but overall the picture is positive which is an achievement given the issues faced with staff morale in the recent past.

**Capital Projects**

A number of exciting opportunities have arisen over the past few months for the redevelopment of some of our spaces at little capital cost to the Union – if all goes to plan our newsagent, the Reynolds bar and large portions of the main Union building will be redeveloped over the next 12 months. The details of the proposed Bait redevelopment are the content of a separate proposal to this Board meeting.

**Funding**

I'm very pleased to be able to confirm that the funding levels for 2013/2014 have been confirmed and our grant from the College has received a significant increase for the second consecutive year. The Union and the College have also agreed the funding levels for the following two years, ensuring that the Union has a secure three-year funding plan, which is synchronised with the strategic planning period.

**Elections**

The Union's major elections took place in March and I'd like to congratulate the winners of the elections to the following board positions:

|   |                                 |
|---|---------------------------------|
| <b>President:</b>                               | David Goldsmith                 |
| <b>Deputy President (Finance and Services):</b> | Kieron Creagh                   |
| <b>Deputy President (Welfare):</b>              | Marissa Lewis                   |
| <b>Deputy President (Clubs and Societies):</b>  | Jasmine Edwards                 |
| <b>Student Trustees</b>                         | Bukki Adedapo<br>Michael Foster |

Unfortunately Jonathan London, the successful candidate for Deputy President (Education) is now unable to take up the position – a by-election is currently being conducted and we are confident that we will be able to elect the candidate.

I'd like to particularly recognise the significant efforts from Union staff to ensure that the elections were well run and successful.

As ever, I'd welcome your feedback on the form and content of this report.

**Joe Cooper  
Managing Director**

| Financial Performance  | Top 5 future risks  |
|--|---|
| <ol style="list-style-type: none"> <li>1. <b>Summary</b> – <i>The Union continues to post strong financial performance each month, although cost savings in some areas are mitigating some significant pressures on income targets.</i></li> <li>2. <b>Latest management accounts</b> – <i>April's management accounts showed a deficit of £42k, £14k better than budget, achieved mainly through savings on expenditure, in particular staff costs. The Union is currently showing a year to date surplus of £187k, which is £67k better than budget</i></li> <li>3. <b>Financial Reporting</b> – <i>Weekly revenue and casual staff reports continue to be produced and reviewed by the senior management team on a weekly basis. In addition these numbers are now being shared with the wider management team.</i></li> <li>4. <b>Current revenue performance</b> – <i>Commercial Services revenues for the union are currently £84k behind budget, but only £3k down on last year. This position is mainly supported by Conferences, which is £40k ahead of its revenue budget.</i></li> <li>5. <b>Financial Control</b> – <i>Unfortunately the Internal Audit programme was suspended due to some personal circumstances encountered by our Deloitte auditor. We hope that this work will be completed in time for the next Board meeting</i></li> </ol> | <ol style="list-style-type: none"> <li>1. <b>Financial Performance</b> – <i>Even at this early stage of the development of the budget, it is clear that next year will be even more challenging and we must remain completely committed to improving our financial performance</i></li> <li>2. <b>Summer Ball</b> – <i>This is due take place in June and it is essential that the event is successful from a financial and reputational perspective</i></li> <li>3. <b>Strategy Implementation</b> – <i>we now have key elements of the organisation management structure in place, including performance development reviews, operating plans and financial reports. It is essential that these remain well managed to ensure that the organisation is well placed to deliver its strategy</i></li> <li>4. <b>Capital Projects</b> – <i>although the proposed capital projects do not involve direct financial investment from the Union, there are significant risks related to late completion of projects or ill-conceived refurbishments of commercial outlets, which must be carefully managed.</i></li> <li>5. <b>Internal Audit Outcome</b> – <i>the outcome of this audit will have a significant impact on the Union's reputation, particularly with the College.</i></li> </ol> |
| Top 5 things achieved since last Board meeting   | Top 5 issues we are managing at the moment  |
| <ol style="list-style-type: none"> <li>1. <b>Sustained financial performance</b> – <i>despite the challenges and pressures in some commercial areas we are currently on track to achieve budget for the second year in a row.</i></li> <li>2. <b>Elections</b>- <i>the Union again achieved one of the highest turnouts for Students' Union elections in the UK and the process was well supported by the new governance arrangements</i></li> <li>3. <b>Funding agreement with the College</b> – <i>we have secured a significant (£110k) uplift in funding for the second year in a row and a 2.5% increase for each of the following two years.</i></li> <li>4. <b>Charity Registration</b> – <i>The Union completed its Charity registration in March, which marked the culmination of a number of years of work.</i></li> <li>5. <b>Trustees Away Day</b> – <i>this event took place in March and was well received by those who shared feedback.</i></li> </ol>  | <ol style="list-style-type: none"> <li>1. <b>Budget Development</b> – <i>A first draft of the Union's budget for 2013/14 has been completed – work is currently underway to develop the draft which will be analysed by the Finance and Risk sub-committee in June</i></li> <li>2. <b>Strategy Completion</b> – <i>The final stages of consultation, with students, staff and trustees has now been completed and a final version will be sent to the July Board meeting for approval</i></li> <li>3. <b>Sabbatical Handover and Induction</b> – <i>work is underway to enhance the training and development activities that take place for incoming Officer Trustees in July and August</i></li> <li>4. <b>Summer Ball</b> – <i>ensuring the performance of this event remains a key focus</i></li> <li>5. <b>Governance development</b> – <i>we need to keep working to ensure that the new governance arrangements work in reality. Key focuses for the upcoming months are the development of the role of the Governance and Appointments and Remunerations Committee, and the recruitment process for the appointed student trustees.</i></li> </ol>   |